



Ministry of Environment 

Build-the-Foundation Strategy: Environmental Education for Sustainability (EEfS)





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“Build the Foundation Strategy: Environmental Education for Sustainability (EEfS)” is a product of the Directorate of Communication and Awareness (DCA) of the Ministry of Environment. The United Nations Development Programme -Jordan (UNDP - Jordan) provided technical assistance and financial support for the preparation of this strategy.

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The opinions contained in this document reflect the views of the study team and independent consultants who were deployed and do not necessarily reflect the opinions of the United Nations Development Programme.

Attributions

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Foreword

I am pleased to present before you an important accomplishment reached by the Ministry of Environment, the “Build-the-Foundation Strategy: Environmental Education for Sustainability (EEfS)”. This strategy encompasses a significant national route guiding towards a sustainable environmental education perception that takes upon itself to achieve sustainable development in all areas of economic, social and cultural life etc. Adequate education is an essential pretext to solving all issues related to sustainable development as it provides the grounds for necessary environmental enhancement, empowers capacities and ensures both individual and collective social commitment towards necessary transformations. This all creates more sustainable communities covering all public and private sectors, as well as stronger civil society organizations etc.

As a result, this strategy was prepared stemming from the Ministry’s strategic approach to develop institutional capacities and enroot a culture of distinction, innovation and gender mainstreaming . The Ministry’s view is that environmental culture and promoting sound environmental behavior are a part of its institutional strategic goals. These objectives are also in harmony with national goals aiming at strengthening the role of public administration and improving the levels of services provided to citizens, especially in sectors such as students and youth.

Global efforts, especially those of international organizations, governments, educational institutions, economic sectors and civil society organizations have played a large role in striving towards achieving tangible development in sustainable environmental education. Jordan has surely benefited, being an essential partner in this field, from all that has been achieved on the regional and global levels. However, there remains a dire necessity for the Jordanian society to enhance education that enables learners to face accumulated and novel challenges in a more optimistic and creative way. Moreover, there is a need to further connect education to policies, strategies and efforts aiming at enhancing sustainable development to help achieve the national environmental education action plan for sustainability and sustainable development goals.

It is also worth mentioning that there is broad experience on the national, international and regional levels in the area of environmental education and that much of this experience can be integrated gradually into the dimensions of sustainability and can be developed into an educational framework that focuses on sustainable development. The challenge facing this goal takes the form of improving the components of these initiatives to enhance sustainable development and environmental education for sustainability on the national Jordanian level.

To face this challenge, which extends from the classroom to the information provided by the media, research studies of relation and all concerned parties, a national cooperation plan was introduced and adopted by the Ministry of Environment to address the topic of environmental education for sustainability. This cooperation was defined as a top priority by all official and nonofficial national parties which were invited to participate in the discussions, coordination and preparations for this important national action. This work saw the creation and training of special staff to materialize the plan’s elements and as a result of these national efforts, a national

strategy was prepared to place the foundations for environmental education for sustainability. Moreover, this education has become accessible to all sectors of the Jordanian society and has been officially authorized by the Ministry. It can be said that the strategy is a document with a political vision towards development, which drives me to stress the importance of participating towards implementing this strategy. This strategy includes within it a procedural action plan that calls on combining efforts between all national bodies and international organizations to reach a work route and a participatory method that achieve “environmental education for sustainability”. This education shall place the foundations for creating a future generation that envisions all the necessary steps needed to achieve sustainable development in all areas of life.

From this position, I would like to extend my sincere gratitude to the United Nations Development Programme (UNDP) for adopting and supporting this strategy and for taking it upon itself to implement it and provide windows for supporting it based on a solid conviction and large belief in its importance. UNDP has firmly believed that this project has many benefits on the national and international fronts. I would also like to thank the Royal Department for Environmental Protection and Tourism, a strategic partner of our Ministry and regarded as its executive body in preparing this strategy and in contributing to implementing it in its following stages. My gratitude is also extended to our other partner, the Ministry of Education, for providing its largely valued expertise, to all official parties and civil society organizations and to the national institution that brought distinction, quality and accurate preparation to this strategy, namely, the “House of Expertise for Environmental Solutions and Sustainability -ArabEnv”.

We are proud of our partnership with all our national institutions as we all strive to achieve the visions and aspirations of His Majesty King Abdullah II bin al-Hussein May God protect Him and pray that we can all achieve success by serving this nation and its leader.

Nabeel Masarwa
Minister of Environment

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Abbreviations List

Abbreviation	Complete Name
CEDARE	Centre of Environment and Development for the Arab Region and Europe
DCA	Directorate of Communication and Awareness
EAC	Environmental Action Committee
EC	EEfS Executing Centre
EEA	Environmental Education and Awareness
EEfS	Environmental Education for Sustainability
EfS	Education for Sustainability
ESD	Education for Sustainable Development
GS	General Secretariat
HC	Higher Council for Environmental Education for Sustainability
JREDS	The Royal Marine Conservation Society
KAP Studies	Knowledge, Attitudes, Practice Studies
MoEnv	Ministry of Environment
MU	Management Unit
NGO	Non-Governmental Organization
RSCN	Royal Society for the Conservation of Nature
SD	Sustainable Development
SDGs	Sustainable Development Goals
UNDP	United Nations Development Program
UNEP	United Nation Environment Program
UNESCO	The United Nations Educational, Scientific and Cultural Organization
UNESCO-GAP	UNESCO- Global Action Program

Summary

1. The Strategy: A National Need ... A Global Commitment

The Ministry of Environment firmly believes in the importance of investing in future generations as it considers them the foundations for raising awareness and the means to promoting environmental behavior. This drives the necessity of targeting school students directly through well-structured academic curricula and non-curricular activities. There also lies a necessity to enable students to change individually and to transform the society in which they live in by developing knowledge, skills, capacities and values to achieve global citizenship and to face challenges related to local circumstances both in the present and the future.

Based on the importance of the large role instilled on the Ministry of Environment to adopt sustainable environmental ideas that establish better lives for future generations, Jordan adopted the "Mediterranean Strategy on Education for Sustainable Development" which was endorsed by the Union for the Mediterranean (UfM) in Athens in May 2014. Jordan also welcomed the rising international recognition of education for sustainable development in its capacity as an essential transformational element toward high-quality total education and lifelong learning, as outlined in the Muscat Agreement of 2014.

As a result, the Educational and Environmental Curricula Division at the Ministry of Environment's Communication and Environmental Awareness Directorate (DCA) formed a database of the environmental content included in the current academic curricula of Jordanian schools and universities for the purposes of identifying the best means and tools required to develop environmental education and creating generations that are aware of the importance of maintaining the environment. This was carried out in cooperation with the Ministry of Education and the Ministry of Higher Education.

