



## **Five-Year Strategic Plan**

### **Center for Sustainable Development Studies – Yarmouk University**

#### **(2026–2030)**

#### **Executive Summary**

This Executive Summary presents the core pillars of the Five-Year Strategic Plan (2026–2030) for the Center for Sustainable Development Studies (CSDS) at Yarmouk University. The plan aims to strengthen the Center’s role as a national reference hub for applied research, evidence-based policy support, and capacity building in sustainable development, aligned with Jordan’s Economic Modernization Vision (2023–2033) and the Sustainable Development Goals (SDGs 2030).

The strategy is structured around five strategic objectives: (1) enhancing applied research; (2) supporting decision-makers through policy briefs and opinion polls; (3) building institutional and human capacities; (4) expanding national, regional, and international partnerships; and (5) achieving institutional excellence and financial sustainability.

Implementation is guided by a detailed executive plan with annual targets, KPIs, a five-year timeline (2026–2030), monitoring and evaluation mechanisms, and a logical framework consistent with donor and government planning requirements.

## **First: Introduction and General Context**

The Center for Sustainable Development Studies at Yarmouk University is a specialized academic unit established pursuant to the regulations governing scientific centers. It operates at the national, regional, and international levels to support sustainable development pathways across economic, political, social, environmental, and knowledge-based dimensions through scientific research, capacity building, and decision-maker support.

This five-year strategic plan (2026–2030) is aligned with:

- Instructions of the Center for Sustainable Development Studies (2021)
- Jordan's Economic Modernization Vision (2023–2033)
- Sustainable Development Goals (SDGs 2030)
- Yarmouk University's role in community service and public policy formulation.

## **Second: Legal and Institutional Framework**

The Center operates in accordance with:

- Regulations governing scientific centers at Yarmouk University
- Instructions No. (5) of 2021 for the Center for Sustainable Development Studies

The Center is administratively affiliated with the President of the University and enjoys academic, research, and organizational authorities, including:

- Preparing plans and programs
- Conducting studies and research
- Organizing conferences and training courses
- Concluding agreements and memoranda of understanding
- Providing consultations and technical support to beneficiary entities

All under the supervision of the Center's Board and in accordance with the Director's authorities.

### **Third: Vision, Mission, and Values**

#### **Vision:**

Leadership and excellence at the national and regional levels in producing applied knowledge and supporting public policies to achieve sustainable development.

#### **Mission:**

Conducting multidisciplinary studies and research, implementing opinion polls, building capacities, and providing consultations and policy reports to decision-makers, thereby contributing to sustainable development and community service.

#### **Institutional Values:**

- Quality and scientific excellence

- Credibility and independence
- Partnership and integration
- Social responsibility
- Sustainability and innovation

#### **Fourth: Strategic Environment Analysis (SWOT)**

##### **Strengths:**

- Clear legal mandate and approved authorities
- Direct affiliation with the University President
- Diversity of work areas (economic, political, social, environmental, technological)
- Ability to leverage expertise inside and outside the University

##### **Weaknesses:**

- Limited self-generated financial resources
- Need for dedicated full-time research staff
- Weak institutional marketing of the Center's outputs

##### **Opportunities:**

- Economic Modernization Vision
- Growing demand for evidence-based policies
- International funding opportunities
- National and regional partnerships

**Threats:**

- Competition with other research centers
- Financial sustainability challenges
- Rapid economic and political changes

**Fifth: Five-Year Strategic Objectives (2026–2030)**

**Strategic Objective 1:**

Enhancing applied scientific research in the fields of sustainable development.

**Strategic Objective 2:**

Supporting decision-makers with information, studies, and opinion polls.

**Strategic Objective 3:**

Building research and institutional capacities in sustainable development fields.

**Strategic Objective 4:**

Enhancing local, regional, and international partnerships and cooperation.

**Strategic Objective 5:**

Achieving institutional excellence and financial sustainability.

**Sixth: Five-Year Executive Plan (Qualitative Summary)**

The executive plan was designed to:

- Cover the period 2026–2030
- Be directly linked to the strategic objectives
- Include activities, performance indicators, timelines, and responsible entities
- Be implemented by the Center's Director under the supervision of the Center's Board.

