



**Strategic Plan (2023-2028)**

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# ABOUT CAN



**Climate Action Network (CAN) is a Jordanian environmental NGO** that was founded in 2013, and it is based in Jordan, Amman. It was established as the first environmental organization working on climate change solutions in the Middle East. CAN works under the supervision of Jordan Ministry of Environment, and it has a Board of Directors responsible for giving policy direction to the organization and playing an oversight role over the operations of the Executive Team. Members of CAN Board are experts in climate actions and solutions; they are well known in the sector of sustainable innovations for communities and cities. The Chairman of CAN recently has received the Abdul Hameed Shoman Innovation Award for his effort in climate actions.

The Executive Team acts as the management committee of the organization and carries out day to day work of the organization. Currently, CAN Executive Team include 21 full-time employees (8 Male and 13 Female); 18 are first- degree and above holders. Additionally, over 25 community agents are serving CAN on voluntary bases.

They are working in six technical departments: Climate Mitigation Department, Climate Adaptation Department, WASH Department, Climate Justice and Socioeconomic Department, Energy Innovation Department, and Environment Initiatives Department. These six departments are assisted by three other departments: Administrative Department, Financial Department, and Monitoring and Evaluation Department. Policies and systems are in place. CAN recently has got “Low Risk” level by BDO International, the world’s premier accountancy and advisory network.

CAN works to tackle climate change by bringing forth major societal changes through establishing and building partnerships between local communities, business, government,

and public bodies to shift towards a sustainable society and cities. It builds the knowledge and capacity of relevant stakeholders for best practices.

CAN programs focus on serving the most vulnerable and marginalized people in Jordan, namely children, women, refugees, farmers, persons with disabilities, internally displaced persons (idps), people from minority clans, and other marginalized groups.

CAN has delivered various successful projects, partnerships, and research. It has membership in various regional and international environmental consortiums and networks. It also has successfully coordinated grants from funding partners that include EU, FAO, UNICEF, United Nations Environment Programme, ACTED, and Jordan Ministry of International Cooperation.

Since its formation Climate Action Network campaigned and lobbied for inclusion of climate actions in Jordan policies and plans. CAN has established working relationships with Ministry of Environment, Ministry of Agriculture, Ministry of Water, Ministry of Energy, Ministry of Education, Ministry of Health, and Ministry of Islamic Affairs. Along with building working relationships with multiple national civil societies, municipalities, and local communities.





# MESSAGE FROM THE DIRECTOR GENERAL

Dr. Fayez Abdulla

Hydrology, Dam Engineering, Climate Change &  
Water Resources expert

Chairman, CLIMATE ACTION ASSOCIATION-CAN

I am pleased to have this opportunity to express my deep gratitude to the Board of Directors, our partners and supporters, field workers, management staff, and volunteers for the successful accomplishments of climate action, environment protection, and development work for the Jordanian people.

CAN Association is at a significant crossroads. In developing our strategic plan for the next five years (2023-2028), we have had the chance to look back and reflect on the work we accomplished since our organization's founding about 10 years ago. Climate Action Now Association was launched in 2013, in response to the climate change hazards on the vulnerable people of Jordan combined with a severe drought and water scarcity. We understand that millions are at risk of climate change, environmental catastrophes, and water and energy scarcity which are no longer potentials but facts on the ground. This situation unfortunately has paralleled with the Corona-lockdowns consequences and poverty increasing all over Jordan.

We would like to thank CAN board, & staff, community members, partners and funders for participating in and supporting our journey in service for the

vulnerable people of Jordan. CAN Association looks forward to the next five years as we implement our Strategic Plan 2028. With your help we are confident that we will be successful in our mission and continue to be an organization that we can each take pride in.



At this strategic period, we are focusing our energies on further developing the innovative and sustainable solutions that we initiated ten years ago. Which include undertaking natural resource conservation, climate adaptation activities, and establishing basic social services mainly for children and women. In the next five years (2023-2028), CAN will focus on designing and implementing life-changing development programs and livelihood schemes that alleviate environmental degradation, climatic change risks, and deepening poverty in collaboration with relevant stakeholders so as to ensure holistic sustainable development. As well as designing and implementing appropriate strategies and program activities addressing climate change mitigation and adaptation.

# CAN VISION

We envision an environment where there is safe water, green energy, sustainable ecosystem, inclusion infrastructure, and a resilient community and economy against climate change.

# CAN MISSION

Build a resilient community to climate change, and sustainable human systems, ecosystems, and economies through the mobilization of knowledge, enhanced institutional capacity, informed decision-making processes, and facilitate access to finance and technologies.



# CORE OPERATING VALUES

**Transparency and Credibility:** Transparency is a core value of the CAN. It is manifest in the CAN's disclosure of all activities and projects and its commitment to giving access to all those seeking information in a credible, transparent, swift, and precise fashion and in accordance with the law. The goal is to strengthen oversight and accountability.

**Excellence and Creativity:** CAN views excellence as a deep-rooted culture at the individual and organizational levels. Therefore, it continuously strives to improve performance and excellence by applying universal excellence standards, encouraging creativity and innovation, and incorporating concepts related to creativity into CAN's business model, making it an actionable policy.