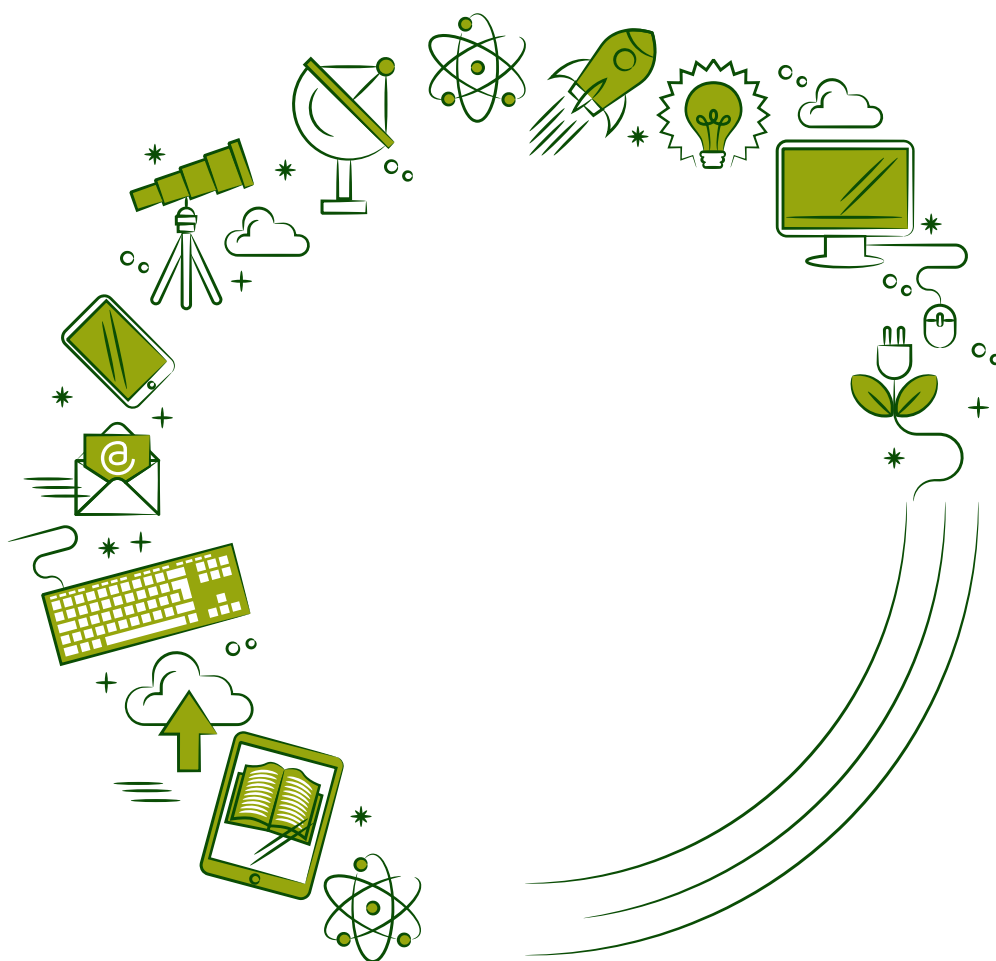
In light of the results of this study, the Ministry of Environment developed its awareness of the importance of reaching an effective national mechanism to support environmental education in line with sustainable development goals (SDGs). Therefore, it agreed with UNDP to support the creation of a "Strategy of Consolidating Environmental Education Principles for Sustainability", which shall be the basis for a methodology and a launching point for institutional action that enables further advancement and serious work towards creating a generation with the awareness and capabilities enabling it to bear the responsibilities of coming years.

Stressing that education for sustainable development represents a vital and important means of achieving comprehensive development for all sectors of society, work on preparing this strategy was officially launched in January 2019 through a number of consultation meetings that were held by all concerned parties, most notably, the Royal Department for Environmental Protection and Tourism, the Ministry of Education and civil society organizations. During these meetings, well-designed scientific discussions were held dealing with all issues that could contribute to reaching positive outcomes from this strategy based on a work method that takes into consideration time, venue, all targeted sectors, and various supervisory, supporting and partnering bodies.

After taking into account all viewpoints mentioned by the partners, this strategy was formulated in a cooperative and organized manner under the supervision of the national consultant "Expertise House for Environmental Solutions and Sustainability". The experience was founded on our belief in the importance of participation in national action to achieve comprehensive sustainable development in all aspects of life and for the benefit of each and every Jordanian citizen as effective and guaranteed by the constitution and law.

We hope that we have placed the foundations for a sustainable environmental educational system that takes into account the interests of the nation and its citizens and leads to comprehensive development for the benefit of each of those citizens to help eliminate poverty, narrow income gaps, protect the environment and achieve high national economic growth.

2. A Looking Forward Initiative



The development of this strategy allows the Directorate of Communication and Awareness (DCA) of the Ministry of Environment to more clearly signal its lead role. This complements the role of the Royal Department for Environment Protection and Tourism (The Rangers) in relation to its responsibility for the overall national commitments in this regards.

This Strategy is of significant importance to UNDP Country office in Jordan as it will contribute to the national development agenda in line with national priorities, and the 2030 Agenda. The “Environment, Climate Change, and Disaster Risk Reduction” pillar is working to achieve and maintaining a balance between economic development and environmental management to achieve long-term development goals. The main focus of this pillar is to enhance sustainability, increase resource use efficiency, combat desertification and drought, climate change, enhance solid waste management and water management and build capacity for resilient-communities and better managing the environment among many others. The Environment pillar recognizes that addressing such issues is key to reducing poverty, creating healthy environments, and reaching long-term sustainability goals. The pillar supports the government of Jordan in integrating the SDG’s into national strategies and policies whilst aiding them in their implementation. The pillar also supports its partners to build their capacity to integrate environmental concepts into their plans, bring about effective partnerships and implement programs that enhance sustainable development. It also aids and supports local and host communities socially and economically through all of their environmental projects while engaging and empowering women to achieve gender equality.

The pillar runs a number of projects in various fields such as: solid waste management, biodiversity conservation, disaster risk reduction, persistent organic pollutants, drought and climate change, sustainable cities, and others.

A. The International Context

In 1992, the Earth Summit was held in Rio de Janeiro, and an action plan, “Agenda 21”, was drawn up in which Chapter 36 clearly states that ‘promoting education, public awareness and training are linked to virtually all areas in Agenda 21’. This signaled an important change in thinking related to environmental education and the emergence of the term education for sustainable development which merged different forms of education, e.g., environmental, population, and developmental, into a single concept. The Rio+20 outcome document, The Future We Want, subsequently contained strong commitments to education as important for a green economy, work and social protection, and sustainability in general.

The UNESCO Global Action Program (henceforth, GAP) was launched at the World Conference on ESD in November 2014 in Aichi-Nagoya, Japan, to focus on promoting ESD action at all levels and areas of education, and sustainable development sectors. Endorsed by the UNESCO 37th General Conference in 2013, GAP was acknowledged by UN General Assembly Resolution A/RES/211/69 as official follow-up to the UN Decade of ESD (2014-2005).

As a consequence, it is now common to see terms such as sustainability, education for sustainability (henceforth, EfS), or, more recently, environmental education for sustainability (henceforth, EEfS) in place of sustainable development (henceforth, SD).

Education for Sustainable Development (ESD) empowers learners to take informed decisions and responsible actions for environmental integrity, economic viability and a just society, for present and future generations, while respecting cultural diversity. It is about lifelong learning, and is an integral part of quality education. ESD is holistic and transformational education which addresses learning content and outcomes, pedagogy and the learning environment. It achieves its purpose by transforming society.