## Executive Implementation Plan

### Strategic Objective 1: Enhancing Applied Research

Strategic Objective	Activity	Start Date	End Date	Expected Results	KPIs	2026	2027	2028	2029	2030
Applied Research	National Research Agenda	01/2026	06/2026	Approved research agenda	Agenda approval	1	-	-	-	-
Applied Research	Sectoral Studies	07/2026	12/2030	Published applied studies	Number of studies	3	4	5	5	5
Applied Research	Policy Briefs	01/2027	12/2030	Policy-oriented outputs	Number of policy briefs	-	2	3	4	4

### Strategic Objective 2: Supporting Decision-Makers

Strategic Objective	Activity	Start Date	End Date	Expected Results	KPIs	2026	2027	2028	2029	2030
Decision Support	National Opinion Polls	01/2026	12/2030	Opinion poll reports	Number of polls	2	3	3	4	4
Decision Support	Policy Reports	06/2026	12/2030	Policy reports delivered	Number of reports	1	2	2	3	3

### Strategic Objective 3: Capacity Building

Strategic Objective	Activity	Start Date	End Date	Expected Results	KPIs	2026	2027	2028	2029	2030
Capacity Building	Specialized Training Programs	03/2026	12/2030	Qualified professionals	Number of trainees	100	150	200	225	250
Capacity Building	Institutional Workshops	06/2026	12/2030	Improved institutional capacity	Number of workshops	4	5	6	7	8

### Strategic Objective 4: Partnerships

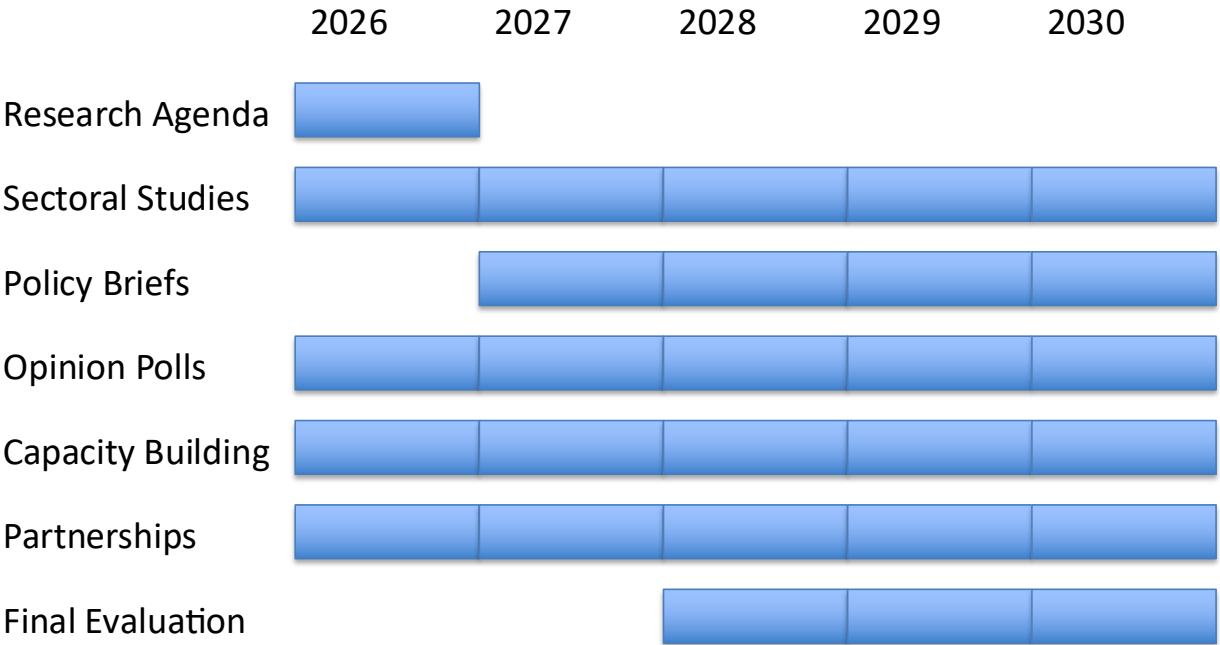
Strategic Objective	Activity	Start Date	End Date	Expected Results	KPIs	2026	2027	2028	2029	2030
Partnerships	Cooperation Agreements	01/2026	12/2030	Signed partnerships	Number of agreements	2	3	4	5	5
Partnerships	Funded Projects	01/2027	12/2030	External funding secured	Number of projects	-	1	2	2	3