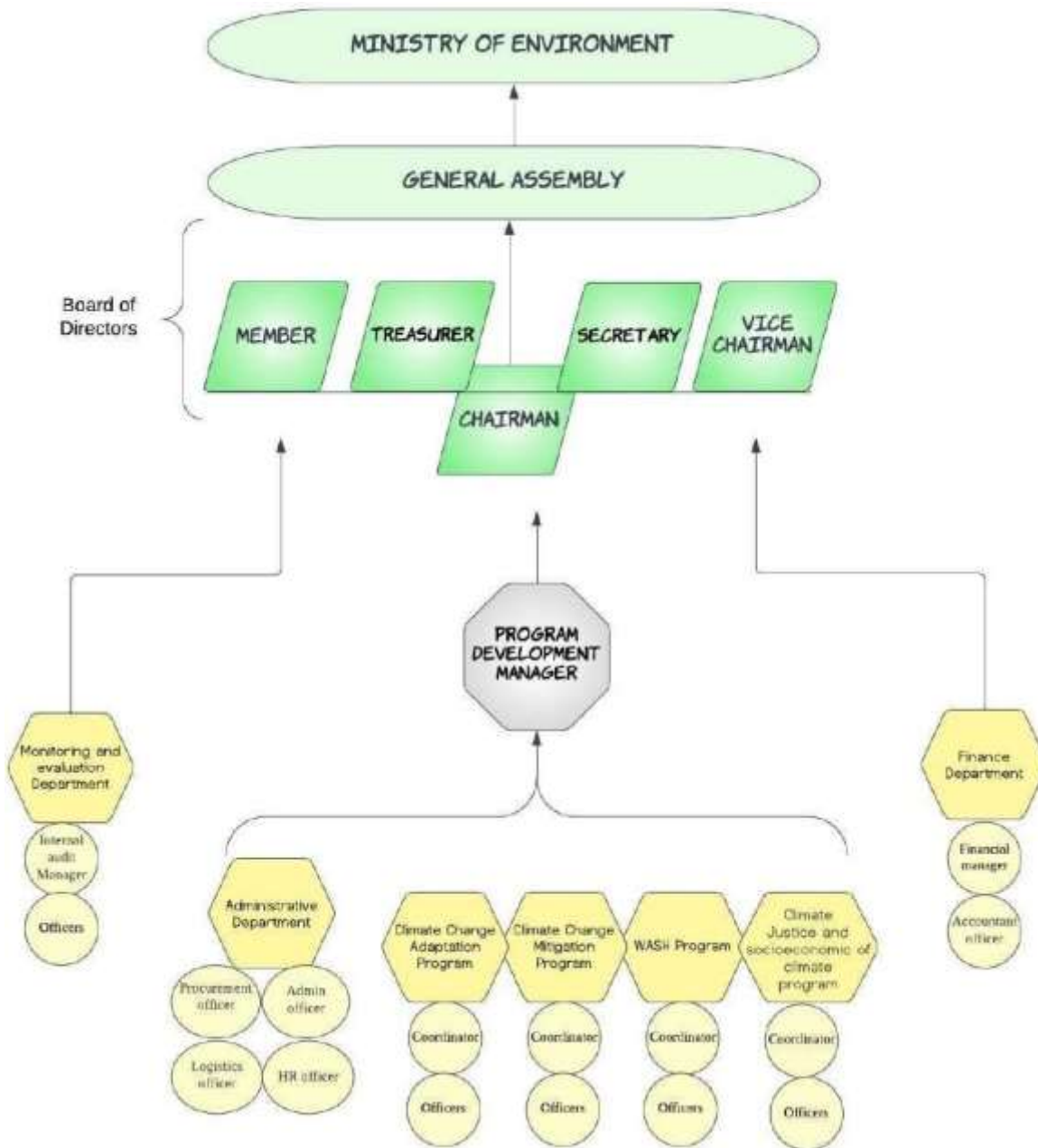
**Teamwork:** In its workplace environment, CAN and its employees always push for teamwork, cooperation, and sharing of expertise to realize CAN's goals and ensure integration.

**Cooperation:** CAN always pursue partnerships, cooperation, and flexible integration with partners and stakeholders to achieve common interests and realize CAN's goal of conserving and sustaining the environment and its components.

**Justice:** CAN pursues and observes justice in all of its policies and operations in a manner that guarantees fairness to all employees and customers. To achieve this, CAN applies non-discriminatory laws and policies that ensure that decisions are made in a responsive, participatory, and inclusive manner at all levels.

**Commitment and Responsibility:** CAN and its employees cherish the commitment and responsibility toward the community as a basic value without which the CAN's environmental protection goals cannot be achieved. Therefore, CAN continues to entrench the values of loyalty and responsibility among its employees through better application of laws, regulations, and codes of conduct.

# CAN STRUCTURE



# HISTORY TIMELINE

2013 - 2014

We are among the first responders to the deepening humanitarian crisis, stepping in to provide crucial food, water, and healthcare aid for Syrian refugees. We organize medical convoys and missions carrying critical medical support to the countryside and remote villages. Our focus is on humanitarian relief and the establishment and provision of critically needed social support services.



2015 - 2016

We delivered various pieces of training, raised awareness, and communicated materials (posters, brochures, pamphlets, videos, t-shirts, banners etc) on environmental problems and their mitigation measures with a focus on Jordanian Badia. Framer and farm where supported to be more sustainable. More than 100 selected families and traditional community leaders participated.



2016 - 2018

We have embarked on technological advances, innovations, development, and research. This is a significant milestone in our journey; we have accumulated a wealth of practical experience, pilots, systems installations, and rehabilitation, and renewed our vision and commitment to climate action and sustainable development to vulnerable and destitute people in Jordan.



2019 - present

We are a well-known and well-established association that tackles climate action in Jordan. Since 2019 CAN implemented various high-profile projects. Currently, CAN is implementing Climate Adaptation and Resilient WASH Program funded by UNICEF Jordan with a value exceeding 300,000 dollars, to strengthen WASH resiliency in the Health and Education Sector at the national level. In another project, we are in a consortium that won the green innovation grant from EU of 1 million euros for the project Green Link. This project aims at Increase the activeness of a green, environmentally sustainable, and socially inclusive economy in Azraq and Zarqa. Still more in the preparations.



# CAN IN NUMBERS

600  
Members

850  
Beneficiary (Youth &  
Women)

156  
Beneficiary (House Holds)

29  
Beneficiary (Districts)

34  
Volunteers

34  
Implemented Projects

89  
Beneficiary (Farms)

24  
Beneficiary (Organization)

# MAIN DONORS AND PARTNERS





# 2023-2028

## STRATEGIC PLAN

### Forging Ahead

CAN strategic plan to guide the organization on strategic objectives for the next five years. The strategic plan will guide and inform our development and funding partners, investors, beneficiaries, and other stakeholders of the work we are doing and foster strong linkages and partnerships with them to achieve maximum results and impact. It will also set out a clear framework for accountability, and mechanisms of achieving the stated objectives as well as ensuring that the sustainable impact of our programs will be measured, critiqued, and/or appreciated.



