



المركز الوطني لمكافحة الأوبئة والأمراض السارية  
JORDAN CENTER FOR DISEASE CONTROL

**Partnerships for Health Security**

# Strategy Document and Action Plan 2023-2025



December

2022



# **Strategy Document and Action Plan**

## **2023-2025**





His Majesty King Abdullah II







His Royal Highness  
Crown Prince Al Hussein bin Abdullah II

# Acknowledgment

We pride ourselves on the hard work and dedication put into developing Jordan's Center for Disease Control (JCDC) first strategy for (2023-2025), which is carefully constructed to complement and strengthen our beloved Jordans' health system in an effort to achieve health security. The strategy before you was completed in collaboration with all partners, governmental, non-governmental, civil society organizations, and the private sector.

First, we would like to thank the members of the JCDC Board for their ongoing support in the completion and review of this strategy. We would also like to take this opportunity to express our deep gratitude to all stakeholders, including the Ministry of Health (MOH) for their partnership and collaboration, Ministry of Agriculture (MOA), Ministry of Environment (MOEnv), Ministry of Water and Irrigation (MOWI), National Center for Security and Crisis Management (NCSCM), Ministry of Digital Economy and Entrepreneurship (MODEE), and General Budget Department (GBD). Without their efforts, components of this Strategy and accompanying time-based plans would not have come to light and turned into actual activities.

We would like to extend our sincere thanks to the team of the United States Centers for Disease Control and Prevention (US-CDC), who have provided us with insightful comments and feedback from their longtime knowledge and experience in the control of diseases and epidemics. We express our gratitude to Drs. Ibrahim Aqel and John Spica for their guidance and expert advice in the development of this strategy.

This acknowledgment is incomplete without special thanks and appreciation to the World Health Organization (WHO) for their continued technical and logistical support.

Last but not least, we highly value the dedicated efforts of the JCDC staff and their commitment to developing and refining this strategy, with the aim of creating a national success story.

JCDC is looking forward to achieving success at all levels of implementing this strategy under the exemplary leadership of His Majesty King Abdullah II and our trusted Crown Prince His Royal Highness Prince al Hussein bin Abdullah II.



# President's Message

Like other countries, the Hashemite Kingdom of Jordan faces challenges arising due to the outbreak of epidemics and communicable diseases. The most prominent of which in recent years is the COVID-19 pandemic, which has adverse health, economic, and social repercussions and implications on all societies across the world.

As a result, and following the collective efforts made during the outbreak of the COVID-19 pandemic, Jordan concluded that an official entity must be in place with the aim of enhancing national capabilities in dealing with epidemics and communicable diseases and managing the coordination among all concerned authorities. With a primary focus on prioritization of national safety and protection of the nation's health security, the JCDC was founded in 2020, in pursuance of the government's implementation of the Royal Directive set forth in the letter of designation to H.E. Prime Minister.

We look forward to working with all relevant authorities, including ministries, government institutions, and local, regional, and international organizations, for the coordination of efforts exerted in combating and preventing the outbreak of epidemics and communicable diseases and safeguarding the public health of our country. This is especially necessary in light of epidemiological developments and diseases prevalent at the regional and international levels.

Today, we present our Strategy, which resulted from the concerted efforts of the Center's staff and the participatory approach adopted with contributions of relevant local, regional, and international parties. This Strategy sheds light on JCDC policy and working mechanisms for the coming period, including responsibilities assigned in accordance with its statutory regulations, with the aim to fulfill its role and the tasks assigned to it to the fullest.

Out of our awareness of the significance of developing this Strategy, we are confident that all Center staff and partners will approach it with a full measure of devotion to accomplish the required results in a way that ensures the Kingdom's health security.

To conclude, I would like to express my sincere gratitude to the H.E. Prime Minister, Head of the JCDC Board, and the remaining Board Members for all their support in getting this Strategy into operation. I also would like to thank everyone who saved no effort for the development of this Strategy, the Center's team, and partners, including the ministries, government institutions, and local and international organizations. I pray to God Almighty to help us all to achieve the objectives of this Strategy in service of our country and residents of Jordan under the immense leadership of His Majesty King Abdullah II bin Al Hussein, may God protect him, and our trusted Crown Prince, his Royal Highness Prince Al-Hussein bin Abdullah II.



**Professor Dr. Raeda Al Qutob**  
**JCDC President**

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# Abbreviations

AEFI	Adverse Events Following Immunization
AFP	Acute Flaccid Paralysis
AMR	Antimicrobial Resistance
CD	Communicable Diseases
CRDF	The Civilian Research and Development Foundation
COPD	Chronic Obstructive Pulmonary Disease
COVID-19	Coronavirus Disease 19
CPHL	Central Public Health Laboratory
EBS	Event-Based Surveillance
ECDC	European Centre for Disease Prevention and Control
EMPHNET	Eastern Mediterranean Public Health Network
EMR	Eastern Mediterranean Region
EMRO	WHO Eastern Mediterranean Region Office
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FETP	Field Epidemiology Training Program
FTX	Field Training Exercise
GCDC	Gulf Center for Disease Control and Prevention
Hakeem	Jordan National E-Health Program
JAF	Jordan Armed Forces -Arab Army
JARSS	Jordanian National Antimicrobial Resistance Surveillance System
JCDC	Jordan Center for Disease Control
JFDA	Jordan Food and Drug Administration
JFETP	Jordan Field Epidemiology Training Program
JIDSS	Jordan Integrated Disease Surveillance System
JIRIS	Jordan Institutional Repository for Information Sharing
JUST	Jordan University of Science and Technology
MERS-CoV	Middle East Respiratory Syndrome Coronavirus
MOA	Ministry of Agriculture

MODEE	Ministry of Digital Economy and Entrepreneurship
MOEnv	Ministry of Environment
MOI	Ministry of Interior
MOH	Ministry of Health
MOPWH	Ministry Of Public Works and Housing
MOWI	Ministry of Water and Irrigation
NCD	Non-Communicable Disease
NCSB	National Committee for Security and Biosafety
NCSCM	National Center for Security and Crisis Management
NITAG	National Immunization Technical Advisory Group
PSD	Public Security Directorate
PoE	Point of Entry
RMS	Royal Medical Services
RRT	Rapid Response Team
RSS	Royal Scientific Society
SARS	Severe Acute Respiratory Syndrome
Saudi CDC	Public Health Authority of Saudi Arabia
SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
SWOT	Strengths, Weaknesses, Opportunities, Threats
TTX	Table Top Exercise
UoJ	University of Jordan
USAID	U.S. Agency for International Development
US CDC	United States Centers for Disease Control and Prevention
VPD	Vaccine-Preventable Disease
WB	World Bank

# Executive Summary

Within the scope of its first strategy for the years 2023-2025, the National Center for Epidemics and Communicable Disease Control, often abbreviated as (Jordan Center for Disease Control) or (JCDC), has adopted a strategic approach that lay stress on the role which JCDC will play as a leading National Public Health Institute in an attempt to support national efforts to get prepared, detect, prevent, combat, and mitigate health threats and enhance health protection and security.

COVID-19 pandemic highlighted an urgent need to establish JCDC for the purpose of coordinating preparedness and response efforts to the current and future health threats and enhancing health security. This will lead to promote public health and health protection of residents through enhancing healthcare providers' capabilities and adopting a scientific approach for the prevention and control of epidemics, communicable and non-communicable diseases, and health hazards.

A participatory strategic planning approach was adopted to develop the JCDC Strategy (2023-2025). This approach relied on broad participation, coordination, and collaboration with stakeholders and partners, engaging government, private sector, and scientific and research institutions in the domains of epidemiology, communicable diseases within One Health, and non-communicable diseases, in addition to health-related environmental threats.

JCDC Strategy was developed with the vision of achieving "Excellence and innovation in public health preparedness, surveillance, prevention, response, research, and policy guidance" and the mission of leading the national coordination efforts to prepare, detect, prevent, combat, and control epidemics, diseases, and public health threats through partnering with related entities to strengthen Jordan's capacity in managing epidemics, promoting health security, strengthening disease surveillance and response, and promoting evidence-based health policies and decisions.



# Strategic Themes & Goals



**Strategic Theme 1:**  
Governance,  
Coordination,  
and Stewardship

**Strategic Goal 1:**  
Establish JCDC  
role as a major  
entity concerned  
with preventing,  
combating,  
mitigating  
health threats  
and promoting  
health security.



**Strategic Theme 2:**  
Surveillance, Analysis,  
and Monitoring

**Strategic Goal 2:**  
Promote and support the  
availability and use of high-  
quality surveillance data  
to guide evidence-based  
national public health policies  
and practices.

**Strategic Goal 3:** Foster  
effective laboratory network  
with roles and responsibilities  
at all levels through a  
real-time data link to the  
surveillance system.



**Strategic Theme 3:**  
Emergency Preparedness,  
Response, And  
Resilience

**Strategic Goal 4:**  
Enhance national  
capacity in public  
health emergency  
preparedness,  
response, and  
resilience.



**Strategic Theme 4:**  
Research,  
Development, and  
Capacity Building

**Strategic Goal 5:**  
Contribute  
to research,  
development,  
and capacity  
building related  
to public health  
issues.



# Results Framework

<b>Outcome 1</b> JCDC role established as the National Public Health entity to prevent, get prepared, combat and mitigate health threats and promote health security	<b>Outcome 2</b> High-quality multi sectoral surveillance data is made available, used, promoted and supported to guide evidence-based national public decisions, policies and practices	<b>Outcome 3</b> A national referral lab established. Effective laboratory network activated at all levels with real time data link to the surveillance system developed	<b>Outcome 4</b> Strengthened and organized national capacity and efforts in public health emergency preparedness, response, and resilience	<b>Outcome 5</b> Informed public health policies based on research evidence and strengthened personnel capabilities
<p><b>Output 1.1</b> Related policies, strategies, guidelines, and SOPs developed</p> <p><b>Output 1.2</b> Efforts coordinated and monitored</p> <p><b>Output 1.3</b> National efforts directed to prevent, combat and control noncommunicable diseases supported</p>	<p><b>Output 2.1</b> National integrated multi-sectoral surveillance system utilized to develop evidence-based policy</p> <p><b>Output 2.2</b> National surveillance data monitored, analysed, and shared for evidence-based decision making</p>	<p><b>Output 3.1</b> Enhanced national capability and capacity through JCDC lab to detect, monitor, and confirm circulating and emerging diseases</p> <p><b>Output 3.2</b> National laboratory efforts coordinated and monitored to link laboratory data with the surveillance system</p>	<p><b>Output 4.1</b> Health policies, strategies, guidelines, and SOPs related to public health emergency preparedness, response, and resilience developed</p> <p><b>Output 4.2</b> Coordinated and monitored national efforts directed to JCDC related public health emergency preparedness and response issues</p>	<p><b>Output 5.1</b> Contributed to national and international research programs and development of health personnel</p> <p><b>Output 5.2</b> Strengthened public health knowledge translation and dissemination</p>

# 1. Background

Public Health agencies have critical roles and functions at local, subnational, national and regional levels, supporting and undertaking the monitoring of the population's health through implementing, overseeing and managing public health programs such as immunization and other disease prevention activities; responding to public health threats such as outbreaks and pandemics; and providing senior government officials with science-based information on which they can develop health policy.

The recognition of Public Health agencies' importance and their creation is often associated with significant health events such as the COVID-19 pandemic. However, their structure, specific functions, and authorities vary by the level and type of government they support and how they have developed. As an example, the Centers for Disease Control and Prevention in the United States (US-CDC) has existed for over 70 years and provides a very broad range of public health services in a federal environment where subnational governments (i.e., states and in some states, counties) and their public health agencies retain significant roles in public health. Another example is represented in the European Centre for Disease Prevention and Control (ECDC) which was created in 2005 after the outbreak of Severe Acute Respiratory Syndrome (SARS). ECDC's mission includes conducting surveillance and outbreak investigation of infectious diseases. EU countries maintain their authority on health policy, but they report surveillance data to ECDC using consensual data variables, case detection, and frequency. The Public Health Authority of Saudi Arabia created (Saudi CDC) in 2013 after the outbreak of the Middle East Respiratory Syndrome Coronavirus (MERS-CoV) in 2012. Saudi CDC's mission includes Public Health promotion and raising public preparedness to respond to public health emergencies through organizing events among relevant authorities. Recently created, Africa Centers for Disease Control and Prevention supports five regional offices, which in turn support countries in their activities concerned with communicable and non-communicable diseases and public health.

By the beginning of 2020, the COVID-19 pandemic took the world by storm, affecting human health and the economy. The short-term implications of this pandemic are evident across the globe, but long-term impacts are yet to be clear. Specifically, the pandemic highlighted the fragility of health systems around the world. The healthcare system in Jordan was found to be not well prepared for such a health shock, despite the high level of health expenditure in Jordan.<sup>1</sup> This sheds light on the need to set up an official national entity in place to lead the coordination between all concerned authorities to prevent and combat epidemics and pandemics and other public health events as they occur. Consequently, The National Center for Epidemics and Disease Control (Jordan Center for Disease Control JCDC) was established in November 2020 in pursuance of the government's implementation of the Royal Directive set forth in the letter of designation to H.E. Prime Minister under article number 120 of the constitution.

As prescribed in its Bylaw No. (112) for the year 2020, JCDC shall be a dedicated public health institution that promotes public health practices in the prevention of epidemics and communicable diseases and leads the coordination of all-hazard public health emergency preparedness and response efforts, including the bio-terrorist threat.

## **In its Bylaw No. (112), JCDC is mandated to:**

- Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.
- Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and providing recommendations on their prevention.
- Coordinating response efforts to epidemics, pandemics, and other health threats and implementing health emergency plans.
- Monitoring and follow-up of environmental health threats and their relationship to epidemics and communicable diseases.
- Providing reference diagnostic services for individuals, society, and health institutions.
- Overseeing the development and implementation of antibiotic resistance control strategies, coordinating AMR monitoring initiatives, and linking them with global initiatives.
- Following up on and improving vaccination levels in Jordan and expanding the base of the people who are covered.
- Leading health efforts aimed at preventing and controlling epidemics, communicable diseases, and the disabilities resulting from them in accordance with international standards and recommendations of international health bodies, including the WHO.
- Coordinating and cooperating with similar bodies regionally and internationally.
- Conducting scientific research and providing and analyzing health information.
- Capacity-building, training, and rehabilitation of the Center's cadres, training workers in the field of epidemics and communicable diseases control and developing them through the provision of professional and academic programs in cooperation and coordination with the relevant bodies locally, regionally, and internationally.
- Managing epidemics and communicable diseases prevention programs.
- Developing preparedness and response plans for health emergencies.