B. National Governance Framework of Environmental Education and Awareness (EEA)

The following is a list of the legally binding national framework governance system of environmental education and awareness (henceforth, EEA) in Jordan.

- 🌱 The Jordan 2025 A National Vision and Strategy listing raising environmental awareness of Jordanian citizens as a national strategic priority in Jordan.
- 🌱 Although the National Environmental Law does not refer to EEA, Jordan is a signatory to many international environmental conventions, all of which include a special clause on EEA.
- 🌱 The Strategy of the Ministry of Environment (2022-2020) lists environmental culture and promoting sound environmental behavior as an objective.
- 🌱 The new Organizational Structure of the Ministry of Environment lists the Directorate of Communication and Awareness (henceforth, DCA) in third-level management under the Secretary General's direct supervision.
- 🌱 The Royal Department for Environmental protection and Tourism (Rangers) is officially mandated to raise environmental awareness.

C. The National Context

Jordan is a leading country in EEA with undoubtedly many achievements to celebrate. The Royal Society for the Conservation of Nature (RSCN), the first environmental NGO in the region, was established in the early 60's. Many eco school clubs were established in the early 80's across Jordan. In the early 90's, a comprehensive, nationwide, environmental awareness program was implemented. EEA is still gaining momentum.

It is as important to appreciate where we are now as it is to envision our future ambitions. Many EEA initiatives are currently launched in Jordan by government agencies, international donors, national NGOs, the private sector and individuals.

There are more than 126 nationwide environmental NGOs, all of which work officially under the direct supervision of the Ministry of Environment (NGO database available at the DCA); such a green army expresses a high level of environmental awareness among local communities, for the major objective of most is EEA. Collectively, if utilized in full capacity, they will be of a great value for a green, sustainable, positive impact; yet, with the strong system of institutional monitoring, technical and impact evaluation is limited and in need of enhancement.

Environmental education within the formal education system is popular among stakeholders, The Ministry of Environment (henceforth, MoEnv) works very actively in this field. The Ministry of Education as well has vast experience in this field.

Many NGOs work directly with schools on programs of their own such as the RSCN, Global Learning and Observation to Benefit the Environment (GLOBE) and Royal Marine Conservation Society of Jordan (JREDS).

Although many international development agencies fund, support or implement EEA activities or projects, the UNDP remains the leading agency that lists EEA as a crosscutting concept in all its environmental projects. In addition, USAID has also directly implemented many EEA projects over the last decades.

The national human capacity in this field is abundant; many universities offer undergraduate certificates in related fields. Professional training opportunities are locally available, mainly by international agencies through local Environmental NGOs.

Geographically, most of the activities are concentrated in Amman, followed by Aqaba, then the communities around natural reserves.

Notably, "The Rangers" work nationwide with no geographical limitations. They have branches all over Jordan and are very active in awareness campaigns.

The Ministry of Youth has great potential, for, although it currently has limited EEA activities, senior officials have expressed deep interest in cooperation in this regard. Particularly, Al Hussein Youth City is fully equipped and should be utilized to promote national work on EEA.

D. Key Issues

As mentioned above, there is currently a considerable number of EEA initiatives in Jordan. However, while examining initiatives to prepare this document, a number of key issues became evident:

- ✿ There is a lack of leadership in this field, for the responsibility for EEA is shared among many government and non-governmental organizations.
- ✿ There are no local standards and benchmarks to measure effectiveness of the initiatives.
- ✿ There is a crucial need for effective coordination in order to have a consistent leadership approach to EEA. This involves coordination between government agencies, NGOs, formal and non-formal education, youth and community organizations, research and higher education institutions, and international agencies. Effective coordination facilitates sharing best practices, mobilizes stakeholders and stimulates partnerships.

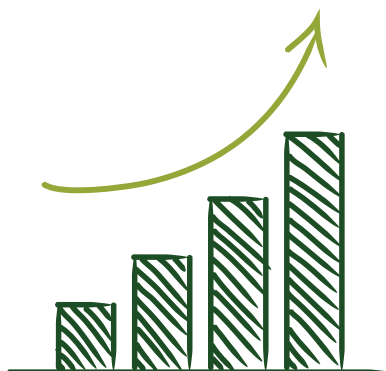
E. Methodology

To prepare the document, meetings were conducted with many of the people behind many initiatives: Several one-to-one meetings were held, roundtables organized, and phone interviews, desktop reviews and internet searches conducted. Additional meetings with key Jordanian EEA experts were also held, the work of international agencies in Jordan examined, and a special roundtable with UNDP environmental project managers conducted.

It is not within the scope of this document to assess the quality of the initiatives or measure their impact. It is drawn to get baseline reference information on the status quo, regardless of the importance of measuring the impact of such educational activities, both individually and collectively, for the dearth of such research in Jordan.

The Strategy: Goals, What is it about? and Desired Outcomes

The main objective of this strategy is to institutionalize and set the pace for EEA in Jordan which will, in turn, lead to achieving the related strategic objectives to which Jordan is committed nationally and internationally.



Collectively, these strategic objectives aim to ensure that EEA contributes to sustainable development by equipping learners with the related knowledge, attitudes and key practices and skills that will empower and inspire them to become conscious, active environmental citizens for a sustainable future.



What is Environmental Awareness?

Specific Goals

The goals of this strategy are to solve the key issues listed in the above section. Hence, this strategy builds the foundation for:

- 🔦 A strong leadership system.
- 🔦 Effective coordination mechanisms and partnerships.
- 🔦 Specific baseline data and impact measurement tools.
- 🔦 Acknowledging the current progress in EEA.
- 🔦 Supporting individuals in expressing their commitment to environmental citizenship.
- 🔦 An accredited professional career development program.
- 🔦 Maintaining rapid progress in a number of key initiatives, sustainability and enhancing momentum.

What is it about?

Protecting the environment, conserving natural resources, and maintaining a high quality of life are really about putting people first, i.e. listening to, and working closely with, the various societal groups whose behaviors must change if environmental improvements are to be realized and sustained over time. For that to happen, individuals must be actively engaged and willingly participate in problem identification if there is to be any chance of a successful, positive, and enduring environmental outcome.

What is an Environmental Behavior?

A behavior is a single, observable action which people need to perform to reduce, adapt to, mitigate or resolve a specific environmental problem. An environmental practice is a series of several related behaviors which, taken together, could have an impact on an environmental problem.

For example, recycling garbage is an environmental practice. It needs to be broken down into single, observable actions in order to be measurable. Ideal behaviors in recycling garbage might include the following:

- ✿ separating glass, cans, paper, and organic material in the home, workplace, or public venue,



- ✿ storing glass, cans, paper, and organic material in separate containers until the appropriate pick-up day,



- ✿ placing garbage in plastic bags for collection, and
- ✿ putting out the appropriate material (glass, cans, paper, and/or organic material) for pick up on the correct day:

- ✿ Glass & Cans – Tuesday
- ✿ Paper & Cardboard – Wednesday
- ✿ Organic Materials – Monday & Thursday

Each of these ideal behaviors is a single, observable action of individuals (in families, businesses, or government entities).

When Environmental Awareness is not enough!