## CAN's 2023-2028 Strategy - Development Methodology

- The methodology used a participatory approach involving many stakeholders and partners. The main sources and references were deeply analyzed and used as a framework reference for the strategic plan. Expert group discussions and meetings were also held. The strategic planning methodology entailed the following:
- The formation of a technical taskforce in CAN board, assembly, and employees.
- Building the capabilities of the technical taskforce through workshops covering the basics, concepts and mechanisms of strategic planning, risk management, monitoring and assessment, and knowledge management.
- The technical taskforce evaluated the 2018-2023 strategy and reviewed a number of documents and reports that were provided by CAN's team, in addition to a number of other relevant reports published targeting Jordan. The evaluation covered progress made in the implementation of the strategy and the lessons learned.
- The team held specialized workshops and brainstorming sessions, and a SWOT analysis, which sought to identify the strengths, weaknesses, opportunities, and threats that CAN may have or face. The analysis paved the way for the drafting of the vision, mission and strategic goals.
- The first draft of the strategy was presented to the CAN Board of Directors. Also, a related meeting was held with some of the General Assembly members. Finally, the draft was modified based on the feedback received during these meetings.
- CAN shared a draft of the 2023-2028 strategy with all stakeholders. It was also published on the website of CAN and the feedback received was reviewed and reflected on the draft.
- Several brainstorming sessions and workshops were held to finalize the programs and projects and introduce performance indicators in the next five years.
- A second workshop was held for all stakeholders in the development of the strategic plan and operational plans with the aim of drafting operational plans and review the risk management plan and institutional development initiatives in the ministry.

## Risk Management



Plan In light of the rapid changes on the regional and local scene, foremost of which is the regional crises and its implications for the Jordanian environment, the focus on risk management has become urgent more than ever before to ensure the successful implementation of the CAN's 2023-2028 strategy, and to ensure the realization of the goals set at the national level and linked to the 2030 Sustainable Development Goals. Therefore, a risk management plan has been prepared based on the risk management methodology of CAN. The process entailed the following:

- Build the CAN's risk management capacity.
  - Draw a list outlining all the risks expected to be associated with CAN's 2023-2028 strategy;
  - Analyze the risks and prioritize them according to the probability of occurrence and their potential impact on the delivery of strategy;
- The risks associated with the strategy were reviewed remotely and the preventive and remedial measures to be taken to manage these risks were identified;
  - Prepare a document that includes a risk assessment and management plan (2023-2028);
  - Introduce a mechanism to measure the efficiency and effectiveness of the risk management plan through feedback and completion rates.

## SWOT Analysis Summary

### Weaknesses

- The lack of integrated systems to track institutional performance and output.
- Lack of optimally utilize talents.
- Reduced financial allocations (in the budget) needed to implement projects and training and qualification programs.
- Weak enforcement of legislative frameworks

### Strength

- Abundant environmental knowledge and expertise
- An adequate legal framework
- The use of a participatory and multi-stakeholder approach involving the private sector
- Many sectorial national plans related to environmental protection.

Internal

### Threats

- Pressures on environmental resources (population growth, unemployment, the economy, the refugee crisis, desertification and poor environmental awareness)
- Poor commitment of some development stakeholders to environmental requirements
- Natural disasters
- Poor environmental awareness and culture in the society and among economic sectors
- Increased pollution rates driven by the various development actors
- International aid may decline due to international conflict.

### Opportunities

- International funds ready to provide finance for environmental programs and projects
- The fact that the environment is included in the national agenda and in social responsibility plans
- CAN is the only national NGO for climate solutions.
- Environment Fund supporting environmental projects
- Agreements and memoranda of understanding signed with national and foreign donors.

External

## CORE STRATEGIES

### **Focus on Intelligent Adaptation as well as Mitigation**

Focus on multidisciplinary issues including adaptation and risk management in addition to emissions mitigation. Communicate information on the accelerating pace of climate change and its implications through multiple channels, e.g. the Internet, books, news media, films, briefings, and speeches. Engage in broader education on the possibilities for action by individuals and small groups.

### **Identify Interdisciplinary Win-Win Solutions**

Catalyze coordinated strategies for climate environmental protection and the use of alternative energy to reduce greenhouse emissions. Promote front-ending of solutions, including better building design and anticipatory WASH planning.

### **Facilitate Climate Protection among Vulnerable Groups**

Provide means for more vulnerable individuals and groups to achieve social justice objectives and draw on national and international networks to encourage the sharing of problem-solving know-how and recognition of pioneering scientific work to ensure that successful models are widely emulated.



## **CAN's Vision and Mission and the national priorities and needs in the climate change area**

In the context of Jordan, climate-related changes are forecasted to impact a wide range of sectors where the adaptive capacity of the state might already be weak, particularly in rural area. Reduced availability of natural water leads to greater difficulty to meet domestic water needs and resulting in rationing of water. The intermittent water supply fuels public animosity that is already present on non-water related issues. Reduced agricultural production as a result of less available water, higher temperatures, and extreme weather events. Lower exporting capacity and higher dependence on imported foods are likely going to cause higher food prices, lower and less stable incomes, and possible food shortages for some staple food products. Economic recession in the agricultural sector as a result of lower agricultural yield could lead to the erosion of livelihoods, internal displacement of people, and greater food insecurity. Increased pressure on physical infrastructure due to extreme weather events that leads to the collapse of infrastructure in the field of transport, electricity, and other essential services, as well as loss of life due to resulting accidents. Outbreak of new climate-related diseases, placing additional stress on already inadequate health services contributing to the overall deterioration of public health. These impacts will have serious implications for the social and economic stability of Jordan. Systemic failure to respond to humanitarian and environmental crises creates dissatisfaction with the governing authorities. The built-up pressure from within may inadvertently ignite public turmoil that will challenge the resilience of the system. At the same time, Jordan's acceptance of hundreds of thousands of Syrian refugees since the onset of the civil war has put the country before new challenges. The stark influx of refugees has already strained Jordan's finances, its natural resources, as well as the patience of its people. Therefore, the country is highly vulnerable to climate change, and the consequences of climate change would seriously undermine sustainable development aspirations, as the governmental projections show. The government addresses poverty and unemployment as the major challenges for sustainable development. A temperature increases will make it more challenging for Jordan to meet its economic growth. Resource scarcity and its management is a crucial issue for the country, most notably scarcity of water, energy and arable land. The economy is already very vulnerable to external shocks, which severely undermines the country's food security. CAN from its international, national, humanitarian, environmental roles, has studied this challenge deeply and consulted many experts, stakeholders, local and officials all over the counties and look to achieve the following programs during the upcoming years.