The JCDC mandate, as identified in Bylaw No. (112) has considerable participatory roles and responsibilities with existing ministries and public health-related entities, in particular those of the Ministry of Health as identified in Public Health Law No. (47) for the year 2008 (as amended).

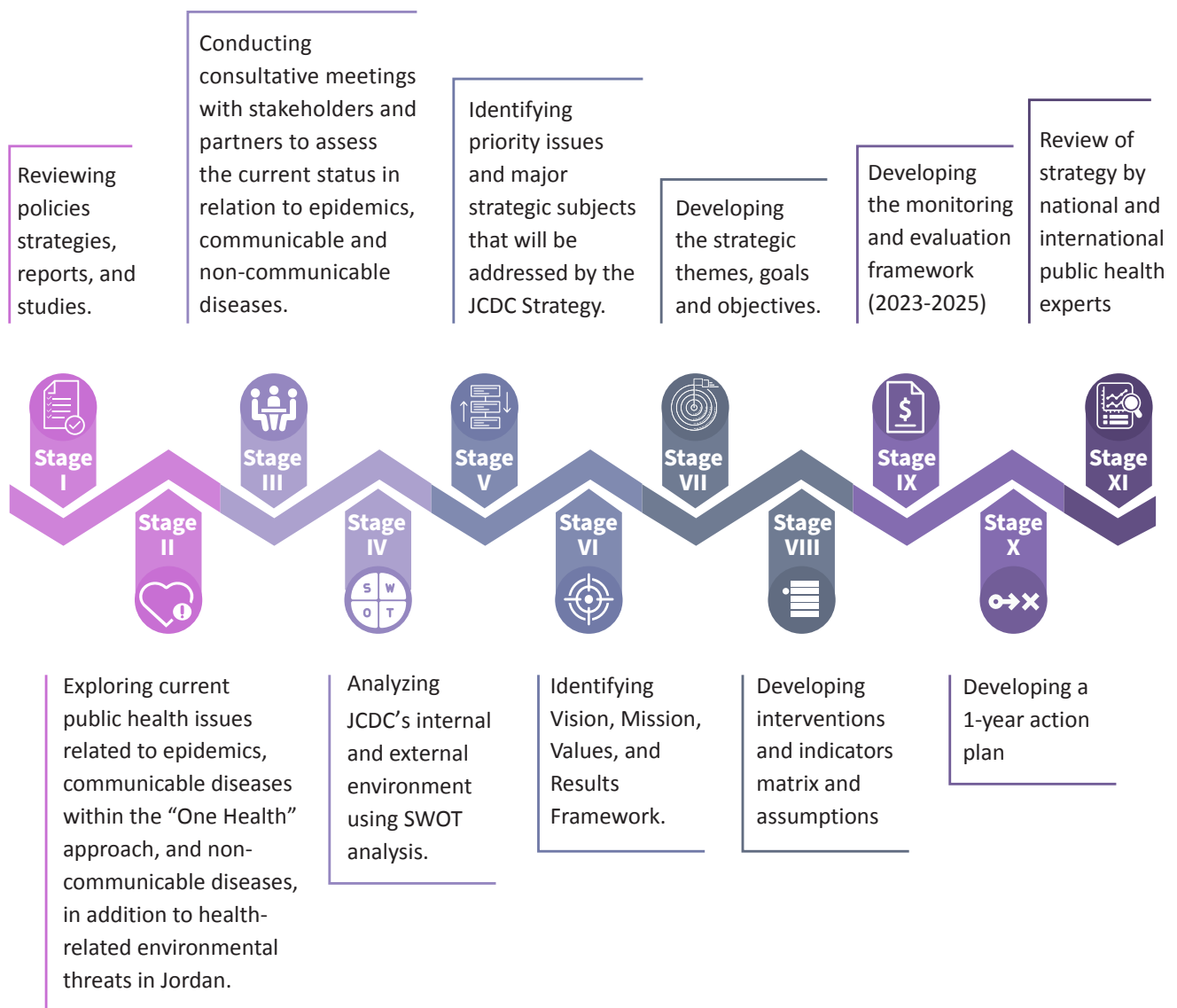
Professor Dr. Raeda Al-Qutob was appointed as President of JCDC in late October 2021, with a ministerial rank, reporting to the Prime Minister. JCDC has a Board of Directors with the Prime Minister as President, and whose members include, in addition to the JCDC President, the Ministers of Health, Agriculture, Water and Irrigation, and the Environment, the Director General of the Royal Medical Services (RMS), and four experts (a Virologist, a Bioinformatics scientist, a specialist in Non-Communicable Diseases, and a Legal expert), Annex I shows JCDC Organizational Structure.

## 2. Methodology

A participatory strategic planning approach was adopted to develop the JCDC Strategy (2023-2025). The approach relied on the broad participation, coordination, and collaboration efforts with key stakeholders and partners, engaging the government, private sector, and scientific and research institutions in related fields, including epidemiology and communicable diseases (CDs) within One Health, non-communicable diseases (NCDs), and health-related environmental threats.

The Strategy was developed within the context of the Sustainable Development Goals (SDGs) 2019-2030<sup>2</sup> and in alignment with the Jordan Economic Modernization Vision.<sup>3</sup> The development process relied on a comprehensive analysis of the current situation of public health issues. It also involved reviewing important government policies, strategies, studies, and technical documents. In its final development stages, the strategy was reviewed by several experts from various relevant national and international entities listed in **Annex II**. Their comments and feedback were considered in finalizing the document.

### The working approach consisted of the following stages:

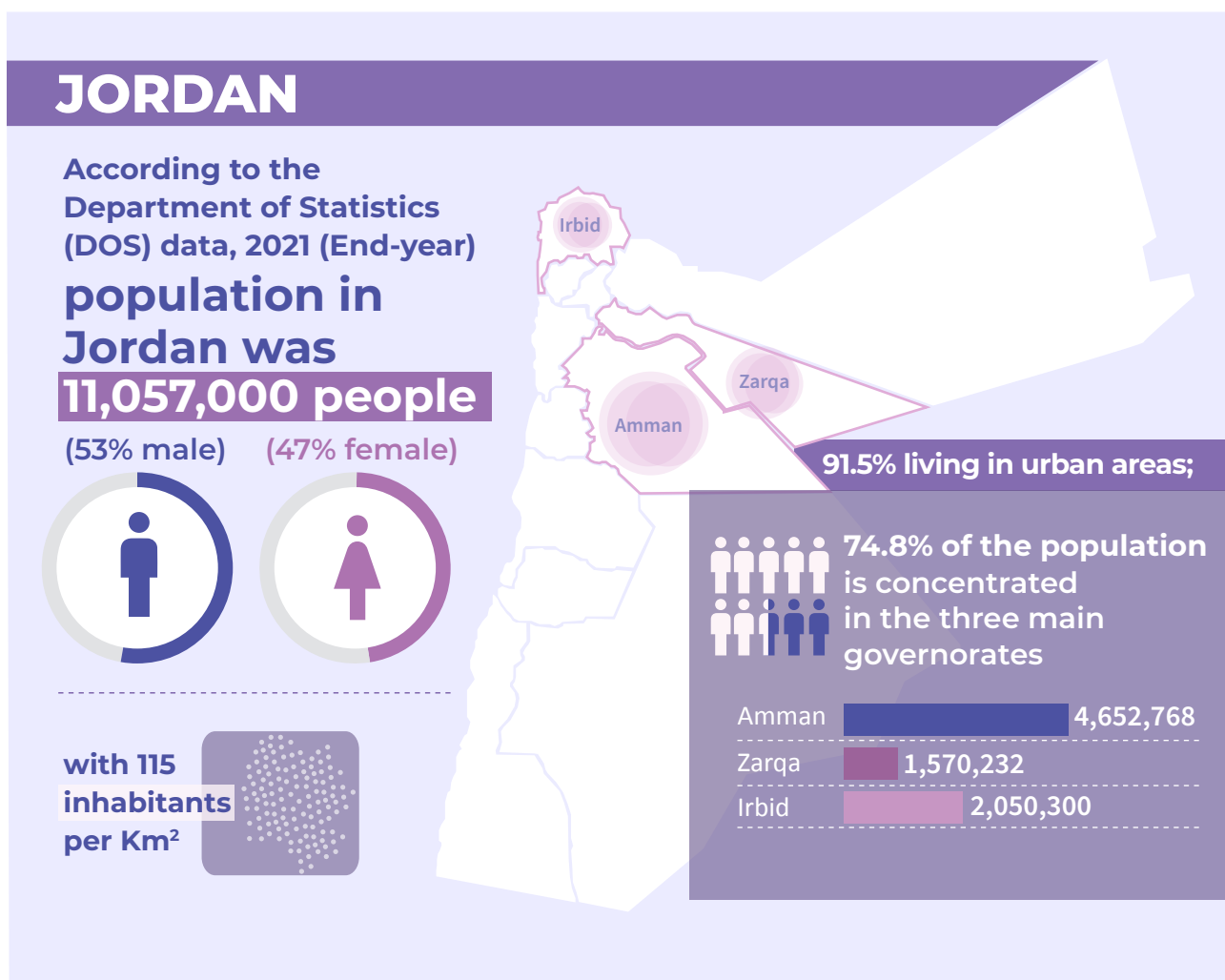


# 3. Situation Analysis

## 3.1 Demographic Analysis

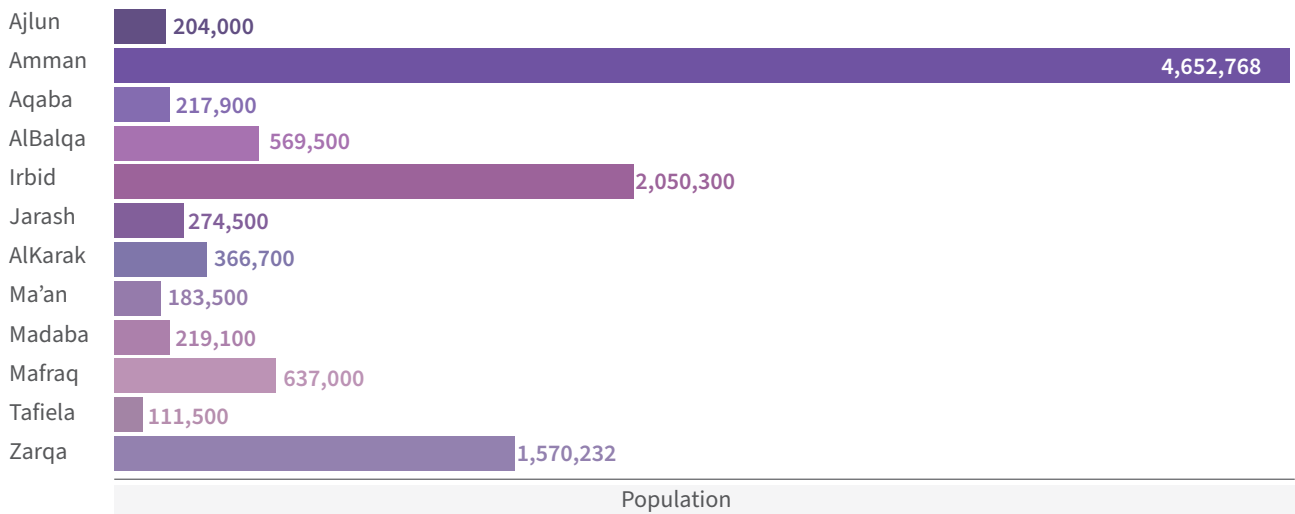
Jordan is situated on the East Bank of the Jordan River. It borders Syria to the north, Iraq to the northeast, Saudi Arabia to the east and south, the Red Sea to the south (26 km coastline in the Gulf of Aqaba facing Egypt), West Bank, the occupied land, and the Dead Sea to the west. Jordan is classified as an upper-middle-income country with limited natural resources. Jordan has built a reputation as one of the most desirable locations in the region for medical tourism, receiving hundreds of thousands of patients from neighboring countries annually.<sup>1</sup> The Kingdom has been experiencing a very high population growth rate over the past two decades. Its distinct geographic location meant it had to cope with the repercussions of regional conflicts and instability. Many refugees have fled to Jordan, thereby contributing to the increased population growth rate of the country and generating considerable pressure on the Kingdom's infrastructure, including its healthcare infrastructure.

Figure 1: Infographic of Jordan's Demographic Characteristics<sup>4</sup>





**Administratively, Jordan is divided into 12 governorates:<sup>5</sup>**



**Jordan**

is ranked

**11<sup>th</sup> worldwide**

**in terms of the number of hosted refugees and asylum seekers (>3 million)**

**and 3<sup>rd</sup>**

**in terms of their proportion**

**in the country's population**



**The largest component of refugees** is represented by

**2,307,011 Palestinian refugees**

registered with the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), as of the end of 2021. The large majority of Palestinian refugees are integrated into local communities or in the 10 camps incorporated in the urban neighborhood that expanded over the years.<sup>6</sup>

**The second largest** refugee population is represented

**by 672,952 Syrian refugees**

registered with the United Nations High Commission for Refugees (UNHCR) as of the end of 2021, out of which 131 309 (19.5%) persons live in three refugee camps.<sup>7</sup>

In Jordan, there are 3.5 million registered non-Jordanian people.<sup>9</sup> Excluding refugees and asylum seekers, there are about 400 000 immigrants registered with the Ministry of Foreign Affairs and Expatriates; most of them have working permits issued by the Ministry of Labor.

It should be noted that the number of unregistered non-Jordanian people is unknown. Still, it is likely to be large and composed of migrants without a visa (coming from neighboring countries or other countries with an expired visa). Restrictions applied to movement due to the COVID-19 pandemic have probably increased the number of migrants with an expired visa, who, therefore, are unregistered.