What has become evident from numerous examples from around the world is that awareness-raising by itself is not enough to evoke widespread change in the way a society interacts with the environment or uses its natural resources. Environmental programs routinely offer technological, economic incentives, policy or legislative solutions, but produce limited results or scale of impact. In many cases, communication and education play minor roles. Studies have shown that merely telling people what to do or not do (with the threat of penalty or punishment) has little impact on societal or environmental change. Often lacking is an understanding of the importance and influence that human behavior plays in why a program is successful or not, as well as a failure to comprehend the complexity of the social system in which it operates thus impeding, preventing, or hindering its success.

Strategic communication and other tools can be used to help societies voluntarily replace environmentally unsustainable behaviors with environmentally benign ones and maintain them over time. Only when specific barriers and obstacles that thwart voluntary adoption of new behaviors or compliance with new environmental regulations or ordinances are fully identified, understood, and removed, can appropriate programmatic responses be designed. Individuals, communities, and entire societies can be engaged to find practical and sustainable solutions to a host of environmental challenges.

Integrated and holistic approaches that combine the best behavior change communication tools with a system-based planning approach can harness the diverse resources, outlooks, and capabilities of national and municipal government, the religious community, academia, private sector, NGOs, and civil society. Together, they can develop a shared vision of the future. When working as one, these disparate groups increase the probability of finding sustainable solutions to vexing environmental threats and challenges as well as maintaining or improving overall quality of life.

For this to happen, we need to introduce the forward-looking initiative of Building-the-Foundation Strategy: Environmental Education for Sustainability (EEfS), the strategy explained in this document.

Desired Outcome

A strong foundation for the institutional system for EEfS is established together with a working action plan.

Environmental Sustainability Themes – The Content

To propose a realistic strategy, only specific environmental and sustainability themes were selected, based on the most related national and international agendas, as per the following:

First - The Strategic Plan of the MoEnv

The Strategic Plan of the MoEnv selected the following UN sustainable development goals as national priority goals:



SDG - 12 Ensure sustainable consumption and production patterns.



SDG - 13 Take urgent action to combat climate change and its impacts.







SDG - 14 Conserve and sustainably use the oceans, seas and marine resources.



SDG - 15 Sustainably manage forests, combat desertification, and halt and reverse land degradation and biodiversity loss.

Second - Roadmap for Implementing the UNESCO GAP

The UNSECO GAP on ESD lists the key areas of sustainable development as

-  Climate change.
-  Biodiversity.
-  Disaster risk reduction.
-  Sustainable consumption and production.

Integrating the two lists resulted in choosing the following environmental sustainability themes for the strategy:

1. Climate change.
2. Biodiversity.
3. Forests and land degradation.
4. Disaster risk reduction.
5. Sustainable consumption and production.
6. Ocean, seas and marine resources.

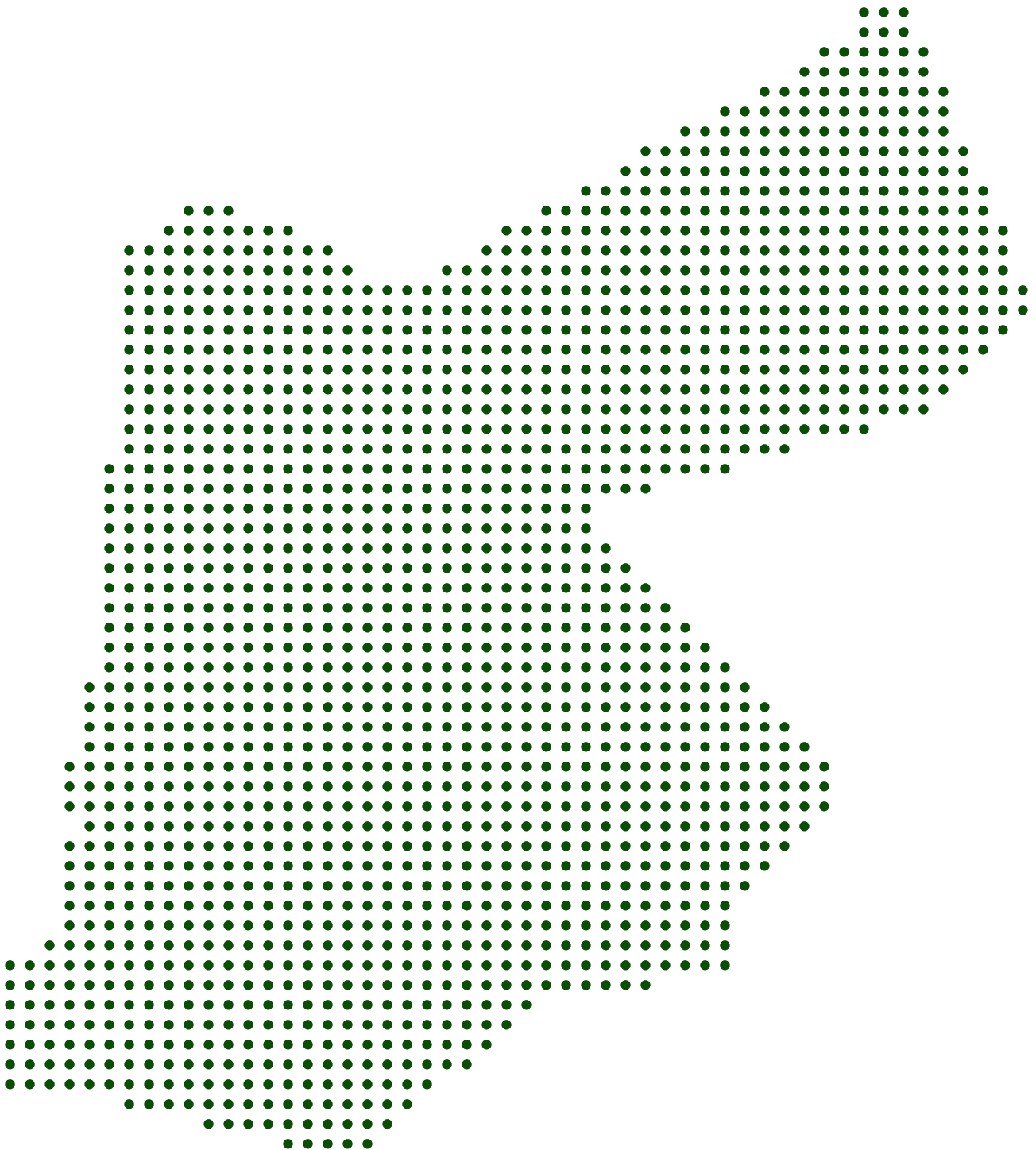
The UNESCO GAP document, outlines the relevance of these key areas for sustainable development and their linkages with the SDGs. It also describes the main learning objectives which will enable learners to understand the key themes, relate to them on an individual and group level, and play an active role in promoting sustainable development in these areas.

Duration of the Strategy

The duration of this strategy is two years.