# National Strategic Priorities

## Jordan 2025 Vision

Based on the directives of His Majesty King Abdullah II to safeguard and protect the environment, the goals set forth in CAN's 2023-2028 Strategy came consistent with the Jordan 2025 Vision for the environment sector. They were also in line with national plans and efforts aimed at achieving the highgoal of providing a decent life for citizens. Accordingly, the Jordan 2025 Vision outlines five strategic priorities that must be achieved in the environment sector by 2025, including the following:

- Maintaining ecosystem;
- Mitigating the negative effects of environmental changes on humans;

- ▢ Raising the public awareness in the field of environmental protection;
- ▢ Improving institutional efficiency of enterprises operating in the environmental sector;
- ▢ Private sector participation.

CAN's 2023-2028 Strategy is consistent with the "state of solidarity" theme in the national Renaissance Project. In this context, the Jordanian government seeks to improve Jordan's performance and ranking in the global Environmental Performance Index by implementing programs concerned with preserving public health, the environment and community safety, in light of climate change-related challenges and poor awareness of environmental protection.

## The 2030 Global Sustainable Development Agenda

Global environmental policies have been an important reference for CAN's strategic planning process, particularly the 2030 Agenda for Sustainable Development and the Paris Climate Change Agreement. Four goals of the 2030 Sustainable Development Agenda intersect directly with the actions and efforts of CAN, including:

- SDG 13: Climate Action: Take urgent action to combat climate change and its impacts.
- SDG 14: Life Below Water: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
- SDG 15: Life on Land: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

## Strategic/ Institutional Goals

Accordingly, CAN, in consultation with its partners, reviewed these initiatives and

set the following six goals:

- **Protect and sustainably use ecosystem services:** Preserve ecosystems services and protect their various components and ensure that the concept of sustainable use of environmental and ecosystems services is incorporated into environmental policymaking and development decisions at the local and national levels to guarantee human well-being.
- **Prevention of pollution and address its adverse impacts:** Reduce pollution affecting the three main components of the environment (water, air, and soil), which results from various human and development activities, and promote environmental health and address pollution. This can be achieved by taking measures to reduce the harmful effects of pollution on the environment primarily in a preventive manner, and then address its effects when it occurs using the necessary measures.
- **Address climate change:** Address climate change with the aim of mitigating its causes and adapting to its negative effects through various executive mechanisms, including financial tools and technology transfer.
- **Transition Toward Green Economy:** Achieve and promote sustainable economic growth that entails preserving the environment and taking the social dimension into consideration in order to bring about sustainable development through setting and implementing policies in the various development sectors.
- **Disseminate environmental culture and promote sound environmental behavior:** Continue to educate and sensitize all segments of society to sound environmental practices to create a sound and sustainable environmental behavior to protect and preserve the components of the environment.
- **Develop institutional performance and promote a culture of excellence, innovation and gender mainstreaming:** Upgrade the CAN's performance by raising its human, technical and knowledge capabilities in a sustainable manner, enhance decentralization, and promote a culture of excellence, innovation, and gender mainstreaming to enable it to carry out its mandate and achieve its other strategic goals effectively and efficiently.

# CAN's Vision & the Strategic Goals Tree 2023-2028

Ambition	A Prosperous and Resilient Jordan					
National Priorities and SDGs CAN seeks to achieve	Jordan 2025 Vision: Protection of the environment components and its sustainability  Renaissance Project/ State of Solidarity theme  National Priorities: Environment and Human Safety		<b>SDGs:</b> SDG 13: Climate Action: Take urgent action to combat climate change and its impacts. SDG 14: Life Below Water: Conserve and sustainably use the oceans, seas and marine resources for sustainable development. SDG 15: Life on Land: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.			
Strategic Sectoral Priorities	Maintaining ecosystem	Mitigating the negative effects of environmental changes on humans	Private sector participation	Raising the public awareness in the field of environmental protection	Improving institutional efficiency of enterprises operating in the environmental sector	
Vision	A pioneering NGO in preserving environmental components toward sustainable development					
Mission	Protect the environment, preserve vital ecological systems through setting and enforcing legislative frameworks, prepare strategies and policies, disseminate environmental culture and transition toward a green economy through a supportive institutional structure. The ultimate goal is to achieve sustainable development and reduce pollution and the negative effects of climate change while pursuing a participatory approach.					
Core Values	Transparency and Credibility	Excellence and Creativity	Teamwork	Cooperation	Justice	Commitment and Responsibility

Programs	Protect and sustainably use ecosystem services			Prevention of pollution and address its adverse impacts				Address climate change	Transition Toward Green Economy	Disseminate environmental culture and promote sound environmental behavior			Develop institutional performance and promote a culture of excellence, innovation and gender mainstreaming		
	Biodiversity Conservation and Natural Resource Management			Environmental Control and Protection				Climate Change	Transition Toward Green Economy	Environmental Education and Awareness			Knowledge Management		
	Sustainable Land Management and Desertification Reduction			Environmental Regulation for Development Activities						Environmental Education for Sustainable Development	Digital Transformation				
	Rehabilitation of Environmentally-Degraded Sites			Chemical and Waste Management						Development of Environmental Societies					
	Environmental Control and Protection			Inspection of Environment-Impacting Activities						Gender Mainstreaming in Environmental Policies and Programs	Gender Mainstreaming				
	Sustainable Land Management and Desertification Reduction			Development and Activation of Environmental Legislation, Policies and Strategies											
	Rehabilitation of Environmentally-Degraded Sites														
	Environmental Control and Protection														
	Sustainable Land Management and Desertification Reduction														
	Rehabilitation of Environmentally-Degraded Sites														
	Environmental Control and Protection														
	Sustainable Land Management and Desertification Reduction														
	Rehabilitation of Environmentally-Degraded Sites														