## 3.2 Overview of Jordan's Health Sector

Health care in Jordan is provided by the public health sector, including MOH, the Royal Medical Services, Universities hospitals, in addition to international and charitable organizations; UNRWA and NGOs; and the private sector.<sup>10</sup> Healthcare services in Jordan can be divided into 'primary', 'secondary', 'tertiary' healthcare. The MOH provides health care through primary health care centers, comprehensive health care centers, and hospitals. Currently, there are 121 Comprehensive Health Centers, 366 Primary Health Centers and 187 Peripheral Health Centers spread all throughout the Kingdom. In addition, the Ministry runs 502 Maternity Centers and 440 dentistry clinics. It is estimated that there are 9 Health Centers for every 100,000 Jordanians, which is very close to the recommended average of 10 Health Centers for every 100,000 citizens stipulated by the WHO. The MOH runs these centers and clinics in addition to 32 hospitals that provide secondary- and tertiary-level care.<sup>10</sup>

Jordan spends a considerable share of its GDP on health (8.1%), higher than the MENA average and average of upper-middle-income countries. According to Jordan's Vision 2025, the high levels of health expenditure will continue to drive growth in the sector in the short and medium term. Although characterized by relatively high health expenditure and health worker density, Jordan's health system is fragile and easily overwhelmed with a hospital bed availability of merely 1.4 beds per 1,000 of the population.<sup>1, 11</sup> The majority of insured Jordanians are covered through Civil Insurance Program (CIP) administered by the MOH, the Military Insurance Program (MIP) administered by the Royal Medical Services (RMS) under the Jordan Armed Force (JAF), and private insurance. The RMS covers 38.1% of insured Jordanians, 34.4% by the CIP/MOH, and 12.1% covered by private insurance. In addition, 6.9% receive 'complementary healthcare', which puts the total Jordanians covered by CIP/MOH at 41.3% of insured Jordanians. This means that the government is the principal financer of health services, operating the two major insurers in Jordan.<sup>1</sup>

According to the Economic Strategy Forum Competitiveness report,<sup>1</sup> while the system is providing adequate health protection and making efforts to lessen the burden of healthcare costs on different economic segments of the population in general, "the financial implications have been burdensome, and the economy is facing a severe financial crisis in attempting to meet the health care needs of the population mainly due to inefficiencies in service delivery, fragmented insurance, and delivery systems, inability to control utilization, and growing demand from refugees among other things." In addition, the report indicated that "curative care dominates over other health spending functions, illustrating the inefficiencies in the system and, thus, the higher costs involved. The report added that "this means that there is scope to increase allocative efficiency by shifting spending toward health promotion and disease prevention, which can be managed by primary health centers".<sup>1</sup>

## 3.3 Exploring Policies, Strategies, Technical Reports, and Studies

### 3.3.1 Review and Findings of Policies, Strategies, Technical Reports, and Related Studies

Public health functions in Jordan have been the primary responsibility of MOH, as defined in Public Health Law No (47) for the year 2008 (as amended). However, the Ministry of Agriculture (MOA), the Ministry of Water and Irrigation (MOWI), the Ministry of Environment (MOE), University Hospitals, RMS, UNRWA, and the private sector undertake critical activities essential for ensuring the health of the public. The National Centre for Security and Crises Management (NCSCM) also played a leading role in responding to the COVID-19 pandemic.

The JCDC Bylaw No. (112) was analyzed within the context of Public Health Law No. (47) of 2008 (as amended). The Public Health Law has been thoroughly reviewed to showcase the intersections and points of convergence between the Law and the JCDC mandate. This will guide the governance and the areas in which JCDC strategy will focus on as elaborated in **Annex III**.

National and international public health agencies have conducted several assessments and working efforts to evaluate projects and action plans related to public health among different stakeholders across Jordan. However, the outcomes and recommendations were not followed up to achieve the desired outputs. The completion of their deliverables and performance indicators is limited.

**Some of these assessments, including their main outcomes, are summarized below in chronological order:**

#### **1. The Joint External Evaluation of IHR Core Capacities of the Hashemite Kingdom of Jordan<sup>12</sup>**

The joint assessment of International Health Regulations (IHR 2005) core capacities in Jordan was carried out from 28 August to 1 September 2016 using the (WHO) IHR Joint External Evaluation (JEE) tool. The main findings of this evaluation include the following:

- While the Public Health Law is well known, including among powers able to implement the IHR, and the country has assessed how the Law can fulfill IHR requirements, it has not yet resulted in changes to allow the health laws to operate alongside other emergency laws to meet IHR capabilities.
- While there is willingness and ad hoc cooperation process across the main entities involved in the One Health approach technical areas, most processes are ad hoc and triggered by individual judgments.
- Formal documented links are being established across the human and animal health sectors in case of foodborne outbreaks and zoonotic diseases with clear triggers and protocols for coordinated activity.
- The country has attained reasonable capacities to detect events of significance for both human and animal health, as well as for other health security threats of concern, by establishing and enhancing indicator-based surveillance with an automated electronic notification surveillance system that enhances real-time surveillance and analysis.

- Intersectoral routine information and data exchange on zoonotic events only takes place during zoonotic outbreaks.
- Good laboratory practices are in place for clinical diagnosis of priority infectious diseases, and a national licensing system exists for private laboratories.
- Immunization, and vaccination cards for school entry, are mandatory in Jordan. These are provided free of charge to all target populations living in the country regardless of their nationality, including refugees.
- The immunization and vaccination program are highly successful and, despite outbreaks of polio and other infectious diseases in neighboring countries, has been successful in maintaining high vaccination coverage and protection of its population.
- Jordan should consolidate data into a “one platform” notification system to ensure efficiency gains, to rapidly detect any public health event, and to ensure event-based surveillance.
- Field epidemiologist training program personnel turnover and “brain drain” is high in relation to countries of the region.
- Jordan has a multisectoral coordination mechanism that includes health emergencies. This mechanism has the authority to ask for support from any sector.
- The NCSCM has recently been established to support the response to emergencies, including public health concerns. The division of work between the Higher Council of Civil Defense and NCSCM remained unclear to the External Evaluation Team.
- An Emergency Operations Centre (EOC) has been shaped under this unit to include representatives from different departments of the MOH but is not yet functional or integrated into the top-level crisis management structures of the NCSCM.
- RMS has demonstrated good practices and capability for public health emergencies and disasters. Nevertheless, the national plan for medical countermeasures and personnel deployment in public health emergencies should be reviewed and updated. The MOH should maintain a revolving stockpile of emergency drugs and medical supplies through a formal agreement with local manufacturers and suppliers.
- Jordan is able to conduct multi-channel, multi-target audience public communication on health issues, coordinate communication with key stakeholders, and manage local level engagement.
- Some information is gathered on audience reactions and concerns on an ad hoc basis; however, Jordan’s risk communication capacity would benefit from more systematic and routine feedback, and from more staff receiving specialist training in emergency risk communication.
- The country has three IHR-designated points of entry (PoE): Queen Alya international airport, Aqaba port, and Al Omary ground crossing.
- The public health and medical services are provided mainly by the MOH and the airport, ground crossing, and port operators.
- The Ministry of Agriculture controls the import of animals and agricultural products at all PoE.
- Mechanisms are available to share information on public health events/measures.

- There is a need to improve animal quarantine services and enhance coordination between the MOH and the different stakeholders at PoEs.
- Use the IHR recommended model of ship sanitation certificates at Aqaba port.

In summary, Jordan is close to achieving compliance with the IHR. The major gap identified is the unstructured and informally based (and thus vulnerable) cross-sector coordination and the unclear and relatively weak role of the national IHR focal point. High willingness and commitment to increasing cooperation among relevant sectors were evident. The country is in a good position to fill many gaps with a modest investment.

## 2. Comprehensive Assessment of Jordan's Health Information System 2016<sup>13</sup>

This assessment was commissioned by WHO in 2016 at the request of the Jordan MOH to support the Ministry in strengthening the current Health Information Systems, considering the broader role of HIS in responding to the Jordan 2025 National Vision and Strategy. The assessment was conducted by a team of international consultants who collaborated with WHO and the MOH to review the systems. These include institution-based systems used to manage service delivery that collect information on users of services and the resources required to provide the services; and population-based systems, such as census, vital events, and health surveys, that provide information on the health status and behavior of the entire population. This assessment highlighted the following gaps:

- Lack of a functional national steering committee in charge of HIS coordination.
- Unclear priorities for action and responsibilities to guide implementation of activities.
- Lack of coordination between stakeholders.
- Data are often not of high quality.
- Limited guidelines and standardized operational procedures for national health information and data management (data collection, storage), analysis, reporting, dissemination and utilization.
- Absence of national health indicators metadata and agreed data sources.
- The MOH electronic system IERS (Abb.) does not offer complete national coverage as a surveillance tool as well as a tool for the collection of causes of death from health facilities.
- Inadequate human resources to implement quality assurance procedures.
- Weak supportive supervision mechanisms and refresher training tailored to managing information systems and their staff.
- No integration between electronic surveillance systems in Jordan.

### **3. National Action Plan for Combating Antimicrobial Resistance in the Hashemite Kingdom of Jordan (2018-2022).<sup>14</sup>**

In accordance with the commitment in the 68th World Health Assembly in May 2015, and to contribute to global health, Jordan developed its national action plan (NAP) for the years 2018-2022.<sup>17</sup> Strengths that appeared in the analysis indicated that awareness of AMR does exist, the importance of infection control in health care facilities is known and implicated. Also, a hospital accreditation system is available and functioning. Moreover, the National Public Health Laboratory is well established and provides support for communicable diseases related to AMR. Regarding animal health, recent regulation was issued by MOA that prohibits the use of antibiotics as growth promoters. However, several needs, gaps, and priorities have been identified and still exist, such as:

- Regulations for the rational use of antibiotics are weak and poorly enforced, antibiotics are sold without a prescription, and self-medication is high.
- No public awareness campaign for promoting the rational use of antibiotics has been undertaken, and promotional activities by pharmaceutical companies are not regulated.
- Health care providers have not been exposed to any national training on AMR. Sporadic conferences were organized concerning AMR.
- Adherence to IPC policies in health settings is questionable.
- Research articles from academic institutions are available, although scarce on AMR. No research for developing new antimicrobials or diagnostics exists. The laboratories in the public sector are rarely involved in any research. Few academic centers have performed research on AMR; however, these studies are rarely used for decision-making.
- Minimum National Standards in Agriculture (livestock and plant) in Jordan are available and implemented.
- The veterinary pharmaceutical products registration division has no reliable data on antimicrobial use, quantity imported or manufactured in the country, and has no control over regulating antimicrobial product importation to maintain a safe pool in the country despite being the entity issuing importation permits to pharmaceutical companies in Jordan.

The main gap observed in animal health in Jordan indicates that current legislation does not clearly specify that antimicrobial agents are prescription-only veterinary medicine.

### **4. A One Health Zoonotic Disease Prioritization for Multisectoral Engagement Workshop<sup>15</sup>**

was held on December 2019, which led to the identification of seven zoonotic diseases of greatest importance in Jordan. Rabies was ranked as the number one priority disease, followed by middle east respiratory syndrome, avian influenza, brucellosis, leishmaniasis, rickettsiosis, and salmonellosis. However, COVID-19 was not included in this list. Further gaps have been identified in disease detection, surveillance, and reporting between the health and animal sectors, including:

- While the MOH's surveillance systems were well established, the MOA utilized an outdated system that needs updating.
- Until recently, information sharing among animal and health sectors in the event of zoonotic outbreaks was on a case-by-case basis without a well-established coordination mechanism.



- The OH approach was not fully functional, and the notification system was not coordinated.

These gaps are still a major limiting factor for detecting and preventing the emergence of a Public Health Emergency of International Concern (PHEIC) through real-time surveillance.

### **5. Implementation of One Health approach in Jordan: Review and mapping of ministerial mechanisms of zoonotic disease reporting and control, and inter-sectoral collaboration.**<sup>16</sup>

A more recent study conducted to review and map the existing structures of MOH and MOA in relation to zoonotic diseases reporting and control, and inter-sectoral collaboration in Jordan. The findings showed that although the current infrastructure of both ministries is organized and well established, several gaps and challenges were identified. The regulations to judge and manage zoonotic disease notification and reporting need to be revised to become thorough and systematic between the two ministries. In addition, inter-ministerial zoonotic diseases reporting and notification between the two ministries is inconsistent, which may prevent reporting zoonotic disease in timely manner. The current reporting and surveillance system is closer to an indicator-based surveillance system which limits the ability to investigate and report new emerging zoonotic diseases. The capability to diagnose zoonotic diseases is not always present, and diagnostic tests used to confirm zoonotic diseases are not readily available or done for all diseases.

**6.** NCDs in Jordan are not listed as national notifiable diseases. Available clinical guidelines and protocols tackle the prevention and management of some but not all NCDs. Available guidelines are not disseminated or implemented at the national level, and their impact or progress level by healthcare professionals lacks any evaluation. There is no clear mechanism to develop evidence clinical guidelines and protocols at a national level. The development of clinical guidelines, whether at MOH or other sectors, usually follows an ad-hoc mechanism where a specialized commission/ working group is formed to develop clinical protocols for a certain disease in across a given setting.<sup>17</sup> In terms of surveillance systems of NCDs, Jordan Interactive Electronic Reporting System (JIERS) is a key platform that MOH has used since 2015. JIERS provides real-time case-based data using ICD-10 coding and automatically generates surveillance reports of diseases, including NCDs, at the national and subnational levels. Currently, it has modules pertaining to diabetes, hypertension, mental health, asthma, chronic obstructive pulmonary disease (COPD), and tobacco control.<sup>17</sup> In light of NCD substantial burden on the population's health and health care systems, **The National STEPwise survey (2019) for NCDs risk factors among adult Jordanians and Syrians (18-69 years old)**<sup>18</sup> was conducted in collaboration with WHO and other partners. The results showed that 22.1% of respondents were hypertensive, 14% had raised blood sugar (20% in those 45-69 years old), 18% had raised total cholesterol, and 18% had depression over the previous 12 months (6.5% were receiving therapy). Determinants of poor health are becoming increasingly prevalent in Jordan (tobacco use by 41% of adult Jordanians and Syrians (65% of males, 16% of females), making it the highest in the region, overweight/ obesity in 61% of respondents (85% in those 45-69 years old), physical inactivity in 25%, and unhealthy diets in 84%.<sup>18</sup> JIERS is available 540 (76%) of MOH healthcare centers and allows for NCDs indicators to be monitored at the central level electronically.<sup>17,19</sup> Data received from other service providers, such as the private sector and teaching hospitals, are uncovered by the same electronic system, which forms a gap in the NCD reporting channels.