Geographical Coverage

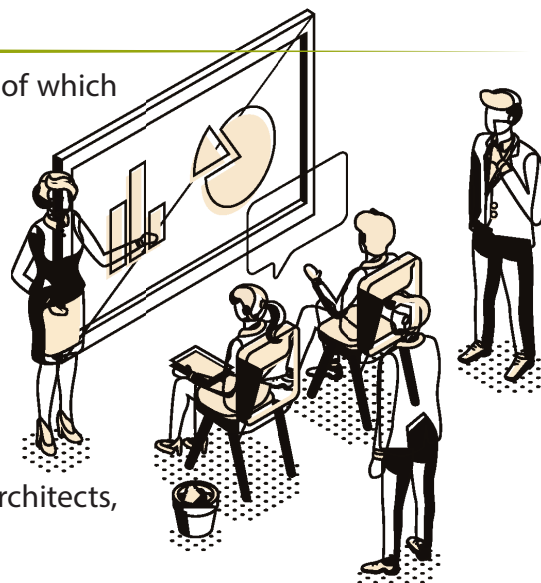
This a nationwide strategy that covers all urban and rural areas of Jordan. However, for piloting, specific geographical areas might be selected.



Target Audiences and Societal Segments

This strategy will focus on four primary audiences, each of which will have subgroups:

- ✿ Adult general public (both citizens and residents).
- ✿ Students (in formal classrooms and informal settings such as youth clubs) and the youth/ young adults (in higher education and out-of-classroom settings).
- ✿ Policy-/ decision-makers and influential citizens (from the government, civil society, academia and private sector).
- ✿ Professionals (including lawyers, bankers, financial managers, doctors and public health practitioners, architects, engineers, planners, developers, etc.).



A brief description of each target audience is given below:

1. The General Public

Adults (ages 65-25) in the general public are responsible for various environmental practices at the household level (such as recycling, energy and water efficiency measures), and at neighborhood and community levels (such as maintaining public spaces).

Adults help establish the norms of acceptable behaviors. Changing general adult environmental behaviors usually requires reducing barriers or obstacles, providing appropriate economic or other forms of incentives and/or amending the public policies that directly affect those behaviors. Depending on the program activity or intervention, the general population will be sub-divided by gender, area, education, etc.

2. Students and the Youth/Young Adults

Becoming environmentally literate should become a life-long pursuit; students (ages 18-10) and young adults (ages 24-19) must be made ready for the day when they become responsible citizens and stewards of Jordanian environment as government leaders, businessmen and women, civic and religious leaders, environmental practitioners and teachers. As a result, they must develop deep appreciation of, value for, and understanding of the environment in which they live, work, visit or derive recreational and other benefits. In addition, they must be properly equipped with critical thinking and action skills and exposed to responsible environmental behaviors. Starting in grades 7-5, students are highly inquisitive and capable of enhancing their environmental literacy, increasing their ecological knowledge, shaping positive attitudes towards the environment, and developing life-long environmental behaviors. However, it takes many more years in secondary school for students to develop the capacity necessary to engage in complex environmental issues. Effectively reaching the Jordanian youth and young adults to increase their environmental literacy is critical as this segment readies itself to move from the classroom out into society to the workplace. As a result, this requires various media and innovative teaching approaches to attract their attention as they are no longer bound by the conventions of the classroom or formal instruction of a teacher or professor. Much of what they will do is often socially or economically driven. Hence, it is required to depend heavily on experiential learning approaches and informal teaching pedagogies.

3. Policy - Decision-Makers and Influential Citizens

Jordanian leaders create the institutions, laws, and policies that govern behavior, reward good behavior or punish bad behavior, as well as enforce compliance of environmental statutes and regulations. To help them meet national sustainable development objectives, these dedicated public officials and civic leaders need better understand environmental issues and sustainable development opportunities, have access to real-time and usable information, and possess new skills to assist them in addressing priority issues. This could be facilitated through skill-training and provision of complex environmental information presented in simplified, easy-to-use formats that will ensure that future legislation, regulations, policies and programs, regardless of the sector or issue, are scientifically sound, environmentally friendly, economically feasible, and socially acceptable.

Policy - decision-makers and influential citizens require tailored support to understand changes in prevailing knowledge, attitudes, and practices of the general public towards the environment, thus allowing them to enhance their own as well as the public environmental literacy. In addition, legislators, senior government officials, public figures, religious leaders like clerics and imams, members of the media like TV and radio personalities and newspaper editors, writers, intellectuals, celebrities, and business leaders or professors in academia have tremendous influence over their followers and/ or students. These individuals can be highly effective conveyers of environmental messages through their sermons and teachings as has been proven in other countries.

4. Professionals

Professionals of all kinds are generally respected, admired and appreciated by the vast majority of the population. Whether architects in the construction industry, or lawyers, or any other professional, many in this group are effective in delivering messages to their peers as well as the broader society. However, members of this group need access to timely and highly specialized technical information or successful examples of what has worked and what has not in other countries around the world to stay current, and to develop environmentally sound and effective legal instruments, building codes, services, products, or other responses unique to their particular profession. Thus, they represent a potentially powerful block of environmental change agents representing different sectors.

Building the Foundation

Translating the strategy goals into on the ground actions/activities, is the most powerful towards achieving them.

The following actions/activities are proposed:

Action 1. Establish a strong leadership and organizational structure.

Action 2. Conduct Knowledge-Attitude-Practices (KAP) assessment for all societal segments for EEf.

Action 3. Establish the (honeycomb) to support individuals in expressing their commitment to becoming environmental citizens.

Action 4. Establish an accredited professional career development program.

Action 5. Designing the Jordanian Model of EEfS (EEfS into Action).

These actions will be later translated into a number of activities towards the application of the strategy.