# Programs

To ensure that its strategic goals are achieved and that the strategic plan is properly managed and implemented, CAN has developed a set of programs that include:

## Strategic Goal I: Protect and Sustainably Use Ecosystem

### Services

1. **Biodiversity Conservation and Natural Resource Management Program:** Through this program, CAN aims to develop and roll out integrated environmental management frameworks for natural resources to preserve environmental and ecological systems, their services and various components.
2. **Sustainable Land Management and Desertification Reduction Program:** Through this program, CAN seeks to coordinate and plan the sustainable use of lands with a view to reduce desertification and achieve environmental balance through an integrated participatory effort.
3. **Rehabilitation of Environmentally-Degraded Sites Program:** Through this program, CAN seeks to coordinate national efforts to restore degraded ecosystems, thereby achieving environmental balance and human well-being.

### Expected Impact:

- Protect and sustain reserves and enhance their role in developing local communities;
- Improve the components of the existing green infrastructure and mainstream it in a number of locations to enhance and improve the lives of the local population through community participation;
- Sustain and develop the capacities of the stakeholders;
- Establish a breathing space for local communities and promote environmental behavior;
- Rehabilitate wildlife systems in the Jordanian Badia to increase native vegetation, grow wildlife, feed groundwater, and improve the standard of living of the local communities in the Badia;
- Create job opportunities for local communities.

## Strategic Goal II: Prevention of Pollution and Address its Adverse Impacts

- 1. Environmental Control and Protection Program:** Through this program, CAN seeks to contribute to the enforcement of environmental legislation and policies, support monitoring operations by strengthening environmental monitoring and evaluation in all regions and monitoring vital and developmental facilities. This is achieved through the introduction of programs to control water, air and soil quality, monitor landfills, protect and promote environmental health, prepare a state periodic environment state, and issue a list of national environmental indicators.
- 2. Environmental Regulation for Development Activities Program:** Through this program, CAN seeks to regulate development activities by granting environmental approvals to industrial, commercial, agricultural, housing, service, and investment establishments, in addition to carrying out environmental impact assessment, and strengthening environmental inspection and auditing.
- 3. Chemical and Waste Management Program:** Through this program, CAN seeks to put in place the legislative framework, policies and strategies related to chemicals and waste management of all kinds and coordinate their application, safe disposal of hazardous waste, safe handling of chemicals and controlling their flow across borders. This is in addition to supporting and implementing pilot projects for the safe disposal of all types of waste and applying the waste management hierarchy based on the newly issued waste management law.
- 4. Inspection of Environment-Impacting Activities Program:** Through this program, CAN seeks to contribute to the enforcement of environmental legislation and policies, support environmental inspection and auditing, and strengthen oversight of all vital and developmental facilities and activities to protect human health and the environment.
- 5. Development and Activation of Environmental Legislation, Policies and Strategies Program:** Through this program, CAN seeks to develop and activate national legislation, policies and strategies related to the environment, and to ensure they conform to international and national efforts aimed at preserving the environment and its components and working with the relevant authorities to enforce the legislation.

### Expected Impact:

- Protect water and groundwater sources from pollution;
- Improve air quality and reduce pollution;
- Mitigate the negative health impact of environmental pollution;
- Reduce the negative impact of pesticides on soil and livestock;
- Facilitate the licensing process for development facilities;
- Reduce the random spread of projects, activate the monitoring system and increase investments;
- Safe disposal of hazardous waste in landfills;
- Achieve environmental security and strengthen control over environmental ecosystems;

## **Strategic Goal III: Address Climate Change**

1. **Climate Change Mitigation and Adaptation Program:** Through this program, CAN seeks to raise environmental awareness of the effects of climate change, address its effects through adaptation, mitigation, provision of financing, and transfer of technology. This is in addition to encouraging innovative solutions and implementing integrated projects to contribute to achieving sustainable development consistently with international agreements on climate change.

### Expected Impact:

- Have a national team able to negotiate project financing from the Green Climate Fund;
- Have a comprehensive database for all projects implemented to reduce the impacts of climate change;
- Develop the competence and expertise of CAN staff on international climate negotiations;
- Develop an executive monitoring, reporting and verification (MRV) framework for the waste sector;
- Develop a national system for transparency in following up on the implementation of the nationally determined contributions.

## Strategic Goal IV: Transition Toward Green Economy

1. **Green Economy Transition Program:** Through this program, CAN seeks to achieve sustainability and development in the targeted sectors (transportation, energy, agriculture, water, waste, tourism) through developing and enforcing legislation and policies, and coordinating with and supporting the relevant authorities to implement the necessary measures set forth in the executive plans of the green economy.

### Expected Impact:

- A gradual shift toward green growth and the promotion of sustainable consumption and production patterns;
- Provide investment opportunities through the recycling project (circular economy);
- Reduce the quantities of industrial wastewater and using it as an irrigation source for some trees.

## Strategic Goal V: Disseminate Environmental Culture and Promote Sound Environmental Behavior

1. **Environmental Education and Awareness Program:** Through this program, CAN seeks to raise awareness over environmental issues and highlight the importance of preserving the environment, protecting its components at the level of the institution, society and the individual, and adjusting behavior toward the environment and its components.
2. **Environmental Education for Sustainable Development Program:** Through this program, CAN seeks to lay the foundations of an institutional system to activate environmental education to achieve the goals of sustainable development.
3. **Development of Environmental Societies Program:** Through this program, CAN seeks to raise the efficiency of environmental associations and boost its technical, financial and administrative capabilities to enable them to exercise the roles

assigned to them.

4. **Gender Mainstreaming in Environmental Policies and Programs:** This program aims to ensure gender mainstreaming in developmental policies, programs and activities in the environment sector at the local and regional levels. This is achieved through involving different groups of society in identifying environmental pollution problems and management mechanisms and developing gender-sensitive interventions with a view to achieving sustainable development.