The previous national STEPwise survey of NCDs risk factors took place in 2007.<sup>20</sup> Whereas, the current national survey revealed that the existing NCDs surveillance system in Jordan is stumbled in terms of robustness, comprehensiveness and continuity, which creates a wide gap in the information available on the prevalence of NCDs and their risk factors.<sup>18</sup>

**7. The National AIDS Program (NAP) faced many challenges in the last years due to influxes of Syrian refugees and limited resources that affected the HIV/AIDS local control efforts in Jordan, An **Evaluation of the National AIDS Program (NAP) and HIV/AIDS Surveillance System in Jordan, 2021.****<sup>21</sup> The study described the system as “not well structured, not organized, and not functioning well”. In addition, the study report stated that “surveillance activities are still facing challenges in terms of deficiencies in human resources, equipment (computers, notification, and reporting software, and advanced analysis programs), and training on HIV/AIDS and STIs and its surveillance system even being funded again”, it added that “although the HIV case definition is documented in the Epidemiological Surveillance Guideline in Jordan, some HIV/AIDS staff are unaware of the case definition or the guideline”.

#### **8. Comprehensive Multi-year Plan 2018-2022 for Expanded Program of Vaccination.**<sup>22</sup>

This plan aimed to address weaknesses and threats in the program and human resource management, costing and financing, vaccine security, and logistics, immunization service delivery, accelerated disease control and surveillance, advocacy, communication, and demand creation. It showed that overall, the Jordanian immunization program was successful in maintaining high vaccination coverage, despite outbreaks of polio and other infectious diseases in neighboring countries. However, the Expanded Program of Immunization (EPI), as well as the whole health system in Jordan, encountered challenges due to the significant influx of refugees (around 1.5 million) in recent years. This plan emphasized on the following major risks and challenges:

- Unpredictability of the global vaccine market.
- Unpredictability of humanitarian crises.
- Insufficient financing due to competing priorities between different sectors, NCD, and others.
- Syrian refugee crisis and related increased workload.
- Emergence of new Vaccine Preventable Diseases.

#### **9. An Evaluation of the National Tuberculosis Program (NTP) and Tuberculosis Surveillance System, Jordan, 2021.**<sup>23</sup>

The evaluation reported that the “NTP and TB Surveillance System face several gaps and challenges in the infrastructure, human resources, equipment, training, NTP functions, surveillance system performance, operational framework, coordination, case findings, and data collection and notification.” Moreover it stated that “the performed analysis of collected data is neither thorough nor checked for outliers or data quality. The data that the system provides is not well utilized or analyzed thoroughly; accordingly, there were no actions taken as a result of the analysis and interpretation of the data from the TB Surveillance System. There is a delay in TB cases notification received from the parties involved in the TB Surveillance System

#### **10. National Pandemic Influenza Preparedness Plan**

Ministry of Health (MOH), supported by the World Health Organization (WHO) Country Office, prepared a National Pandemic Influenza Preparedness Plan (NPIPP) in 2017. The NPIPP is based on WHO pandemic influenza preparedness guidance. This plan was reviewed in 2021 by WHO.<sup>24</sup> The NPIPP is a living document that needs to be evaluated, updated, and amended based on actions taken towards improvement, simulation exercises, and action evaluation reports.

## 11. Reviewing the COVID-19 response in Jordan: Preliminary findings and recommendations<sup>24</sup>

A qualitative review and analysis of the national and subnational response with a specific focus on priority response interventions were conducted by WHO in 2021. Areas identified for improvement related to surveillance, the laboratory network, and the outbreak response are as follows:

### Partnership and Coordination:

- Absence of an incident management structure at the MOH-level.
- Review and update the national governance for COVID-19.
- Strengthen the whole of government approach.
- Limited use of available data to inform decision-making.
- Lack of knowledge-sharing and documentation.

### Surveillance:

- Data is insufficiently used for decision-making.
- Decisions are not guided by epidemiological reports and surveillance analysis.
- Case definitions and testing strategies need to be better known, as individuals tested by Antigen RDT are not well identified and are not reported as COVID-19 cases when positive, leading to an underestimation of cases.
- Fragmentation of surveillance data.
- Existence of multiple IT platforms and databases but the structure and quality of some need to be improved.
- Insufficient information-sharing with WHO and partners.

### Laboratory Network:

- Lack of adequate documentation, systematic supervision, and monitoring and evaluation of the laboratory network.
- Quality management programs in the Central Public Health Laboratory (CPHL) and other subnational laboratories were not comprehensive.
- Limited utilization of private laboratories' capacities within the national response, especially for variant monitoring (lack of access to samples from hotspots and severe cases/deaths).

### Outbreak Response:

- Fragmented coordination mechanisms with unclear reporting lines and a lack of formal incident management structure.

- Decisions are not always evidence-based, for health, or bottom-up approach.
- Limited representation of the MOH in the COVID-19 Crisis Cell for decision-making.
- Inadequate coordination with the Ministry of Media for Risk Communication and Community Engagement (RCCE).

Remaining gaps in the health information system, primarily due to the fragmentation of data and information.

**12. In April 2022, The Civilian Research and Development Foundation Global (CRDF) did an Intra-Action Review of the COVID-19 Response in Jordan<sup>25</sup>** in collaboration with the NCSCM and MOH. CRDF Global conducted a series of interviews and focus group discussions in April 2021 with government officials who have supported the COVID-19 response in Jordan. Interviews included stakeholders from diverse sectors who provided observations about practices and challenges during the pandemic and recommendations for improving future responses.

**The reported most common challenges included:**

- General lack of emergency planning, standard operating procedures (SOPs), exercises, and preparation for public health emergencies.
- Lack of communication between different organizations/institutions results in duplications of efforts.
- Lack of human and financial resources to respond most effectively to the pandemic.
- No outreach programs for volunteers to help fill the human resource gap. The concept of volunteering is still vague and not well-established.
- The private sector was not well incorporated into the response plan.
- MOH did not have a clear response plan or priorities leading to disjointed actions.
- MOH was not seen as the lead agency.
- The Crisis Management Directorate in MOH did not have the legal authority or necessary resources (human or financial) to lead the response.
- The MOH Public Health Emergency Operations Center (PHEOC) was not activated or utilized.
- MOH did not have enough space, staff, equipment, vehicles, or funds to manage the pandemic.
- General lack of operational documentation of processes, decisions, etc., during the response, notably documenting processes that were started during the pandemic.

**13. National Climate Change Health Adaptation Strategy and Action Plan of Jordan (MOH, 2012)<sup>26</sup> and The National Climate Change Adaptation Plan of Jordan (MOEnv, 2021).<sup>27</sup>** The two reports argue that climate change in Jordan may influence the seasonal pattern for respiratory diseases, cardiovascular diseases, and mortality. It has also been argued that vulnerable areas that will suffer more because of extreme weather events are desert areas (sand storms), extended areas with olive trees (pollen), areas with new plants (new sensitizing), poverty areas,

areas with less well-developed medical services, and areas with limited access to medical services. With more hot days, fewer frost days, more periods of drought and dust storms, and paradoxically, more periods of heavy rain and consequent flooding (Jordanian Ministry of Health, 2012). According to WHO, climate change is expected to cause approximately 250000 deaths yearly from malnutrition, malaria, diarrhea, and heat stress between 2030 and 2050. Exposure to heat or cold waves could impact mortality rates, CDs, and NCDs. Analysis of the collected data emphasized the need for detailed investigations of the impact of climate change on human health in Jordan's vulnerable regions. These conditions pose extra challenges to already saturated traditional Jordanian health systems by increasing morbidity and mortality from extreme and climate weather events and climate-sensitive diseases.

There is a lack of original research and solid study designs about the impact of extreme weather events on human health and health systems in low- and middle-income countries, particularly in Jordan. Further, little is known about the impact of extreme weather on health service delivery, healthcare access, and effective adaptation methods.

**14. Mapping and gap analysis of the current communicable diseases surveillance system in Jordan**<sup>19</sup> has been conducted by JCDC in July 2022, utilizing interviews with major Subject Matter Experts (SME) from a wide range of sectors involved in communicable disease surveillance systems in Jordan. Jordan currently has a list of 44 nationally notifiable CDs and health conditions grouped into immediately notifiable and notifiable categories on a weekly or monthly basis.<sup>28</sup> Reporting of notifiable diseases is mandated by the Public Health Law (Chapter Five Article 20). These diseases should be reported to MOH through public sector clinics, hospitals, and laboratories, as well as the facilities of RMS, and university healthcare systems, UNRWA, and the private health sector. The MOH surveillance system is originally designed to detect potential outbreaks and epidemics utilizing epidemiologic and laboratory data. This is, however, centralized with the Communicable Disease Directorate offices in Amman with limited capacities within the peripheries.

**Identified surveillance-related gaps:**

- The guidelines governing communicable diseases surveillance activities are outdated and not optimal, with gaps in detecting and reporting communicable diseases easily defined.
- Dependence on paper format in reporting diseases and reliance on reporting only aggregate numbers without standardized communication channels, outdated notifiable communicable diseases list.
- Guideline governing reporting of notifiable diseases is not clearly understood by healthcare providers at both the clinical and laboratory sites.
- Shortage of staff, especially surveillance disease focal points.
- Lack of a well-structured rapid response guideline that involves health directorates.
- Designated staff for active surveillance at the national level, reporting from the private sector, and clinical and laboratory services seem to be limited.
- Weakness in essential services related to border and migration health.
- Insufficient clinical skills to detect and diagnose notifiable diseases within healthcare services, especially within rural areas.

## 15. Avian Influenza Outbreak Simulation Exercise<sup>29</sup>

A full-scale exercise took place in Jordan in November 2022. The exercise was conducted by the WHO Jordan Country Office, Human Link, MOH, and MOA. The exercise consisted of a real-life simulation event designed to evaluate the linkage between the MOH and MOA electronic surveillance systems. This included the mobilization and movement of personnel, equipment, and resources from multiple sectors to joint response in the field. As a result of this exercise, preventable gaps were observed, including:

- The need to integrate MOH and MOA electronic surveillance systems.
- Rapid Response Teams (RRT) procedures, guidelines, and SOPs need to be updated/ made available.
- RRT members need to be defined in addition to their roles and responsibilities.
- Lack of clear reporting and notification procedure.
- Inappropriate risk communication.
- Unavailability of checklist for safety equipment (PPE, Kits).
- Need to apply good practices for biosafety and biosecurity.
- Both lab systems in Central Public Health Lab and Central Veterinary Lab are not connected to the electronic surveillance systems.

## 16. Active Safety Surveillance of Four Types of COVID-19 Vaccines: A National Study from Jordan<sup>30</sup>

This study aimed to investigate and compare the incidence, nature, severity, and predictors of Adverse Events Following Immunization (AEFIs) with COVID-19 vaccines. Throughout this study, a serious gap has been identified which is the absence of Adverse Events Following Immunization (AEFIs) surveillance system in Jordan.



### 3.3.2 Areas for Improvement in Public Health Functions Within the Mandate of JCDC

The review process resulted in identifying five significant areas of work that could make a priority for JCDC work those areas included : (An integrated electronic national health information on surveillance system including laboratories, Planning and preparing for future epidemics and responding to health emergencies, One-Health approach, zoonotic diseases and climate change, Antimicrobial resistance and infection control, and Surveillance of vaccine preventable diseases and vaccine adverse events) . Further, in classifying the challenges (gaps and needs) identified in the review process, four potential strategic thematic areas were developed based on the functions mandated by JCDC as in its Bylaw. These include Governance and Coordination; Disease Detection, Prevention and Laboratory Network; Emergency Management; Research, and Development. **Table 1** Areas for Improvement in the Jordanian Public Health Sector classified by priority area of work and strategic themes.