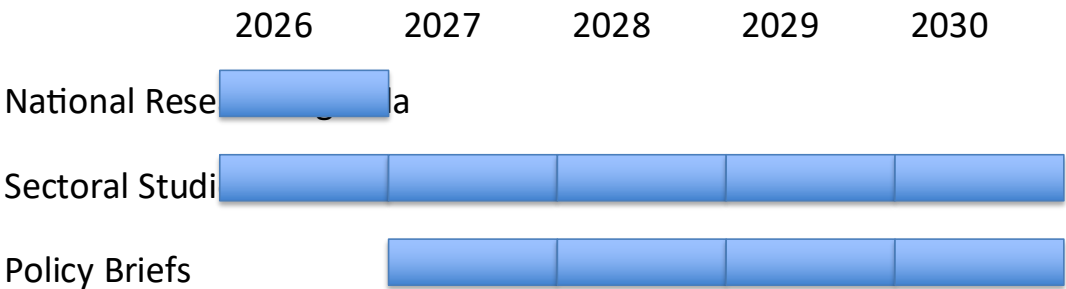
**Strategic Objective 5: Institutional Excellence & Sustainability**

Strategic Objective	Activity	Start Date	End Date	Expected Results	KPIs	2026	2027	2028	2029	2030
Institutional Excellence	Governance Development	01/2026	12/2026	Approved governance manuals	Manuals approved	1	-	-	-	-
Institutional Excellence	Revenue Diversification	01/2026	12/2030	Financial sustainability	Self-generated revenue %	10%	15%	20%	25%	30%

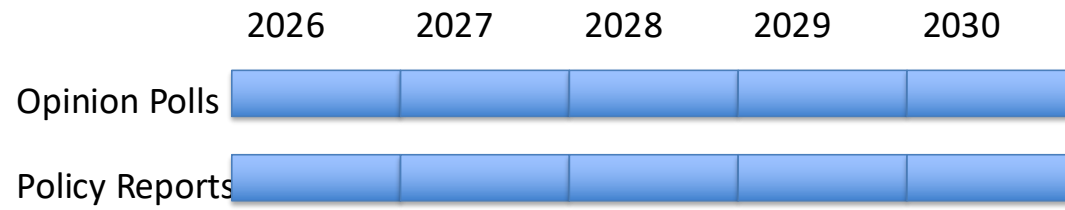
Gantt Chart – Five-Year Strategic Plan (2026–2030)  
Center for Sustainable Development Studies – Yarmouk University



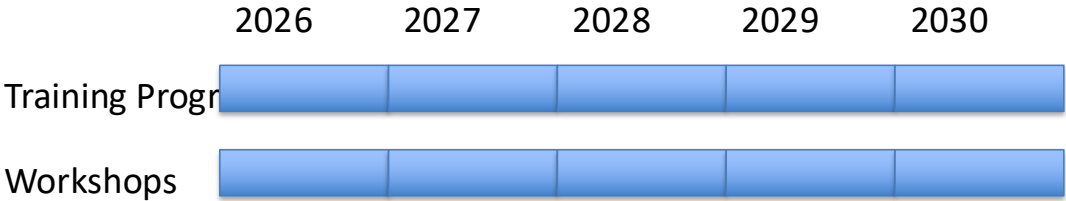
Gantt Chart – Strategic Objective 1: Applied Research



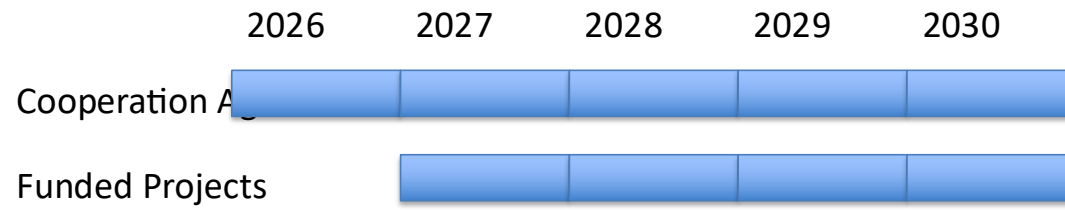
## Gantt Chart – Strategic Objective 2: Decision Support



Gantt Chart – Strategic Objective 3: Capacity Building



## Gantt Chart – Strategic Objective 4: Partnerships



### **Seventh: Monitoring and Evaluation**

- Semi-annual reports submitted to the Center's Board
- Annual report submitted to the University President
- Mid-term evaluation in 2028
- Comprehensive final evaluation in 2030

### **Eighth: Conclusion**

This five-year strategic plan represents an integrated framework for activating the role of the Center for Sustainable Development Studies at Yarmouk University and strengthening its contribution to public policy support, community service, and the achievement of sustainable development at the national, regional, and international levels, in accordance with the Center's mandated authorities.