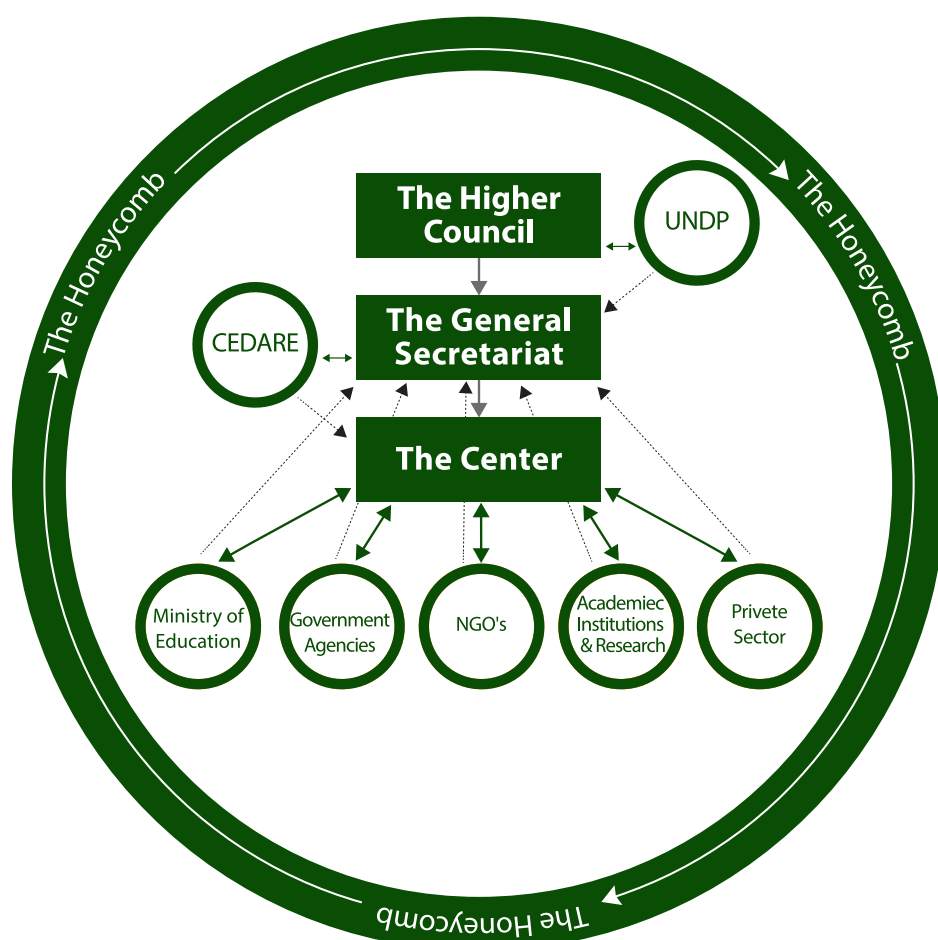
Actions /Activities

Action 1: Establish a strong leadership and organizational structure and design comprehensive coordination mechanisms

Partners and people make or break a program. Therefore, for this strategy to achieve its desired outcomes, proper conditions must exist to foster teamwork rather than individualism, collaboration rather than singular action, and a willingness to share in and acknowledge both successes as well as setbacks. An integrated management team of committed, competent, and skilled individuals and institutions that share a common vision and a keen recognition of and deep respect for each other's respective roles and responsibilities are key ingredients to overall success.

Overall leadership, management and direction will be provided by three closely interrelated and important bodies: the Higher Council for Environmental Education for Sustainability (henceforth, HC), the General Secretariat (henceforth, GS), and the Executing Center (henceforth, EC), each of which are clarified below with their respective functions. The United Nations Development Programme (henceforth, UNDP) and the Center for Environment and Development for the Arab Region and Europe (henceforth, CEDARE) are the strategic partners. The honeycomb is a proactive online platform that will allow all stakeholders and green citizens to document and share their experience.

A graphic representation of the proposed organizational structure of this strategy and participating institutional partners can be found in the following figure:



A fundamental aspect of the proposed organizational structure is that it attempts to ensure that the financial, technical and human resources and services are directed to where environmental behavior change and improvements are needed most, i.e. at the community, in its institutional, enterprise, household and individual levels.

● The Higher Council for Environmental Education for Sustainability (HC)

Filling a current void at the national level, the Higher Council (HC) will function as a high-level body whose mission is to create the necessary conditions and enabling environment for this strategy to operate smoothly and efficiently. In addition, the Council will take on the critical role of becoming the national-level champion of the program with the government, private sector, and civil society, and help to promote this strategy internationally, regionally, nationally, and locally, as well as mobilize support and resources, and encourage institutions of all kinds to participate. Both the General Secretariat and the Executing Center will report directly to the HC, chaired by a senior official to be assigned as per the conventional national regulations, or a Royal Patronage. The HC will serve as the sole point of contact with official national and municipal-level public sector authorities and private sector representatives.

The HC should be small, consisting of 7 senior government officials and leading public figures, some permanent and some rotating. The member-selection process is yet to be outlined.

Permanent Members (Primary Actors):

- ✦ Ministry of Environment.
- ✦ Rangers.
- ✦ UNDP.

Rotating Members (one representative of each category):

- ✦ Related ministries and government agencies.
- ✦ Related non-governmental organizations.
- ✦ Academic and research institutions.
- ✦ Future male/ female representatives under 25 years of age.

● The General Secretariat (GS)

Based at the Directorate of Communication and Awareness (DCA) of the Ministry of Environment (MoEnv-DCA), the Secretariat will provide the HC with input and comments on the overall action plan and annual operational plans and budgets.

The HC will serve as the sole point of contact with official national and municipal-level public sector authorities and private sector representatives.

A crucial mandate of the GS is to hold the National EEfS Annual Forum which will bring together everybody working in the field. Although this strategy is mainly about EEfS, the links between EEA and the SDGs are to be reinforced at a strategic level through the HC, and on the ground through this forum.

● The EEfS Executing Center (EC)

Established as the operational hub or engine of this strategy, the EC will be hosted by the Rangers, a pivotal member of the environmental community in Jordan who:

- ✦ Is officially mandated to raise awareness.
- ✦ Is chaired by the MoEnv.
- ✦ is equipped with the woman power needed to maintain and sustain the needed work, nationwide.
- ✦ Has the resources and equipment that can heavily support the needed actions,
- ✦ Has the authority to obtain and facilitate licenses and approvals for public events and campaigns.
- ✦ Is highly regarded by all Jordanians as the “National Champ” icon particularly among the youth and children which helps convey the message.

Complementing the work of the Ministry of Environment and the Rangers will be that of an intentionally recognized institution, whose primary role will be as a program enabler, facilitator, organizer, motivator, and coordinator, but not doer. It will also be tasked with quickly identifying

and mobilizing world-class experts and leaders in all the environmental and related disciplines of the strategy; in addition to social marketing, communications, environmental education, capacity building and training, among other technical and functional specialties.

● National Partners

Environmental issues are not the domain or responsibility of a single ministry or government agency, nor of the private sector or other reaches of Jordanian society alone. Jordanian institutions, agencies, commercial enterprises, NGOs, academia, and civic organizations have a shared responsibility to both foster environmental stewardship among beneficiaries, stakeholders, members and or constituents, and comply with environmental statutes and regulations. More than mere sources of technical expertise, financial backing, and political support to an issue or a strong voice for a poorly heard message, these institutions can serve as both environmental leaders and pro-environmental role models, which renders their involvement crucial.

● Strategic Institutional Partners

Learning from others, building on the experiences of other countries and harnessing leading expertise and global innovators are important for many reasons, among the most compelling are avoiding costly mistakes by trying things that have failed or met with limited success elsewhere, shortening the time frame of most activities rather than starting from scratch, and serving as mentors to provide guidance to Jordanian practitioners, university students, and others during the program.

Further, partners, like UNDP, will be engaged as needed to support or help with the development of specific program components.

United Nations Development Programme - UNDP

Not only because UNDP funded developing the strategy, but it is also the best strategic partner, for it is a UN, not an aid, agency; further, it leads the work on SDGs. The environmental component of the UNDP is very strong compared to other international development agencies working in Jordan. It is currently implementing almost 12 projects, each of which has an awareness component, which render it a valuable supporter of this project.

CEDARE*

CEDARE by itself is a success story of UNDP. UNDP established CEDARE back in early nineties and still continues with its support.

CEDARE is currently in the process of establishing «The Regional Hub for EEA», and Jordan is one of the first option country to host the hub. The work of the strategy is very compatible with this work. It can definitely provide a high momentum for the strategy. Further, CEDARE can help in fund raising through establishing partnerships with European agencies and available initiatives.