**Table 1: Areas for Improvement in the Jordanian Public Health Sector**

Priority areas	Reference	Governance and Coordination	Disease Detection, Prevention, and Laboratory Network	Emergency Management	Research and Development
An integrated electronic national health information surveillance system including laboratories	Evaluation of the National AIDS Program (NAP) and HIV/AIDS Surveillance System in Jordan, 2021		<ul style="list-style-type: none"> <li>Developing or using an HIV/AIDS electronic system for case notification and reporting, data collection and analysis.</li> <li>Ensuring systematic quality control of HIV/AIDS data collection procedures and laboratory testing.</li> <li>Developing a plan to analyze the HIV/AIDS data regularly (monthly, quarterly, or bi-annually) and a protocol for in-depth analysis of surveillance data to reveal high-risk groups who are vulnerable to the disease, assess trends in Jordanians as well as refugees and migrants, measure impact and target program interventions more effectively.</li> <li>Setting A national-level core set of indicators and recommendations for consistent data reporting at the national level to monitor progress toward eliminating HIV/AIDS.</li> </ul>		<ul style="list-style-type: none"> <li>Collecting complementary socio-demographic and behavioral information to obtain information about potential behavioral determinants of HIV spread in Jordan and to monitor the effectiveness of prevention programs.</li> <li>Providing training and supervision to ensure that those who collect and process data are familiar with HIV/AIDS standard procedures (case definitions, standard testing protocols, etc.).</li> </ul>

Priority areas	Reference	Governance and Coordination	Disease Detection, Prevention, and Laboratory Network	Emergency Management	Research and Development
	An Evaluation of the National Tuberculosis Program (NTP) and Tuberculosis Surveillance System, Jordan, 2021	<ul style="list-style-type: none"> <li>• Elimination of TB in Jordan requires multiple interventions and preparations.</li> <li>• Decision-makers should push the TB epidemic on the national health agenda.</li> <li>• The government should consider TB as a national threat even the country faces low epidemic scenarios.</li> </ul>	<ul style="list-style-type: none"> <li>• An electronic data collection and notification system is fundamental to facilitate TB case detection, reporting, and follow-up.</li> <li>• There is a need to identify the high-risk and vulnerable groups (including refugees) and the best means to reach them not only for surveillance purposes but also for service provision.</li> <li>• Infection control measures and practices need to be appropriately applied in all health facilities</li> </ul>	x	
Priority areas	Reference	Governance and Coordination	Disease Detection, Prevention, and Laboratory Network	Emergency Management	Research and Development
	Mapping and gap analysis of the current communicable diseases surveillance system in Jordan	<ul style="list-style-type: none"> <li>• Coordinating surveillance governance activities for communicable diseases and supporting establishing SOPs for the implemented electronic system.</li> <li>• Coordinating reviewing and updating guidelines and regulations related to notifiable diseases, especially within the private sector including laboratory services</li> </ul>	<ul style="list-style-type: none"> <li>• Revisiting the notifiable disease list and re-design it taking into consideration linking the lab results with the epidemiological data.</li> <li>• Establishing clear objectives of surveillance systems within MOH and utilizing available surveillance data to determine whether these objectives have been met.</li> <li>• Establishing an independent unit for quality assurance and quality control for the surveillance data and identifying indicators related to the surveillance process.</li> <li>• Reviewing data elements (variables) currently being piloted for electronic reporting to see if it complies and meets the surveillance indicators for effective public health decision-making.</li> <li>• Coordinating identifying and implementing Monitoring and Evaluation activities for surveillance systems at all levels.</li> </ul>		<ul style="list-style-type: none"> <li>• Revitalizing the skills related to health data management and health informatics to identify errors in surveillance data currently available including the pilot data being used for electronic reporting.</li> <li>• Ensuring healthcare directorates are fully engaged in surveillance activities at all levels, including reporting and dissemination, quality control/assurance, etc. This could involve engaging them in continuous certified training and education.</li> </ul>

Priority areas	Reference	Governance and Coordination	Disease Detection, Prevention, and Laboratory Network	Emergency Management	Research and Development
		<ul style="list-style-type: none"> <li>Engaging in “One Health” approach activities to govern these activities through all relevant sectors. This includes activating the role of all ministries, especially the Ministry of Environment and establishing/ updating guidelines and SOPs for zoonotic disease reporting between all actors, capacity building of personnel within One Health departments at all ministries, and establishing a multisectoral One Health National Committee for decisions related to Zoonotic diseases.</li> </ul>			<ul style="list-style-type: none"> <li>Validating surveillance information using research questions. This includes: 1) Analyzing surveillance data to test whether surveillance data reflects on the in-the-field situation for specific diseases, 2) Identifying potential surveillance flaws within the current system that may be related to staff shortages, which reduces reported numbers, 3) Conducting field research activities in endemic areas to provide a better view of the disease situation within such hot spots.</li> <li>Coordinating with major stakeholders to understand how the surveillance results could reflect the actual situation on the ground and using them in the decision-making.</li> </ul>

Priority areas	Reference	Governance and Coordination	Disease Detection, Prevention, and Laboratory Network	Emergency Management	Research and Development
NCD surveillance	The National STEPwise survey (2019) for NCDs risk factors among adult Jordanians and Syrians (18-69 years old)	<ul style="list-style-type: none"> <li>• Ensure that NCDs prevention and control are included into the national development agenda.</li> <li>• Develop multisectoral NCDs strategy and action plans based on the generated evidence herein.</li> <li>• Set national time-bound targets to be achieved by 2030, based on WHO guidance that address the main risk factors for NCDs in Jordan</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen the surveillance, monitoring and evaluation systems for NCDs and institutionalize the NCDs surveillance within the MOH.</li> <li>• Integrate NCD surveillance into existing Health Information Systems to enable regular monitoring of NCDs for better informed prevention and control policies</li> </ul>		<ul style="list-style-type: none"> <li>• Increasing awareness of the community on the importance of early detection for main risk factors.</li> <li>• Conduct robust research on NCDs, particularly Cancer, DM, and cardiovascular disease</li> </ul>
	Healthcare system responses to non-communicable diseases' needs of Syrian refugees: The cases of Jordan and Lebanon				<ul style="list-style-type: none"> <li>• There is a need for evidence-based guidelines and effective implementation models for continued NCD care in protracted emergency settings.</li> </ul>

Priority areas	Reference	Governance and Coordination	Disease Detection, Prevention, and Laboratory Network	Emergency Management	Research and Development
Health Information System		<ul style="list-style-type: none"> <li>• The HIS can be strengthened and respond to national development needs by ensuring that the role of the MOH is clear as the leading entity for HIS and coordinator for HIS-related activities in collaboration with relevant stakeholders.</li> <li>• Unified HIS short- and long-term strategic plans should be developed, including clear priorities for action and responsibilities to guide implementation of activities.</li> <li>• Integrate all electronic surveillance systems among all health-related authorities in Jordan</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines and standardized operational procedures should be developed or harmonized for data management (data collection, storage), analysis, reporting, dissemination and utilization. In addition, national health indicators metadata and agreed data sources should be developed to guide data collection, processing, and analysis.</li> <li>• IERS should offer complete national coverage as a surveillance tool as well as a tool for collection of causes of death from health facilities</li> </ul>		<ul style="list-style-type: none"> <li>• A human resource structure for the health information department from the health facility to the headquarters should be developed.</li> <li>• Supportive supervision mechanisms and refresher training are important and should be tailored to managing information systems and their staff.</li> </ul>

Priority areas	Reference	Governance and Coordination	Disease Detection, Prevention, and Laboratory Network	Emergency Management	Research and Development
<p>Planning and preparing for future epidemics and responding to health emergencies</p>	<p>The Joint External Evaluation of IHR Core Capacities of the Hashemite Kingdom of Jordan</p>	<ul style="list-style-type: none"> <li>• Current legislation on IHR implementation needs to be complemented by a formal assessment of legislation in sectors other than human health.</li> <li>• Formal processes such as standard operating procedures are needed for coordinated cooperation and structured information exchange between the human health, food safety, veterinary health and civil defense authorities.</li> <li>• Jordan should consolidate data into a “one platform” notification system to ensure efficiency gains, to rapidly detect any public health event, and to ensure event-based surveillance.</li> <li>• Formalize and operationalize protocols and standard operation procedures is a must, particularly for scenarios that do not occur very often.</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic accreditation of laboratory services is not in place, but could be achieved with modest investment.</li> <li>• Application of systematic quality management/analysis systems should be considered as a licensing requirement for all laboratories, and for accreditation of key analytical services.</li> <li>• Cooperation and systematic information exchange between clinical microbiology, food safety and veterinary laboratories dealing with zoonotic diseases should be established.</li> </ul>	<ul style="list-style-type: none"> <li>• It is crucial from a health security and public health perspective to maintain and support the immunization program at the current level in the foreseeable future.</li> <li>• The country should review and update its multi-hazard national health emergency preparedness and response plan, and develop contingency plans accordingly.</li> </ul>	

Priority areas	Reference	Governance and Coordination	Disease Detection, Prevention, and Laboratory Network	Emergency Management	Research and Development
COVID-19	Intra-Action Review of the COVID-19 Response in Jordan	<ul style="list-style-type: none"> <li>• Legally designate a single organization as the response lead from beginning to end.</li> <li>• Develop plans, policies and SOPs including all participating stakeholders and their roles and responsibilities.</li> <li>• Create a list of permanent points of contact for different types of crises.</li> <li>• Formalize communication and coordination channels to ensure information sharing and joint decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop an integrated National Health Information System to minimize duplicative reporting and improve data quality.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a contingency fund for public health emergencies.</li> <li>• Develop plans for points of entry (POE) in advance of mass gathering events.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure continuous planning, exercising and use of existing plans, and training of staff across all sectors.</li> <li>• Ensure that decisions are made based on reliable data and evidence.</li> </ul>

Priority areas	Reference	Governance and Coordination	Disease Detection, Prevention, and Laboratory Network	Emergency Management	Research and Development
	<p>WHO mission reviewed the response to the COVID-19 pandemic in Jordan</p>	<ul style="list-style-type: none"> <li>• Foster interdepartmental coordination within the MOH and across line ministries</li> <li>• Improve utilization of data to ensure evidence-based decision-making</li> <li>• Promote technical leadership capacities within the MOH</li> <li>• Strengthen the representation of the MOH in the COVID-19 Crisis Cell</li> <li>• Institutionalize a coordinated approach for RCCE for sustainable coordination and to advocate for dedicated resources.</li> <li>• Establish a formal structure to support multisectoral community engagement interventions and scale up existing partnerships</li> <li>• Investments in resources, equipment, supplies, and infrastructure to be aligned with PoE needs concerning passenger volume and risk.</li> <li>• Strengthen national IPC leadership, coordination, and engagement with national stakeholders (IP coordination committee)</li> <li>• Develop and implement a national standardized policy for protection of healthcare workers and patients in collaboration with IPC stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Expand RCCE support to surveillance, IPC, contact tracing and essential health services programmatic areas in the MOH</li> <li>• Develop a single COVID-19 information system where all databases are linked (laboratory results, information on cases, contacts, vaccination results, etc.)</li> <li>• Link vaccination data to surveillance data to monitor the impact of vaccination on the occurrence of new cases</li> <li>• Reinforce contact tracing as soon as the number of reported cases will be stabilized at a low level</li> <li>• Improve communication on the COVID-19 situation: share results of data analyses on a regular basis</li> <li>• Harmonize and enhance information systems at PoE premises to allow for capturing real-time health information of suspected passengers, inclusive of cross-notification &amp; feedback loops for all stakeholders, and to feed into national surveillance efforts.</li> <li>• Develop and disseminate the national COVID-19 laboratory diagnostic strategy and operational protocols</li> <li>• Implement quality management program in CPHL and other subnational laboratories</li> <li>• Develop clear guidelines and SOPs for antigen-RDT use in the field and a reporting mechanism</li> <li>• Engage private labs as equal partners in the response and maximize the use of their capacities</li> <li>• Develop workplan to follow up the quality of the network through systematic supervision, monitoring and evaluation.</li> <li>• Establish a monitoring system that covers IPC aspects of the COVID-19 response at national and facility levels including key performance indicators with specific targets to adjust response priorities accordingly</li> </ul>	<ul style="list-style-type: none"> <li>• Include RCCE representation in national planning structures to establish RCCE as a key pillar in the emergency response.</li> <li>• Perform Human Resources mapping and prioritization for PoE staff based on PoE volume and risk profile, for both health and non-health functions</li> <li>• Consistent contingency planning for all-hazard public health threats and operationalization of SOPs at PoE-level to ensure standardized approaches and emergency management across Jordanian PoEs</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen the capacity for dissemination and use of behavioral data</li> <li>• Focus on RCCE messaging, capacity building and interventions to promote and normalize healthy behaviors</li> <li>• Establish a formal and systematic process for rumors/misinformation tracking</li> <li>• Institutionalize RCCE capacity building efforts for long term sustainability and quality of trainings</li> <li>• Establish a process for knowledge-sharing and documentation of best practices and lessons learned</li> <li>• Establish professionalized training program for PoE staff, complete with systematic refreshers and opportunities for continued professional development</li> </ul>



Priority areas	Reference	Governance and Coordination	Disease Detection, Prevention, and Laboratory Network	Emergency Management	Research and Development
<p>One health approach, zoonotic diseases and climate change</p>	<p>A One Health Zoonotic Disease Prioritization for Multisectoral Engagement Workshop</p> <p>Implementation of One Health approach in Jordan: Review and mapping of ministerial mechanisms of zoonotic disease reporting and control, and inter-sectoral collaboration</p>	<ul style="list-style-type: none"> <li>Establishment of a national committee (One Health) with specific ToRs and SOPs</li> <li>Involved the AMR activities withing the OH approach</li> <li>The regulations to judge and manage zoonotic disease notification and reporting need to be revised to become thorough and systematic between the two ministries.</li> <li>Development of information sharing agreement between ministries, regulations and bylaws that organize and manage zoonotic disease notification and reporting in Jordan</li> </ul>	<ul style="list-style-type: none"> <li>Establish a collaborative platform for OH surveillance and detection</li> <li>Modify the current reporting and surveillance systems at the two ministries to allow reporting new emerging zoonotic diseases.</li> <li>Establish evidence-based OH surveillance system</li> </ul>	<ul style="list-style-type: none"> <li>Develop an OH preparedness plan</li> </ul>	<ul style="list-style-type: none"> <li>Build the capacity in terms of zoonotic disease diagnosis remains vital for a One Health approach implementation in Jordan</li> </ul>

Priority areas	Reference	Governance and Coordination	Disease Detection, Prevention, and Laboratory Network	Emergency Management	Research and Development
	National Pathogen Influenza Plan	<ul style="list-style-type: none"> <li>• Advance the One Health platform by formalizing agreements between MOH and MOA.</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize electronic linkage between the MOH and MOA surveillance systems</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct joint response simulation exercises</li> <li>• Each response organization should have its own specific SOPs or guidelines for dealing with a mass fatalities incident.</li> <li>• An essential part of the country disaster plan should be a resource listing.</li> <li>• To keep mass fatality plans practical and efficient, drills and exercises should be conducted routinely</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct training at the national and governorate levels for joint surveillance and response.</li> <li>• Conduct joint risk assessment training and exercises</li> </ul>

Priority areas	Reference	Governance and Coordination	Disease Detection, Prevention, and Laboratory Network	Emergency Management	Research and Development
	Avian Influenza Outbreak Simulation Exercise		<ul style="list-style-type: none"> <li>• Link the electronic surveillance systems between concerned ministries</li> <li>• Enhance the electronic surveillance systems to include outbreak investigation components.</li> </ul>	<ul style="list-style-type: none"> <li>• RRT SOPs should be developed and/or revised</li> <li>• To construct a standardized comprehensive national RRT policy and procedure.</li> <li>• To activate the functions of EOCs.</li> </ul>	<ul style="list-style-type: none"> <li>• Scaling up laboratory staff capacities on safe handling of hazardous material.</li> <li>• Build capacity on the 7 priority diseases detection</li> <li>• Training on risk communication for RRT members.</li> </ul>
Climate Change	National Climate Change Health Adaptation Strategy and Action Plan of Jordan (MOH, 2012)	<ul style="list-style-type: none"> <li>• Investments should be reconsidered based on their environmental sustainability and benefits and not merely through financial gain</li> </ul>			<ul style="list-style-type: none"> <li>• Conduct research to explore the conditions that pose extra challenges to already saturated traditional Jordanian health systems, by increasing morbidity and mortality from extreme and climate weather events and climate-sensitive diseases</li> </ul>