#### Expected Impact:

- Raise environmental awareness among all segments of society;
- Adjust environmental behavior and promote positive interaction with the environment;
- Enhance students' sense of belonging and volunteerism and motivate them to push for change;
- Activate and expand the role of environmental associations in protecting the environment;
- Enhance the role of women in protecting the environment and sound environmental management of the home and natural resources.

## **Strategic Goal VI: Develop Institutional Performance and Promote a Culture of Excellence, Innovation and Gender Mainstreaming**

1. **Institutional Development and Capacity-Building Program:** Through this program, CAN seeks to build and enhance the institutional and individual capabilities of CAN and promote decentralization to carry out the tasks entrusted to them and achieve strategic goals in an effective and efficient manner.
2. **Knowledge Management Program:** Through this program, CAN seeks to develop and implement a system for managing explicit and implicit knowledge in CAN to provide safe, reliable, and necessary data for stakeholders and decision-makers in a timely manner.
3. **Digital Transformation Program:** Through this program, CAN seeks to

develop electronic infrastructure, technical systems, process automation, and introduce smart services for internal and external customers.

4. **Gender Mainstreaming Program:** Through this program, CAN seeks to review all human resources, training and development policies to ensure gender equality, give women and men equal opportunities and increase women's access to leadership positions in CAN on the basis of competency.

Expected Impact:

- Contribute to achieving the King Abdullah II Award for Government Performance Excellence and Transparency;
- Ensure sustainable institutional development;
- Ensure sustainable knowledge management toward sound, evidence-based and informed decision-making;
- Open channels of communication to facilitate investors' and citizens' access to information and services in a regular manner;
- Give women and men equal opportunities and increase women's access to leadership positions in CAN on the basis of competency.



# communication policy

Corporate communication and communication policies promote transparent and appropriate communication for the company, customers and business partners in general. It is the basic communication policy.

Among the principles and aspects that may be included in the corporate communication policy are:

- Defining those responsible for communication inside and outside the company, and establishing a clear role for each individual in achieving communication goals.
- Emphasis on transparency in communication and the need to provide information in an honest and reliable manner.
- Encourage internal communication among employees to improve collaboration and exchange of ideas and knowledge.
- Emphasis on respecting the privacy of sensitive information and maintaining it securely.
- Deal effectively with inquiries and complaints from the external public and provide appropriate and prompt responses.

**Internal Communication:** This aspect of the policy includes communication between all levels of employees within the company. Internal communication aims to enhance team spirit and disseminate important information, directives and news related to the company and its performance. Internal communication can include regular meetings, internal email, virtual forums, and other means.

**External Communication:** relates to communication with an external audience, such as customers, business partners, investors, the media, and the local community. External communication aims to build positive relationships and trust, communicate with customers, meet their needs, and clarify information related to products, services, and initiatives.

**In short, the corporate communication and communication policy aims to enhance transparency, trust and effective communication with all audiences, with the aim of achieving the company's objectives**

# Project List

## Main Projects

The following table includes a list of the main projects that CAN will implement to achieve its strategic plan to reach the expected impact:

<b>Goal 1</b>	<b>Protect and Sustainably Use Ecosystem Services</b>
<b>Program 1:</b>	<b>Biodiversity Conservation and Natural Resource Management</b>
No.	<b>Project Name</b>
1	Strengthen control and protection of the national natural reserve network and activate the management system
2	Improvement of Green Infrastructure in Jordan through Labor-Intensive Measures (cash for work)
<b>Program 2:</b>	<b>Sustainable Land Management and Desertification Reduction</b>
No.	<b>Project Name</b>
1	Establish an ecological forest in Al-Subaihi/ Al-Balqa area
2	Establish ecological parks in Karak Governorate (ecological garden - Mo'ab)
3	Establish Al-Barra Eco Park in Dana/ Tafila Governorate
4	Establish ecological parks in partnership with the private sector
5	Establish the Tafila Eco Park in Abel/ Tafila Governorate
<b>Program 3:</b>	<b>Rehabilitation of Environmentally-Degraded Sites</b>
No.	<b>Project Name</b>
1	Rehabilitate the previous livestock market site and the construction of a garden (Sahab and Muwaqqar)
2	Rehabilitate the Ibbin Forest and establish an ecological park/ Ajloun Governorate
3	Develop a national plan to rehabilitate the Zarqa River
4	Complete the ecological park project / Russeifa area
5	Ecosystems Rehabilitation in the Jordanian's Badia (environmental compensation program)

<b>Goal 2</b>	<b>Prevention of Pollution and Address its Adverse Impacts</b>
<b>Program 1:</b>	<b>Environmental Control and Protection</b>
No.	<b>Project Name</b>
1	Establish a national system for information and control of solid and hazardous waste
2	Study of the air pollutants concentrations that result from factories
3	Issue the national list of environmental indicators
4	Develop the executive plan for the Arab Health and Environment Strategy
5	The National project for monitoring water Quality in Jordan
6	Air Quality monitoring Network
7	The National project for remote monitoring water quality
8	Study the residual effect of pesticides on the environment
<b>Program 2:</b>	<b>Environmental Regulation for Development Activities</b>
No.	<b>Project Name</b>
1	Contribute to the operation of the organic fertilizer plant in Deir Alla
2	The development of the environmental map
<b>Program 3:</b>	<b>Chemical and Waste Management</b>
No.	<b>Project Name</b>
1	Upgrade the Alakidr Landfill
2	Develop hazardous waste management center in Swaqa
3	Reduction and elimination of POPs
4	Establish integrated hazardous waste treatment units
5	Implement the road map toward the transition to environmentally-friendly bags
6	Extended product responsibility project
<b>Program 4:</b>	<b>Inspection of Environment-Impacting Activities</b>
No.	<b>Project Name</b>
1	Development and implementation of inspection programs for hot spots, and environmental auditing
2	Introduce an electronic tracking system for wastewater transport vehicles, engine oils and hazardous waste
3	Support the Royal Department for Environment Protection with a view to protecting and sustaining the Jordanian environment