CEDARE is an institution with strong roots, governed by a high-level Board of Trustees, comprising environmental policy and decision leaders. CEDARE's scope of regional expertise include, among other activities, integrated water resource management, environmental assessment and reporting, integrated coastal zone management and management of natural resources. Since 1992, CEDARE has undertaken extensive research in the fields of: Water Resources Management Programme, Land Resources Management Programme, Knowledge Management Programme, Sustainable Growth Programme, Environmental Governance Programme, Integrated Coastal Zone Management (ICAM) and Marine Pollution.

Action 2: Conduct KAP Assessment of all Societal Segments for EEfS

Audience research will be conducted to better understand current knowledge, attitudes, practices, and motivations of the program's key audiences as well as pinpoint the array of obstacles and barriers that need to be reduced and the incentives to be provided in order for them to adopt pro-environmental behaviors. Coupled with other forms of audience-based research to measure municipal or national trends and provide contextual understanding of certain environmental issues, this rich body of information will serve as the foundation upon which the staff, partners and stakeholders of this strategy will cooperate to design and subsequently launch the national program. It will also serve as the baseline for monitoring societal changes and measuring impact over time.

This study will combine the following reliable qualitative and quantitative research methods to collect timely, pertinent information, properly triangulate data and findings, and assist the staff and stakeholders to better understand the opportunities available for change upon which they will design implementation and sustainability plans.

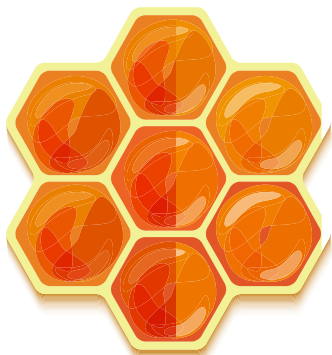
- 🔍 Knowledge, attitude, and practice (KAP) studies will be conducted on representative samples from the four targeted segments of the Jordanian society to (1) identify determinants of current knowledge, attitudes, and actual behaviors with respect to the five environmental and sustainability themes this strategy will address, and (2) help program staff and planners identify the barriers and obstacles that need to be overcome by select groups to adopt a pro-environment behavior or practice.
- 🔍 Focus groups, a type of formative research method to elicit small group opinion and discussion on specific environmental issues, will be used to assist program staff in developing appropriate strategies and tactics for each topical area.
- 🔍 In-depth interviews will be used to obtain specialized supplemental and contextual information and expert opinions from representative members of target audience and stakeholder groups. They will be used to elicit knowledge about current policies, events, initiatives or programmatic approaches on a particular environmental challenge to assess and better understand past activities, current trends and the desired future scenarios from individuals holding different perspectives and viewpoints.
- 🔍 Contextual mapping will be conducted in group settings to help define and better understand stakeholder perspectives around each of the five thematic topics, create a system map to help analyze the social, economic, and governance issues under each priority and environmental topic, help envision potential goals and desired outcomes, and identify all national and local stakeholders who are both directly and indirectly linked to an environmental issue.
- 🔍 Omnibus surveys will be used to set a baseline on general municipal and national-level trends and gauge changes in public opinions of the Jordanian society over time with respect to environmental issues. Examples might include ranking environmental protection on a list of critical social, economic, cultural, and political issues, and appreciation or views about environmental initiatives led by the government or private sector. Omnibus surveys can be repeated on regular intervals (e.g., every six months or annually) to monitor shifts in opinions.

All research activities will be designed with periodic follow-up surveys. Research will be conducted by a small team of world-class behavioral scientists and qualified research firms in conjunction with national research firms and/or selected departments of social science research from national universities as a way of building national capacity.

Data will be analyzed and findings presented to all stakeholders: staff, select government representatives, the private sector, academia, the religious community, and civil society.

Action 3: Establish the Honeycomb: Support individuals in expressing their commitment to becoming environmental citizens

An important issue that was raised during consultation is the need to more effectively highlight what is currently being done to support and promote EEfS at all organizational and individual levels, which paved the path for the Honeycomb, an online proactive platform.



The symbolic idea behind Honeycomb:

- 🌱 The Honeycomb is where we harvest SDGs through implementing this strategy or EEfS programs.
 - 🌱 The honeycomb has a scientific, smart geometric shape.
 - 🌱 Bees are the center of biodiversity.
 - 🌱 Bees face a global problem because of the use of high-tech equipment.
 - 🌱 Bees are the technology, and honey is the green economy.
- This is the beginning of a beautiful story.

The aim of the Honeycomb is to document current green, sustainable practices in Jordan, to identify gaps and opportunities for the utilization of these practices and to make recommendations to promote the growth of green citizenship.

A briefing note on the Africa Regional Dialogue demanded that “the SDG agenda should be viewed as a social contract between governments and their citizens”. Through involving the people as an important stakeholder, not only will we get information on green and sustainable behaviors, but we will also foster a very highly integrated approach.

To achieve this, we will build an online platform in which we have all the data required to measure the above-mentioned goals as well as the progress in SDGs related to environmental sustainability toward 2030.

The objective is to build dynamic partnerships with citizens and all stakeholders in academia, the government, the private sector, and civil society interested in sharing their expertise or resources. This will stimulate knowledge transfer and general exchanges, all of which contribute to a creative environment.

We will end up with

- 🌱 A database of all related policies and regulations.
- 🌱 Information about the on-going institutional building.
- 🌱 A measurement and evaluation tool for progress and impact.
- 🌱 Proposals for projects and solutions.
- 🌱 Modules and applications for data entry and analysis.

Our platform is intended to create a new innovative approach to collect data and information on the implementation of the SDGs and involve the stakeholders. This participatory approach will allow the stakeholders to connect with each other in the private sector and among the general public.

We will also identify the best way to collect information about indicators and the ideal measurement tool (template, etc.). This can be achieved in different ways, e.g. an online survey, expert interviews, and symposiums.

The portal will be maintained by the DCA or an agency nominated by it, but the material on the portal will remain the property and responsibility of those who created it. For quality assurance, such resources may be reviewed by the DCA, or an agency designated by it, before they are

uploaded onto the website. Yet, we recommend the role of DCA as facilitator of resource sharing and not as party accountable for quality assurance.

All the data will be filled out voluntarily. Participants will have easy access to the platform through an account. The data will be collected until 2030.

Our report is different from any other because stakeholders will fill the information from real experience, which will lead to a participatory report reflecting reality. We will hopefully be a Global Champion in how we collect and present data about specific components of the actual implementation of the SDGs.

A certified career-development training program on environment and sustainability for professionals will be designed.

Training programs will be designed and certified with national academic bodies in partnerships with international renowned institutions. National accreditation will also be officially obtained.

The objective is to design a comprehensive, integrated model for the country. It will be done using a participatory, transparent approach that stresses broad-based involvement from all sectors of the Jordanian society, thus ensuring local buy-in, support, and participation during its implementation (Action Phase). This approach is grounded in the belief that people are more likely to become involved in a movement or activity if they feel they can actively participate, and not passively observe, from the outset in finding a common solution to various environmental problems.

- 🌱 Develop options that address policy, structural, technological, economic, social and environmental issues in the five priority topics based on research findings.
- 🌱 negotiate and prioritize collaborative solutions by identifying specific opportunities.
- 🌱 define objectives and indicators of program success.
- 🌱 define partner and stakeholder actions and facilitate networking and communication.
- 🌱 identify appropriate social change methodologies, approaches and tactics to reach specific objectives of the strategy.
- 🌱 develop national-level and municipal level action plans.