Priority areas	Reference	Governance and Coordination	Disease Detection, Prevention, and Laboratory Network	Emergency Management	Research and Development
Antimicrobial resistance and infection control	Sustaining Action Against Antimicrobial Resistance - a case series of country experiences	<ul style="list-style-type: none"> <li>Stakeholders should raise awareness about the AMR threat and the role the concerned parties must play and promote rational use of antimicrobials as examples of activities to combat AMR.</li> <li>Improving legislation and developing mechanisms and procedures to ensure balancing the availability of antimicrobials while monitoring their use and efficacy for human, animal and food health.</li> <li>Optimizing the use of antimicrobial agents in health, animals and food.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening the AMR Surveillance</li> </ul>		<ul style="list-style-type: none"> <li>Enhancing the research activities for the Jordan AMR data</li> <li>Promoting investments for AMR activities, research and innovations.</li> </ul>

Priority areas	Reference	Governance and Coordination	Disease Detection, Prevention, and Laboratory Network	Emergency Management	Research and Development
Surveillance of vaccine preventable diseases and vaccine adverse events	National Vaccination Program  Comprehensive Multi-year Plan 2018-2022 for Expanded Program of Vaccination	<ul style="list-style-type: none"> <li>Increased coverage of high-risk groups</li> <li>Increased coverage of populations in remote areas</li> <li>Upgrade cold-chain and logistics system</li> <li>Introduction of new vaccines in the routine immunization program</li> </ul>	<ul style="list-style-type: none"> <li>Improve data management and surveillance systems</li> </ul>		<ul style="list-style-type: none"> <li>Assessment of burden of diseases (through surveillance data, research study, and disease burden estimates).</li> <li>Conducting the research and development needed to support cost-effective operations and improve vaccination tools</li> </ul>
Vaccine Preventable Diseases & Adverse events following immunization (AEFI)	Active Safety Surveillance of Four Types of COVID-19 Vaccines: A National Study from Jordan		<ul style="list-style-type: none"> <li>Active post-authorization surveillance is a necessity, particularly in nations where fears from vaccination complications are highly prevalent</li> </ul>		<ul style="list-style-type: none"> <li>Conduct comprehensive researches on the Adverse events following immunization (AEFI) for all Vaccine Preventable Diseases in Jordan</li> </ul>

### 3.4 Stakeholders' Consultation

Thorough and structured virtual and in-person consultation meetings with stakeholders were held, in addition to, a one-day consensus- building workshop as follows:

1. Interviews were conducted with more than 60 individuals listed in **(Annex IV)** including their Excellencies, the Minister of Health, and the President of JCDC. Many of those interviewees were government employees, including the Ministries of Health, Agriculture, Environment, Water and Irrigation, and NCSCM. They also included other professionals from Jordanian universities, NGOs, and international organizations operating in Jordan.

#### The conclusions of the interview process were as follows:

- Respondents agreed that JCDC could add needed capacity to public health infrastructure in Jordan.
  - The current hospital-based surveillance for AMR forms a good model of clinical, epidemiologic, and laboratory data linked through the use Hakeem Health Information System.
  - The surveillance gaps include: quality levels (data standards & case definitions) of data currently collected; adequacy of data collected from public, private, and RMS systems; quality and thoroughness of case investigation at local levels; collection of data from epidemiological and laboratory sources and reporting them to MOH; reliable linkages between health, environment, water, and agriculture surveillance systems; resources at MOH to support and develop a robust surveillance system; and training at all levels to address turnover and system promotion.
  - Laboratory gaps were observed. They include collecting, verifying, and analyzing data derived from all public, private, university, and RMS systems and their linkage to proper epidemiologic data sets.
  - Outbreak detection/investigation gaps were noted. They include integrity of case investigation at the local level; access to appropriate laboratory services to fully characterize the pathogens and share information on outbreaks, especially those requiring biocontainment level 3 handling; proper surveillance of zoonotic diseases, and ongoing linkages of surveillance activities between the Ministries of Health, Agriculture, Environment, and Water and Irrigation.
2. A one-day consensus building workshop was held and attended by various individuals, many of whom had been previously interviewed **(Annex V)**. Six breakout groups addressed the following sets of questions about how JCDC could play a role in facilitating, coordinating, and enhancing existing activities in the identified priority areas of work, including:
- Vaccine-preventable diseases surveillance and AEFI monitoring.
  - Antimicrobial resistance and infection control.
  - One Health/ Zoonotic disease approach.
  - National integration of laboratory and epidemiologic surveillance for enhancing outbreak investigation and response.
  - Engaging JCDC in planning for future pandemics and emergency response.
  - Developing an integrated surveillance approach in Jordan.

## Conclusions of the workshop

The workshop participants agreed that JCDC should aim to avoid any duplication of work and overlapping of authorities with other related entities; however, it could play an essential role through:

- Coordinating between the different players, especially the MOH and other bodies like the MOA, the MOWI, the MOEnv, RMS, public health-related activities in university hospitals, and the private sector as examples.
- Monitoring and assessing ongoing public health programs.
- Utilizing digital technologies to collect data from various data sources.
- Providing training to public health professionals.

## 3.5 Major Strategic Challenges/ Issues Identified Through the Situation Analysis

**The following major strategic challenges/ issues were identified as a result of the situation analysis:**

1. Inadequate coordination mechanisms at the national level in the areas of public health prevention, emergency preparedness, response, resilience, and combating and controlling epidemics, communicable diseases, and other health and related environmental threats.
2. Deficient One Health policies and updated SOPs at the national level.
3. Data collected for surveillance systems is reported using a paper format with minor trials for developing an integrated multi-sectoral surveillance system and poor utilization of digital technologies to collate data from various data sources.
4. Guidelines governing disease surveillance activities are either inadequate or outdated, and there are gaps in detecting and reporting communicable diseases.
5. Lack of adequate documentation, systematic supervision, monitoring, and evaluation of the laboratory network with limited utilization of private laboratories' capacities within the national response and their linkage to good epidemiologic data.
6. Inadequate coordination mechanisms and emergency response to emerging zoonotic diseases with unclear reporting lines and lack of formal incident management structure.
7. Shortage of specialized capacity-building programs for public health professionals in public health emergency preparedness, response, and resilience, as in combating and controlling epidemics and other health and related environmental threats.
8. Scarcity of research programs to generate knowledge and inform policy change about priority public health issues related to the JCDC mandate.
9. National risk-assessment and community engagement efforts for infection control and prevention lack sufficient coordination mechanisms.
10. The Antimicrobial Resistance national action plan is outdated.
11. Lack of adequate follow-up on results of Vaccine Preventable Diseases Program evaluation and on Adverse Events Following Immunization.

### 3.6 SWOT Analysis

In light of the review of related national policies, strategies, reports, and studies, as well as conclusions from the stakeholder’s consultations, JCDC’s internal and external environments were analyzed using SWOT as follows:



- ▶ JCDC has legislation that is supportive and driven by the constitution with a public health mandate not overshadowed by the responsibilities of MOH and other ministries.
- ▶ JCDC has clear responsibilities for enhancing disease surveillance, addressing gaps related to One Health, antimicrobial-resistant, zoonotic diseases, and water sources surveillance, and preparedness and response to the outbreak and epidemics, as identified in Bylaw.
- ▶ Since it is newly established, JCDC has the opportunity to establish a robust infrastructure and internal systems.
- ▶ Qualified workforce with solid public health experience.
- ▶ Availability of allocated financial resources to support the setup of the JCDC reference Lab and information systems.
- ▶ The Prime Minister is leading JCDC’s council in addition to the public health concerned parties as members.



- ▶ Lack of internal monitoring systems and SOPs.
- ▶ Maintaining resources, including financial and human resources, to meet JCDC long-term objectives.
- ▶ The scarcity of highly qualified and experienced public health workforce, which creates a challenge in hiring technical personnel.
- ▶ Some JCDC staff experiences are recent in the public health field and require capacity building.



- ▶ The potential for JCDC to be positioned as a reference public health entity at a national and regional level.
- ▶ Policy-making within the JCDC mandate for disease surveillance data collection, analysis, interpretation, and reporting would strengthen existing public health capacity and ability to respond to future outbreaks.
- ▶ Increased donor interest to fund public health programs and initiatives and potential funding opportunities for Research and Capacity building in the JCDC-related public health areas.
- ▶ Climate change requires the presence of an entity that ensures disease and its impacts prevention and mitigation and promotes health security.
- ▶ New CDCs are established in the region with the same mandates and goals, which creates regional cooperation opportunities.
- ▶ The strategic geographical location of Jordan.
- ▶ 33% of Jordan’s population are migrants and refugees, which might be a benefit in properly managing global and humanitarian support directed to them, and pose an opportunity to study health in various high-risk groups.



- ▶ As a new entity in a traditional health system, JCDC might face some challenges and obstacles (i.e., accessing surveillance data).
- ▶ Possible confusion by funding agencies about MOH and JCDC roles.
- ▶ The political instability in the region might shift the focus from public health to emergency response again.
- ▶ Lack of agreement on identifying the reference and roles and responsibilities in the lab field may affect the mandate of JCDC reference lab, especially during outbreaks.
- ▶ 33% of Jordan’s population are migrants and refugees, including irregular migrants, which can increase the challenges to reaching them and tracking their health behavior.



# 4. JCDC Strategy

## 4.1 Vision, Mission, and Values



Excellence and innovation in public health preparedness, surveillance, prevention, response, research and policy guidance.



JCDC leads the national coordination efforts to prepare, detect, prevent, combat, and control epidemics, diseases, and public health threats through partnering with related entities to strengthen Jordan's capacity in managing epidemics, promoting health security, strengthening disease surveillance and response, and promoting evidence-based health policies and decisions.



► **Equity & Dignity:**

JCDC contributes to support Jordan efforts to ensure that all people in Jordan equitably have the right to health with dignity and well-being, during emergencies, crises, and circumstances beyond their control.

► **Collaboration & Partnerships:**

JCDC builds sustainable partnerships and establishes multi-sectoral alliances with relevant stakeholders to assume complementary roles, and share responsibility for managing epidemics, promoting health security, strengthening preparedness, disease surveillance, prevention, response, research and providing evidence-based policies and decisions.

► **Innovation:**

JCDC adopts new approaches to promote health security, strengthening disease surveillance, prevention, response, research and providing evidence-based policies and decisions.

► **Excellence:**

JCDC adopts high-quality standards and best practices to improve health security, strengthen preparedness, disease surveillance, prevention, response, research and provide evidence-based policies and decisions.

## 4.2 Strategic Themes, Goals & Objectives

Based on the major strategic issues identified through the situational analysis and stakeholder's consultative meetings, and considering the major roles of the JCDC defined in the JCDC mandate, the following strategic goals and objectives were identified under four strategic themes:

### Strategic Theme 1: Governance, Coordination, and Stewardship

**Strategic Goal 1: Establishing JCDC role as a major entity to prevent, combat and mitigate health threats and promote health security.**

#### Strategic Objectives:

- 1.1 Developing policies, strategies, and guidelines related to preventing, getting prepared and combating epidemics, and communicable diseases within One Health, in addition to health-related environmental threats.
- 1.2 Coordinating and monitoring efforts to prevent, get prepared, combat and control epidemics, communicable diseases, and other health and related environmental threats.
- 1.3 Supporting national efforts directed to prevent, prepare, combat and control non-communicable diseases.

### Strategic Theme 2: Surveillance, Analysis, and Monitoring

**Strategic Goal 2: Promoting and supporting the availability and use of high-quality surveillance data to guide evidence-based national public health policies and practices.**

#### Strategic Objectives:

- 2.1 Supporting the development of a national integrated multi-sectoral surveillance system.
- 2.2 Monitoring, analyzing and sharing national surveillance information.

**Strategic Goal 3: Fostering an effective laboratory network with roles and responsibilities at all levels with real-time data linked to the surveillance system.**

**Strategic Objectives:**

- 3.1 Enhancing the national capability and capacity to detect, monitor, and confirm circulating and emerging diseases.
- 3.2 Coordinating with and monitoring national laboratory efforts to link laboratory data with the surveillance system.

**Strategic Theme 3: Emergency Preparedness, Response, and Resilience**

**Strategic Goal 4: Strengthening national capacity in public health emergency preparedness, response, and resilience.**

**Strategic Objectives:**

- 4.1 Developing health policies, strategies, and guidelines related to public health emergency preparedness, response, and resilience.
- 4.2 Coordinating and monitoring national efforts directed to public health emergency preparedness and response.

**Strategic Theme 4: Research, Development, and Capacity Building**

**Strategic Goal 5: Contributing to research, development, and capacity building related to public health issues in Jordan.**

**Strategic Objectives:**

- 5.1 Contributing to national and international research programs to generate knowledge related to public health issues.
- 5.2 Developing core competency frameworks to define, categorize and standardize public health expertise.
- 5.3 Availing quality public health capacity building programs for public health professionals.

## 4.3 Results Framework

The following results framework shows how the outputs and outcomes representing the goals and objectives of the JCDC strategy will contribute to the achievement of the JCDC vision.