<b>Program 5:</b>	<b>Development and Activation of Environmental Legislation, Policies and Strategies</b>
No.	Project Name
1	Prepare and issue legislation that support the implementation of sound waste management, in addition to fulfilling the requirements of the European Union grant to support the implementation of the national solid waste management strategy
2	Implement the framework law for waste management, issue regulatory legislation and amend other legislation to comply with the provisions of this law
3	Introduce a bylaw for genetic resources access and benefit-sharing for the implementation of the Nagoya Protocol
4	Prepare a chemicals management strategy

<b>Goal 3</b>	<b>Address Climate Change</b>
<b>Program 1:</b>	<b>Climate Change</b>
No.	Project Name
1	National Forestry Project
2	Supporting Effective Governance for NDC Review and Implementation
3	National adaptation plan
4	Improving Living Conditions in Poverty-Stricken Areas of Amman
5	Increase the readiness and capabilities of the National Designated Authorities (NDA) accredited by the Green Climate Fund
6	Partnership for Market Readiness (PMR)
7	Follow-up with international financial institutions to obtain financing for three major projects covering 7 governorates
8	Increase readiness to facilitate financing for climate change and green growth projects
9	Develop a national policy for cleaner fuels and vehicles
10	The Nationally Determined Contributions Project (NDC) to reduce greenhouse gas emissions

<b>Goal 4</b>	<b>Transition Toward Green Economy</b>
<b>Program 1:</b>	<b>Transition Toward Green Economy</b>
No.	Project Name
1	Launch a national green growth action plan that includes sub-executive plans for the targeted sectors 2025-2030
2	Recycling project (circular economy)
3	Green pharmacy project
4	Used lead acid batteries collection and recycling (ULAB)
5	Construct an industrial wastewater treatment plant in the Hallabat area
6	Carry out the second phase of the Switch-Med project
7	Regional project on low emission strategies in the MENA region (DIAPOL)

<b>Goal 5</b>	<b>Disseminate Environmental Culture and Promote Sound Environmental Behavior</b>
<b>Program 1:</b>	<b>Environmental Education and Awareness</b>
No.	Project Name
1	Prepare and implement the national plan for environmental awareness
2	Rehabilitate and clean picnic and archaeological areas and environmental hotspots/ Zarqa Governorate
3	Support awareness-raising programs and activities to preserve the environment through the stakeholders/ Ma'an Governorate
4	Create a social responsibility network
<b>Program 2:</b>	<b>Environmental Education for Sustainable Development</b>
No.	Project Name
1	Dedicate a monthly class for the implementation of hygiene campaigns and environmental initiatives within and around the school
2	Build the foundation strategy: environmental education for sustainability
3	Environmental school theater competition
4	Design an educational environmental game (Let's Protect our Environment)
<b>Program 3:</b>	<b>Development of Environmental Societies</b>
No.	Project Name
1	Push associations to implement environmental awareness initiatives and programs
2	Raise the efficiency of environmental societies

<b>Program 4:</b>	<b>Gender Mainstreaming in Environmental Policies and Programs</b>
No.	Project Name
1	Launch the first national forum for female environmentalists
2	Develop the environmental household management manual

<b>Goal 6</b>	<b>Develop Institutional Performance and Promote a Culture of Excellence, Innovation and Gender Mainstreaming</b>
<b>Program 1:</b>	<b>Knowledge Management</b>
No.	Project Name
1	Develop a knowledge management strategy and formalize it across organizational levels
<b>Program 2:</b>	<b>Digital Transformation</b>
No.	Project Name
1	Develop more internal portal services
<b>Program 4:</b>	<b>Gender Mainstreaming</b>
No.	Project Name
1	Audit and training on gender mainstreaming
2	Develop gender mainstreaming policy

# Strategic Goals Performance Indicators

Goal 1	Protect and Sustainably Use Ecosystem Services					
Indicator Type	Indicator	Sectoral/ Institutional	Baseline	Target		
				2023 -24	2025 -26	2027- 28
<b>Habitat Protection</b>	% of ecosystems representation within the Protected Area Network as a percentage of Jordan's area	Sectoral	3%	4%	4%	4%
	The number of parks, gardens, or ecological forests established or rehabilitated	Institutional	-	3	3	3
<b>Species Protection</b>	The number of threatened species targeted by national protection programs	Institutional	5	5	5	5
	% of Sarhani fish out of the introduced species	Sectoral	70%	70%	70%	70%
	Quality of the Sarhani Fish Habitat (maintaining the quality, area and volume of water within the appropriate limits for the habitats of the Sarhani fish)	Sectoral	20	20	20	20
	The number of endangered species according to the National Red List of endangered species	Sectoral	3	3	3	3

Goal 2	Prevention of Pollution and Address its Adverse Impacts					
Indicator Type	Indicator	Sectoral/ Institutional	Baseline	Target		
				2023- 24	2025- 26	2027- 28
<b>Environmental Control and Protection:</b>  <b>The impact of air pollution on ecosystems</b>	Annual arithmetic average of nitrogen dioxide concentrations in the ambient air annually (ppm)	Institutional	0.05 (baseline value will vary for each station)	0.05	0.05	0.05
	Annual arithmetic average of sulfur dioxide concentrations in the ambient air annually (ppm)	Institutional	0.04 (baseline value will vary for each station)	0.04	0.04	0.04
	Median annual average of fine particulate matter in ambient air PM10 (micrograms per cubic meter)	Institutional	70 (baseline value will vary for each station)	70	70	70
	Median annual average of fine particulate matter in ambient air PM2.5 (micrograms per cubic meter)	Institutional	15 (baseline value will vary for each station)	15	15	15
<b>Environmental Control and Protection:</b>  <b>The impact of water pollution on ecosystems</b>	Median annual average of total nitrogen concentration in treated domestic wastewater/ the item on rainwater discharge (mg/ l)	Sectoral	70 (baseline value will vary for each station)	70	70	70
	Median annual average of total nitrogen concentration in treated domestic wastewater/ the item on the irrigation of field crops,	Sectoral	100 (baseline value will vary for each station)	100	100	100
	Median annual average of biological oxygen demand in treated domestic wastewater/ the item on rainwater discharge (mg/ l)	Sectoral	60 (baseline value will vary for each station)	60	60	60