A National Workshop

Media- An Active Change Agent

During this phase, the national media, i.e. state television and radio, other private communication outlets, and regional satellite channels, will also become key actors and active change agents, not just passive conveyors of information to the general public. Media involvement will be vital to help promote, support, and advance the various objectives and specialized activities of the strategy throughout the Kingdom.

Major Tasks

Following is a brief description of the major tasks, the discrete activities for each will be identified later after the research analysis has been completed and activities evaluated for what will, or will not, work.

1. Develop options that address policy, structural, technological, economic, social and environmental issues for the five priority topics based on research results

Research findings will serve as the key building blocks upon which the Jordanian Model will be designed. Beginning with the national- and municipal-level workshops, Jordanian partners and stakeholders will jointly review research findings, and then be guided through a facilitated process in which they collectively explore, discuss and design program options and specific activities to address each of the six priority environmental and sustainability challenges.

Put differently, all Jordanian Model initiatives will be demand-driven by representatives of the four target audiences. In coming together as an integrated social system working on common environmental challenges, each partner or stakeholder will be able to more readily identify how, when, and where they can participate.

2. Negotiate and prioritize collaborative solutions by identifying specific opportunities

In this strategy, the staff will facilitate the development of the special environmental action committees (henceforth, EAC) around the key environmental issues that surface during and after the national- and municipal-level workshops. The purpose of these committees will be to harness local cross-sector expertise and knowledge to assist in negotiating as well as setting priorities, determining sequencing of events, helping identify and secure funding, and ensuring that the program actions or interventions are sufficient to achieve accepted goals and objectives.

Each EAC will continuously advance the agenda of this strategy at the national and municipal levels and play pivotal roles in identifying collaborative solutions and specific new opportunities. These voluntary committees will also participate in setting future research needs and developing a performance monitoring plan to document program progress, impact, and changes. In addition, committee members will advocate, when and where appropriate, for new policy, structural or process changes in a particular sector. Over time, some committee members will become recognized environmental champions for their country, city, or community.

3. Define objectives and indicators of program success

A critical, desired outcome of this phase will be to garner broad-based input, support, and buy-in for the Jordanian Model from across the Jordanian society. For this to happen, partners and stakeholders must feel that they are the owners and key proponents of this effort, and not passive observers of a small team of specialized consultants or experts. Therefore, the national- and municipal-level workshops will be used to actively solicit input from participants to help define and refine program objectives and eventual indicators of success.

4. Define partner and stakeholders action and facilitate networking and communication

This strategy will work closely with international, national, and local partners as well as stakeholder groups to both develop and define roles, responsibilities and specific actions to mitigate or resolve specific environmental issues. It will also assist them to create viable working relationships and innovative networking arrangements while facilitating real-time and transparent communication and coordination mechanisms, more specifically

- 🌱 Strengthen partner and stakeholder capacity throughout the system (across multiple sectors and multiple levels of governance) in how to effectively collaborate and communicate with each other and other organizations and institutions working for the common good of the program.
- 🌱 Conduct virtual and real-time events, e.g. celebrations, annual review events, and a Speakers Bureau, to continuously strengthen networking activities of partners and stakeholder groups.
- 🌱 Build capacity throughout the system to work effectively with the mass media; the staff will build key communication skills through media, such as being interviewed, writing press releases, and conducting media field visits and media conferences, with representatives of the private, government, civil society, and environmental sectors.

5. Identify appropriate social change methodologies, approaches and tactics

As part of the design process, this strategy will identify and tailor appropriate social change methodologies, e.g. mass communication, civil society participation and mobilization, advocacy, social marketing, education, organizational development, and conflict resolution, that are best suited to the local context and help different audiences achieve defined objectives and desired outcomes. Simply stated, multiple social change methods will be applied simultaneously; therefore, the program staff and planners will upgrade, through guided practice and training, national- and municipal-level partners' and stakeholders' capacity in specific social change methodologies and link them with other entities that need, but lack, the ability and know-how to apply them.

One specialized tactic to be used to generate broad-based public interest and support for this strategy and advocate on behalf of program partners and stakeholder groups will be to develop a cadre of volunteer spokesmen and women. Among the potential pool of candidates targeted for participation are well-known and respected Jordanian influential leaders.

6. Develop national- and municipal-level action plans

The culmination of this phase will be the development of a master action plan, including municipal-level plans and activities, for the Jordanian Model. Implementation of the master action plan will only begin once it is approved through official channels with the preparation of annual operational plans and accompanying budgets.

7. Ensuring sustainability

Under this strategy, the staff and consultants will be tasked with providing partners and stakeholders with the skills, resources, whether human, capital, or financial, and knowhow to fulfill and complete their respective commitments and roles. Further, an enabling policy and work environment will be provided to enhance the likelihood of success.

This strategy will be poised to work "at scale", which means reaching out to thousands of professionals instead of dozens, to tens of thousands of influential citizens instead of hundreds, and to millions of adults, students, and youth from the general public, instead of mere thousands.

Next Step– Initial Start-up Activities

Getting started and converting words in a document like this to action is perhaps one the most challenging and critical stages of any project or program, regardless of its size or scope. Needed is a clear set of instructions and a well-trained and coordinated team that fully understands the goals, objectives and sequences of the initiative. Equally important are viable, efficient systems as well as the assurance that the necessary financial, capital, and human resources are available, when and where needed, during the mobilization and start-up period.

That said, the purpose of this section is to briefly summarize both the major steps and sequence of actions needed to make this strategy operational.

An important first step is to identify, select, and vet the HC leadership and representatives for approval; establish charters that outline the roles and responsibilities of respective bodies; draft operating procedures; and set up communication and reporting, or feedback, requirements to inform both bodies on a periodic basis on program progress and performance.

Early in the implementation phase, it is anticipated that all bodies will frequently meet, perhaps monthly, to seek counsel and guidance. Over time, it is likely that such meetings will occur on a quarterly basis.

The secretariat will establish its main office at the MoEnv headquarters. Such an arrangement will allow this strategy to accelerate implementation as well as coordinate activities with key public and private sector institutions, enterprises and organizations. Management and technical staff will provide direction, oversight, and guided instruction to field-based personnel as well as provide support, monitor and evaluate ongoing activities, and facilitate relationships with local institutions, organizations, and stakeholder groups.

Various specialized services will be needed to effectively implement this strategy, in particular, those of specialized international firms and individual experts. UNDP support will be provided since reference documents and the endorsement of qualified and experienced international enterprises and individuals are required for acquiring the services of specialized firms through open and competitive bidding processes.

Role of Women

Of special note, this strategy will strive to assume an appropriate gender balance of all staff. Recognizing the important role of women in the Jordanian society, it is essential that this strategy ensure that they have equal access and opportunity in all program positions. Therefore, it will make every effort to ensure that Jordanian women are actively engaged in all aspects of program implementation, have equal access to training and other opportunities for advancement, and are portrayed as environmental stewards and positive role models for young women and girls. Gender balance will be adhered in all four primary targeted audience identified in the strategy.