<b>Outcome 1</b> JCDC role established as the National Public Health entity to prevent, get prepared, combat and mitigate health threats and promote health	<b>Outcome 2</b> High-quality multi sectoral epidemiological and laboratory surveillance data is made available, used, promoted and supported to guide evidence-based national decisions, policies and practices	<b>Outcome 3</b> A national reference lab established, and effective laboratory network activated at all levels with real time data linked to the surveillance system developed	<b>Outcome 4</b> Strengthened and organized national capacity and efforts in public health emergency preparedness, response, and resilience	<b>Outcome 5</b> Informed public health policies based on research evidence and strengthened personnel capabilities
<p><b>Output 1.1</b> Related policies, strategies, SOPs, and guidelines developed</p> <p><b>Output 1.2</b> Efforts coordinated and monitored</p> <p><b>Output 1.3</b> National efforts directed to prevent, combat and control non-communicable diseases supported</p>	<p><b>Output 2.1</b> National integrated multi-sectoral surveillance system utilized to develop evidence-based policy</p> <p><b>Output 2.2</b> National surveillance data monitored, analysed, and shared for evidence-based decision making</p>	<p><b>Output 3.1</b> Enhanced national capability and capacity through a national network of labs working with and referring to the JCDC lab, to detect, monitor, and confirm circulating and emerging diseases</p> <p><b>Output 3.2</b> National laboratory efforts coordinated and monitored to link laboratory data with the surveillance system</p>	<p><b>Output 4.1</b> Health policies, strategies, guidelines, and SOPs related to public health emergency preparedness, response, and resilience developed</p> <p><b>Output 4.2</b> Coordinated and monitored national efforts directed to JCDC related public health emergency preparedness and response issues</p>	<p><b>Output 5.1</b> Contributed to national and international research programs and development of health personnel</p> <p><b>Output 5.2</b> Strengthened public health knowledge translation and dissemination</p>

## 4.4 Interventions and Indicators of JCDC Strategy (2023-2025):

Strategic Theme 1: Governance, Coordination, and Stewardship											
Goal and objective		Establishing JCDC role as a major entity to prevent, combat, and mitigate health threats and promote health security									
Strategic Goal:1											
Strategic Objective: 1.1											
Developing policies, strategies, and guidelines related to preventing, getting prepared and combating epidemics, and communicable diseases within One Health, in addition to health-related environmental threats.											
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			Target	
		Start	Finish				2022	2023	2024		2025
1. Mapping and reviewing the existing disease prevention and surveillance policies, strategies and guidelines related to epidemics, communicable and zoonotic diseases, within One Health, in addition to health-related environmental threats.	<ul style="list-style-type: none"> <li>Conducting a systematic search and mapping of all documents</li> <li>Conducting stakeholders' analysis</li> <li>Recruiting and hiring an expert or firm</li> <li>Dissemination of findings through events</li> </ul>	Nov 2022	Dec 2023	Disease Prevention and Control Directorate & Epidemiological Surveillance Directorate	MOH MOA MOEnv MOWI MODEE NCSCM	<ul style="list-style-type: none"> <li>Mapping report including analysis of contextual factors</li> <li>Number of events conducted to disseminate results</li> <li>List of stakeholders</li> </ul>	No	Yes	-	-	-
2. Updating, developing, and recommending national One Health policies, strategies and guidelines related to epidemics, communicable and zoonotic diseases, within One Health, in addition to health-related environmental threats.	<ul style="list-style-type: none"> <li>Developing, updating or reformulating existing policies, strategies, and guidelines</li> <li>Conducting validation and consensus workshop</li> <li>Production and dissemination of findings</li> </ul>	Jul 2023	Dec 2025	Epidemiological Surveillance Directorate & Disease Prevention and Control Directorate	MOH MOA MOEnv MOWI MODEE NCSCM	<ul style="list-style-type: none"> <li>Percentage of new policies developed/ revised/ recommended</li> <li>Percentage of strategies developed</li> <li>Percentage of guidelines developed</li> <li>Validation workshop report</li> <li>Report on production and dissemination of findings</li> </ul>	0%	10%	60%	100%	100%
							0%	10%	60%	100%	100%
							0%	0%	50%	100%	100%
							No	No	No	Yes	Yes
							No	No	No	No	Yes

Strategic Theme 1: Governance, Coordination, and Stewardship																			
Goal and objective																			
Strategic Goal:1																			
Establishing JCDC role as a major entity to prevent, combat, and mitigate health threats and promote health security																			
Strategic Objective: 1.1																			
Developing policies, strategies, and guidelines related to preventing, getting prepared and combating epidemics, and communicable diseases within One Health, in addition to health-related environmental threats.																			
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			Target									
		Start	Finish				2022	2023	2024		2025								
3. Updating and developing One Health standard operating procedures (SOPs) related to epidemics, communicable and zoonotic diseases, within the One Health, in addition to health-related environmental threats.	<ul style="list-style-type: none"> <li>Identifying different stakeholders</li> <li>Developing and update SOPs</li> <li>Conducting consensus workshop</li> <li>Disseminating SOPs</li> <li>Training end-users on approved SOPs</li> </ul>	Dec 2023	Dec 2025	Disease Prevention and Control Directorate & Epidemiological Surveillance Directorate	MOH MOA MOEnv MOWI MODEE NCSCM	<ul style="list-style-type: none"> <li>List of actors and stakeholders</li> <li>Percentage of One Health (SOPs) developed</li> <li>Validation workshop report</li> <li>Number of trained end-users</li> <li>Number of trained entities</li> </ul>	No	Yes	-	-	Yes	-	5%	50%	100%	Yes	Yes	TBD	TBD

Strategic Theme 1: Governance, Coordination, and Stewardship											
Goal and objective											
Establishing JCDC role as a major entity to prevent combat and mitigate health threats and promote health security											
Strategic Objective: 1.2 Coordinating and monitoring efforts to prevent, get prepared, combat and control epidemics, communicable diseases, and other health and related environmental threats											
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			Target	
		Start	Finish				2022	2023	2024	2025	
1. Hosting and coordinating One Health national advisory and/or technical committees related to combating and controlling epidemics, communicable diseases, and other health and related environmental threats.	<ul style="list-style-type: none"> <li>Forming the committee(s)</li> <li>Hosting periodic meetings</li> <li>Production and dissemination of outputs</li> </ul>	Jan 2023	Dec 2025	Disease Prevention and Control Directorate & Epidemiological Surveillance Directorate	MOH MOA MOEnv MOWI MODEE NCSCM	<ul style="list-style-type: none"> <li>Percentage of One Health national advisory and technical committees hosted/coordinate</li> <li>Number of One Health national advisory and technical committees' meetings</li> </ul>	0%	100%	-	-	
							0	3	4	4	
2. Monitoring and analyzing the impact of the national advisory and technical committees related to combating and controlling epidemics, communicable diseases, and other health and related environmental threats.	<ul style="list-style-type: none"> <li>Conducting Process and impact evaluation studies</li> </ul>	Jan 2024	Dec 2025	Epidemiological Surveillance Directorate & All Directorates	MOH MOA MOEnv MOWI MODEE NCSCM	<ul style="list-style-type: none"> <li>Conducted process and impact evaluation study report</li> </ul>	No	Yes	Yes	Yes	



Strategic Theme 1: Governance, Coordination, and Stewardship											
Goal and objective											
Strategic goal: 1											
Strategic Objective: 1.2											
Coordinating and monitoring efforts to prevent, get prepared, combat and control epidemics, communicable diseases, and other health and related environmental threats											
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			Target	
		Start	Finish				2022	2023	2024		2025
3. Building partnerships and cooperating with local, regional, and international bodies with similar scopes of work.	<ul style="list-style-type: none"> <li>• Soliciting collaborative meetings (in person or virtual)</li> <li>• Signing MOUs and agreements</li> <li>• Traveling to establish connections</li> </ul>	Jan 2023	Dec 2025	Disease Prevention and Control Directorate Epidemiological Surveillance Directorate & All directorates	MOH MOA MOEnv MOWI MODEE NCSCM	<ul style="list-style-type: none"> <li>• Number of MOUs and agreements signed</li> <li>• Number of collaborative meetings conducted</li> </ul>	-	TBD	TBD	TBD	TBD

Strategic Theme 1: Governance, Coordination, and Stewardship											
Goal and objective											
Strategic goal: 1 Establishing JCDC role as a major entity to prevent, combat and mitigate health threats and promote health security											
Strategic Objective: 1.3 Supporting national efforts directed to prevent, prepare, combat and control non-communicable diseases.											
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			Target	
		Start	Finish				2022	2023	2024		2025
1. Mapping and reviewing existing non-communicable diseases strategies and registries.	<ul style="list-style-type: none"> <li>Conducting a systematic search and mapping of all documents</li> <li>Conducting stakeholders analysis</li> <li>Recruiting and hiring an expert or firm</li> <li>Disseminating of findings through events</li> </ul>	Apr 2023	Aug 2023	Technology and Information Systems Directorate  Epidemiological Surveillance Directorate  &  Disease Prevention and Control Directorate	MOH RMS MODEE University hospitals Private Sector	<ul style="list-style-type: none"> <li>Mapping results report</li> <li>Number of dissemination events conducted</li> </ul>	No	Yes	-	-	-
2. Prioritizing non-communicable disease registries to be linked to national surveillance system.	<ul style="list-style-type: none"> <li>Conducting prioritization study</li> <li>Conducting validation and consensus workshop</li> </ul>	Aug 2023	Feb 2024	Technology and Information Systems Directorate  Epidemiological Surveillance Directorate  &  Disease Prevention and Control Directorate	MOH RMS University hospitals Private Sector	<ul style="list-style-type: none"> <li>List of stakeholders</li> <li>Report on validation and consensus workshop</li> </ul>	No	Yes	-	-	-
3. Strengthening the existing and supporting development of priority population-based registries.	<ul style="list-style-type: none"> <li>Supporting development of needed registry</li> <li>Strengthening existing registries</li> </ul>	Jan 2023	Dec 2025	Technology and Information Systems Directorate  Disease Prevention and Control Directorate  &  Epidemiological Surveillance Directorate	MOH RMS DOS University hospitals Private Sector	<ul style="list-style-type: none"> <li>Number of registries strengthened or developed</li> </ul>	0	TBD	TBD	TBD	TBD

Strategic Theme 1: Governance, Coordination, and Stewardship										
Goal and objective										
Strategic goal: 1 Establishing JCDC role as a major entity to prevent, combat and mitigate health threats and promote health security										
Strategic Objective: 1.3 Supporting national efforts directed to prevent, prepare, combat and control non-communicable diseases.										
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			Target
		Start	Finish				2022	2023	2024	
4. Monitoring and analyzing the NCD surveillance data, and recommend priority areas for interventions at national level.	<ul style="list-style-type: none"> <li>Conducting data analysis</li> <li>Reporting/ production</li> </ul>	Jul 2023	Dec 2025	Technology and Information Systems Directorate & Disease Prevention and Control Directorate  Epidemiological Surveillance Directorate	MOH RMS DOS University Hospitals Private Sector	<ul style="list-style-type: none"> <li>Data analysis reports</li> </ul>	No	No	Yes	Yes
5. Publishing periodic reports about NCDs status at national level.	<ul style="list-style-type: none"> <li>Reporting via different platforms and communication channels and consortiums</li> </ul>	Jan 2023	Dec 2025	Technology and Information Systems Directorate  Disease Prevention and Control Directorate  In coordination with the Epidemiological Surveillance Directorate & Research, Policies, and Training Directorate	MOH	<ul style="list-style-type: none"> <li>Number of reports developed and communicated</li> <li>Number of actions taken after dissemination reports</li> </ul>	0	0	TBD	TBD

Strategic Theme 2: Surveillance, Analysis, and Monitoring														
Goal and objectives														
Strategic Goal: 2 Promoting and supporting the availability and use of high-quality surveillance data to guide evidence-based national public health policies and practices														
Strategic Objective: 2.1 Supporting the development of national integrated multi-sectoral surveillance system														
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			Target				
		Start	Finish				2022	2023	2024	2025				
1. Mapping and reviewing the existing surveillance databases from all sectors (human and animal) and recommend mechanism for linking the databases using the best international practices.	<ul style="list-style-type: none"> <li>Conducting a systematic search and mapping of all documents</li> <li>Conducting stakeholders analysis</li> <li>Recruiting and hiring an expert or firm</li> <li>Dissemination of findings event</li> </ul>	Nov 2022	Jun 2023	Epidemiological Surveillance Directorate Technology and Information Systems Directorate & Research, Policies, and Training Directorate	MOH MOA MOEnv MOWI MODEE	<ul style="list-style-type: none"> <li>List of stakeholders</li> <li>Mapping results report</li> <li>Number of dissemination events conducted</li> </ul>	No	Yes	1	1	1	-	-	
2. Obtaining access to national databases that relate to JCDC mandate including One Health and MODEE.	<ul style="list-style-type: none"> <li>Conducting meetings</li> <li>Sign agreements and MOUs</li> </ul>	Sep 2023	Dec 2025	Epidemiological Surveillance Directorate & Technology and Information Systems Directorate	MOH MOA MOEnv MOWI MODEE	<ul style="list-style-type: none"> <li>Number of meetings conducted</li> <li>Number of agreements and MOUs</li> <li>Percentage of databases accessed</li> </ul>	0	TBD	TBD	TBD	TBD	TBD	TBD	100%
3. Evaluating the ability of existing sentinel surveillance system and EBS system to encompass potential emerging diseases.	Conducting mixed method observational study	Jan 2024	Sep 2024	Epidemiological Surveillance Directorate & Research, Policies, and Training Directorate	MOH MOA MOEnv MOWI MODEE	<ul style="list-style-type: none"> <li>Report of mixed method observational study</li> </ul>	No	Yes	Yes	Yes	Yes	Yes	Yes	-

Strategic Theme 2: Surveillance, Analysis, and Monitoring											
Goal and objectives											
Strategic Goal: 2 Promoting and supporting the availability and use of high- quality surveillance data to guide evidence-based national public health policies and practices											
Strategic Objective: 2.1 Supporting the development of national integrated multi-sectoral surveillance system											
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			Target	
		Start	Finish				2022	2023	2024	2025	
4. Developing SOPs to standardize data quality within all relevant entities.	<ul style="list-style-type: none"> <li>Developing SOPs</li> <li>Conducting validation and consensus workshops</li> <li>Dissemination of SOPs</li> </ul>	Jul 2023	Sep 2025	Epidemiological Surveillance Directorate & Technology and Information Systems Directorate	MOH MOA MOEnv MOWI MODEE	<ul style="list-style-type: none"> <li>Percentage of SOPs developed</li> <li>Number of reports on validation and consensus workshop</li> <li>Number of dissemination events</li> </ul>	0%	10%	50%	100%	
5. Hosting a digital hub (platform) that enables JCDC to execute necessary analysis to support JCDC activities	<ul style="list-style-type: none"> <li>Defining variables needed for the Hub</li> <li>Hiring a consultant company to establish the platform/ application, test and maintain the platform</li> <li>Training on the Hub use</li> <li>Maintaining and reviewing</li> <li>Licensing</li> </ul>	Nov 2023	Dec 2025	Epidemiological Surveillance Directorate & Technology and Information Systems Directorate	MOH MOA MOEnv MOWI MODEE	<ul style="list-style-type: none"> <li>Variables are defined</li> <li>Digital Hub (platform/ application) developed and functioning</li> <li>Number of staff trained on the Hub use</li> <li>Number of people accessing/using the Hub</li> </ul>	No	Yes	-	-	