	Median annual average of biological oxygen demand in treated domestic wastewater/ the item on the irrigation of field crops, industrial crops and forest trees (mg/ l)	Sectoral	300 (baseline value will vary for each station)	300	300	300
	The annual pH of the treated domestic wastewater	Sectoral	6 - 9 (baseline value will vary for each station)	6-9	6-9	6-9
	The annual pH of the treated industrial wastewater	Institutional	6 - 9 (baseline value will vary for each station)	6-9	6-9	6-9
	Median annual average of chemical oxygen demand (COD) in treated industrial wastewater/ the item on rainwater discharge (mg/ l)	Institutional	150 (baseline value will vary for each station)	150	150	150
	Median annual average of chemical oxygen demand (COD) in treated industrial wastewater/ the item on the irrigation of field crops, industrial crops and forest trees (mg/ l)	Institutional	500 (baseline value will vary for each station)	500	500	500
	Median annual average of total dissolved solids (TDS) in treated industrial wastewater (mg/ l)	Institutional	2000 (baseline value will vary for each station)	2000	2000	2000
	Median annual average of total suspended solids (TSS) in treated industrial wastewater/ the item on rainwater discharge (mg/ l)	Institutional	60 (baseline value will vary for each station)	60	60	60
	Median annual average of total suspended solids (TSS) in treated industrial wastewater/ the item on the irrigation of field crops, industrial crops and forest trees (mg/ l)	Institutional	300 (baseline value will vary for each station)	300	300	300
<b>Waste Management</b>	Amount of treated hazardous waste (ton)	Institutional	44000	44000	55000	60000

<b>Environmental Inspection</b>	% of development activities covered by environmental inspections	Sectoral	60%	65%	67%	70%
	Complainant satisfaction rate	Institutional	74%	77%	80%	85%
	% of processed environmental complaints	Institutional	100%	100%	100%	100%
	% of approved environmental audit studies	Institutional	90%	95%	96%	97%
	The number of the approved environmental contingency plans	Institutional	8	9	9	9
	The number of violations related to the random discharge of wastewater, oils and hazardous waste	Institutional	50	45	40	35
<b>Development and Activation of Environmental Legislation, Policies and Strategies</b>	The number of policies, legislation, regulations, bylaws, and environmental strategy developed or modified and established (cumulative number)	Institutional	10	17	24	32

Goal 3	Address Climate Change					
Indicator Type	Indicator	Sectoral/ Institutional	Baseline	Target		
				2023 -24	2025 -26	2027 -28
Climate Change	Greenhouse gas emissions mitigation ratio	Sectoral	8%	8%	10%	11%
	NDCs completion ratio	Institutional	8%	8%	10%	11%
	The amount of funding received from international financing institutions to implement major projects covering the governorates (Irbid, Ramtha, Mafraq, Balqa, Madaba, Karak, Tafila)	Institutional	4 million	6	8	10
	The number of national projects funded by the Global Climate Funds	Institutional	2	2	4	6
	National capacity building and knowledge exchange: The number of training courses implemented under the framework of addressing climate change and building national capacities	Institutional	5	10	15	20

<b>Ozone Layer Protection</b>	% of renewable energy contribution to the total energy mix	Sectoral	9%	10%	11%	12%
	The number of Jordanian industries that were able to switch to alternatives thermal insulation not harmful to the ozone layer	Institutional	40	52	82	110

<b>Goal 4</b>	<b>Transition Toward Green Economy</b>					
<b>Indicator Type</b>	<b>Indicator</b>	<b>Sectoral/ Institutional</b>	<b>Baseline</b>	<b>Target</b>		
				<b>2023 -24</b>	<b>2025 -26</b>	<b>2027 -28</b>
<b>Transition Toward Green Economy</b>	The number of consultative sessions with the private sector to discuss investment opportunities in green projects	Institutional	4	4	6	7
	The number of measures implemented (procedures and projects) out of the those set forth in the executive plans of the six targeted sectors (transportation, water, agriculture, tourism, waste, energy) to support the transition towards a green economy	Sectoral	1	1	4	4

Goal 5	Disseminate environmental culture and promote sound environmental behavior					
Indicator Type	Indicator	Sectoral/ Institutional	Baseline	Target		
				2023- 24	2025- 26	2027- 28
<b>Disseminate Environmental Culture and Promote Sound Environmental Behavior</b>	The number of memoranda of understanding signed with the private sector and civil society organizations to measure partners' and key stakeholders' knowledge of the CAN's responsibilities, objectives, and strategic goals	Sectoral	15	19	27	35
	% of implemented environmental awareness programs, campaigns and activities	Sectoral	100%	100%	100%	100%
	% of delivery of environmental awareness initiatives and programs by environmental societies	Sectoral	100%	100%	100%	100%
	% of targeted women group compared to the total targeted groups	Sectoral	40%	40%	42%	45%
	The number of partnerships sealed with the private sector and civil society organizations on gender issues in the environment sector	Sectoral	NA	5	5	5

Goal 6	Develop Institutional Performance and Promote a Culture of Excellence, Innovation and Gender Mainstreaming					
Indicator Type	Indicator	Sectoral/ Institutional	Baseline	Target		
				2023- 24	2025 -26	2027- 28
<b>Institutional Capacity-Building and Promotion of Excellence Culture</b>	Service recipient satisfaction rate	Institutional	8.5	8.5	8.5	9
	Employee satisfaction rate	Institutional	8	8	8.5	9
	% of projects included in the 2023-2028 strategic plan, which have been accomplished by more than 90%	Institutional	NA	90%	95%	100%
	Number of completed training courses to qualify and train CAN's staff	Institutional	15	15	20	25
	% of employees using the knowledge management system	Institutional	-	25%	50%	75%

*This Strategic plan was signed and approved by the Board Of Directors of Climate Action Network Jordan on 15 December 2022.*