Strategic Theme 2: Surveillance, Analysis, and Monitoring														
Goal and objectives														
Strategic Goal: 2 Promoting and supporting the availability and use of high-quality surveillance data to guide evidence-based national public health policies and practices														
Strategic Objective: 2.2 Monitoring, analyzing and sharing national surveillance information														
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline							
		Start	Finish				2022	2023	2024	2025				
1. Monitoring the epidemics, communicable diseases and health threats, including the environment, agriculture, animals and climate change issues.	<ul style="list-style-type: none"> <li>Conducting studies on the relevant epidemics</li> <li>Setting criteria of threats, and system of monitoring</li> <li>Obtaining GIS System</li> <li>Training staff on GIS system use</li> </ul>	Dec 2022	Dec 2025	Epidemiological Surveillance Directorate  Technology and Information Systems Directorate  &  Emergency Preparedness and Response to Threats Directorate	MOH MOA MOEnv MOWI MODEE	<ul style="list-style-type: none"> <li>Studies reports on severity and distribution of epidemics, communicable diseases and health threats</li> <li>List of criteria for monitoring developed</li> <li>GIS installed and established</li> <li>Number of layers GIS system developed and functioning</li> <li>Number of staff trained on usage of GIS system</li> <li>Number of people accessing/ using GIS system</li> </ul>	0	No	No	0	TBD	TBD	TBD	TBD

Strategic Theme 2: Surveillance, Analysis, and Monitoring													
Goal and objectives													
Strategic Goal: 2 Promoting and supporting the availability and use of high- quality surveillance data to guide evidence-based national public health policies and practices													
Strategic Objective: 2.2 Monitoring, analyzing and sharing national surveillance information													
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			Target			
		Start	Finish				2022	2023	2024	2025			
2. Evaluating and analyzing data from other related national surveillance systems and sharing results.	<ul style="list-style-type: none"> <li>Assigning focal points within each relevant institution</li> <li>Analyzing the data</li> <li>Conducting periodic meetings</li> <li>Sharing results with relevant stakeholders</li> </ul>	Jul 2023	Dec 2025	Epidemiological Surveillance Directorate & Technology and Information Systems Directorate	MOH MOA MOEnv MOWI MODEE	<ul style="list-style-type: none"> <li>List of focal points</li> <li>Number of meetings conducted</li> <li>Number of reports shared</li> </ul>	No	Yes	TBD	Yes	Yes	TBD	Yes
3. Publishing regular reports presenting the outputs of national surveillance analysis to guide policy and practice using different platforms.	<ul style="list-style-type: none"> <li>Publishing the reports</li> <li>Disseminating the reports</li> </ul>	Nov 2023	Dec 2025	Epidemiological Surveillance Directorate & Research, Policies and Training Directorate	MOH MOA MOEnv MOWI MODEE	<ul style="list-style-type: none"> <li>Number of periodic reports issued and disseminated</li> </ul>	0	2	TBD	TBD	TBD	TBD	TBD



Strategic Theme 2: Surveillance, Analysis, and Monitoring											
Goal and objectives											
Strategic Goal: 3 Fostering an effective laboratory network with roles and responsibility at all levels with real-time data linked to the surveillance system											
Strategic Objective: 3.1 Enhancing the national capability and capacity to detect, monitor, and confirm communicable and emerging diseases											
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			Target	
		Start	Finish				2022	2023	2024	2025	
1. Establishing and operating a national reference lab at JCDC.	<ul style="list-style-type: none"> <li>Reconstructing of the laboratory</li> <li>Purchasing Equipment and machines</li> <li>Providing reagents and consumables</li> <li>Building the capacity of the laboratory staff</li> </ul>	Jan 2023	Jun 2023	Laboratory Directorate	MOPWH Directorate of Purchasing Local vendors	<ul style="list-style-type: none"> <li>Percentage of achievement in laboratory building renovation construction</li> <li>Number of lab machines installed</li> <li>Percentage of achievement in procurement reagents and consumables and software</li> </ul>	0%	100%	-	-	-
2. Mapping and gap analysis for existing policies, procedures, services and data information systems of the national laboratories sector in Jordan.	<ul style="list-style-type: none"> <li>Conducting a systematic search and mapping of all documents</li> <li>Conducting stakeholders' analysis</li> <li>Recruiting and hiring an expert or firm</li> <li>Dissemination of findings</li> </ul>	Jan 2023	Jun 2023	Laboratory Directorate	MOH MOA MOWI RMS Universities Private Sector	<ul style="list-style-type: none"> <li>Mapping results report</li> <li>Number of dissemination events conducted</li> </ul>	No	Yes	-	-	-

Strategic Theme 2: Surveillance, Analysis, and Monitoring										
Goal and objectives										
Strategic Goal: 3 Fostering an effective laboratory network with roles and responsibility at all levels with real-time data linked to the surveillance system										
Strategic Objective: 3.1 Enhancing the national capability and capacity to detect, monitor, and confirm communicable and emerging diseases										
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			Target
		Start	Finish				2022	2023	2024	
3. Updating and developing national guidelines of lab practices (including documentation of labs operating procedures according to international standards and recommendations).	<ul style="list-style-type: none"> <li>Announcing and recruiting a consultant</li> <li>Developing, updating or reformulating existing guidelines</li> <li>Conducting validation and consensus workshop</li> <li>Developing and disseminating the findings</li> </ul>	Jun 2023	Dec 2025	Laboratory Directorate	MOH MOA MOWI RMS Universities Private Sector	<ul style="list-style-type: none"> <li>Percentage of guidelines of lab practices developed and disseminated</li> </ul>	0%	20%	50%	100%

## Strategic Theme 2: Surveillance, Analysis, and Monitoring

### Goal and objectives

**Strategic Goal: 3** Fostering an effective laboratory network with roles and responsibility at all levels with real-time data linked to the surveillance system

**Strategic Objective: 3.1** Enhancing the national capability and capacity to detect, monitor, and confirm communicable and emerging diseases

Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			Target		
		Start	Finish				2022	2023	2024	2025		
4. Certifying JCDC laboratory by national/international accrediting bodies.	<ul style="list-style-type: none"> <li>Recruiting consultant in accreditation</li> <li>Calibrating instruments</li> <li>Applying for the accreditation</li> </ul>	Dec 2023	Dec 2025	Laboratory Directorate	HCAC ILAC ISO 15189 Other national/international accrediting bodies	<ul style="list-style-type: none"> <li>Number of Lab documents prepared</li> <li>Instruments calibrated</li> <li>Fees paid</li> </ul>	0	TBD	TBD	TBD	TBD	TBD
5. Availing the JCDC reference lab as a research and development center for national scientists.	<ul style="list-style-type: none"> <li>Networking events with national researchers and scientists</li> <li>Soliciting, reviewing and supporting research proposals</li> <li>Providing lab supplies for researchers</li> </ul>	May 2023	Dec 2025	Laboratory Directorate & Research, Policies and Training Directorate	MOH MOA MOWI RMS Universities Private Sector	<ul style="list-style-type: none"> <li>Number of networking events with national scientists</li> <li>Number of research proposals reviewed/ supported</li> </ul>	0	2	5	5	10	TBD

Strategic Theme 2: Surveillance, Analysis, and Monitoring													
Goal and objectives													
Strategic Goal: 3 Fostering an effective laboratory network with roles and responsibility at all levels with real-time data linked to the surveillance system													
Strategic Objective: 3.2 Coordinating with, and monitoring national laboratory efforts to link laboratory data with the surveillance system													
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			Target			
		Start	Finish				2022	2023	2024		2025		
1. Hosting a national committee of public health laboratory service providers in Jordan.	<ul style="list-style-type: none"> <li>• Hosting quarterly meeting of steering committee</li> <li>• Organizing semi annual meetings for all lab professionals involved</li> </ul>	Jan 2023	Dec 2025	Laboratory Directorate	MOH MOA MOWI RMS RSS JFDA Universities Private Sector	<ul style="list-style-type: none"> <li>• Number of meetings of steering committee</li> <li>• Number of meetings for all lab professionals conducted</li> </ul>	0	4	4	4	4		
2. Developing a local electronic system for JCDC lab management.	<ul style="list-style-type: none"> <li>• Identifying the requirements</li> <li>• Recruiting a software company to develop JCDC laboratory system</li> <li>• Training staff on the system</li> </ul>	Jun 2023	Jun 2024	Laboratory Directorate & Technology and Information Systems Directorate	MOH MOA RMS MODEE	<ul style="list-style-type: none"> <li>• Lab system developed</li> <li>• Number of trained staff</li> </ul>	No	Yes	-	TBD	TBD	-	TBD

Strategic Theme 2: Surveillance, Analysis, and Monitoring										
Goal and objectives										
Strategic Goal: 3 Fostering an effective laboratory network with roles and responsibility at all levels with real-time data linked to the surveillance system										
Strategic Objective: 3.2 Coordinating with, and monitoring national laboratory efforts to link laboratory data with the surveillance system										
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			
		Start	Finish				2022	2023	2024	2025
3. Developing a network of national lab information systems.	<ul style="list-style-type: none"> <li>Analyzing all lab information systems</li> <li>Recruiting a company or consultant to develop and assess national lab information systems</li> <li>Connecting national labs to the lab information system</li> </ul>	Jul 2023	Dec 2025	Laboratory Directorate & Technology and Information Systems Directorate In coordination with the Epidemiological Surveillance Directorate	MOH MOA MOWI RMS Universities Private Sector	<ul style="list-style-type: none"> <li>Assessment report of compatibility of national laboratories software</li> <li>National laboratories software developed and functioning</li> <li>Number of national labs connected to the national lab information system</li> </ul>	No	Yes	-	-
4. Developing a platform that links JCDC reference lab data with epidemiological data, and accessing and analyzing the comprehensive data from other national laboratories.	<ul style="list-style-type: none"> <li>Recruiting a consultant company to establish the platform/ application, testing and maintaining servers</li> <li>Training on the hub use and data analysis</li> <li>Conducting maintenance and review</li> </ul>	Nov 2023	Dec 2025	Laboratory Directorate & Technology and Information Systems Directorate	MOH MOA MOWI RMS Universities Private Sector	<ul style="list-style-type: none"> <li>Number of platform/ application developed and functioning</li> <li>Number of staff trained on using the platform</li> <li>Number of people accessing/ using the platform</li> </ul>	0	TBD	TBD	TBD

Strategic Theme 2: Surveillance, Analysis, and Monitoring																			
Goal and objectives																			
Strategic Goal: 3 Fostering an effective laboratory network with roles and responsibility at all levels with real-time data linked to the surveillance system																			
Strategic Objective: 3.2 Coordinating with, and monitoring national laboratory efforts to link laboratory data with the surveillance system																			
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			Target									
		Start	Finish				2022	2023	2024		2025								
5. Coordinating with national laboratory entities and other stakeholders to detect, monitor, and confirm toxic and pathogenic agents, and outbreak investigations, and emerging strains of variants.	<ul style="list-style-type: none"> <li>Developing instructions for coordination mechanism between national laboratories</li> <li>Developing a list of toxic and pathogenic agents, outbreak investigations, and emerging strains of variants.</li> <li>Availing needed reagents and consumables</li> <li>Conducting training for national lab staff and relevant personnel on lab SOPs</li> </ul>	Jan 2023	Dec 2025	Laboratory Directorate	MOH MOA MOWI RMS PSD Universities Private Sector	<ul style="list-style-type: none"> <li>Instructions issued</li> <li>List of toxic and pathogenic agents, outbreak investigations, and emerging strains of variants developed</li> <li>Percentage of reagents and consumables procured</li> <li>Number of staff trained on lab SOPs</li> </ul>	No	Yes	-	-	-	-	100%	100%	100%	TBD	TBD	100%	TBD

Strategic Theme 2: Surveillance, Analysis, and Monitoring										
Goal and objectives										
Strategic Goal: 3										
Fostering an effective laboratory network with roles and responsibility at all levels with real-time data linked to the surveillance system										
Strategic Objective: 3.2										
Coordinating with, and monitoring national laboratory efforts to link laboratory data with the surveillance system										
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			
		Start	Finish				2022	2023	2024	2025
6. Establishing partnerships with regional and international entities to exchange expertise and immediately avail innovative diagnostic tools and materials to test emerging and re-emerging communicable diseases.	<ul style="list-style-type: none"> <li>• Hosting regular meetings with global entities</li> <li>• Coordinating the support to fulfill the urgent needs of national laboratories</li> </ul>	Jan 2023	Dec 2025	Laboratory Directorate	MOH MOA MOWI Private Sector	<ul style="list-style-type: none"> <li>• Number of meetings hosted for global entities with common interest</li> <li>• Reagents and tests availed to national labs</li> <li>• Number of MOUs with stakeholders</li> </ul>	0	2	TBD	TBD

Strategic Theme 3: Emergency Preparedness, Response, and Resilience										
Goal and objectives										
Strategic Goal: 4										
Strengthening national capacity in public health emergency preparedness, response, and resilience										
Strategic Objective: 4.1										
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			Target
		Start	Finish				2022	2023	2024	
1. Mapping and reviewing the existing policies, strategies and guidelines related to public health emergency preparedness, response, and resilience including any coordination mechanisms.	<ul style="list-style-type: none"> <li>Conducting a systematic search and mapping of all documents</li> <li>Conducting stakeholders analysis</li> <li>Recruiting and hiring an expert or firm</li> <li>Disseminating findings</li> </ul>	Jan 2023	Jun 2023	Emergency Preparedness and Response to Threats Directorate	MOH MOA MOEnv MOWI MODEE MOI NCSCM	<ul style="list-style-type: none"> <li>Mapping results report</li> <li>Number of dissemination events conducted</li> </ul>	-	Yes	-	-
							0	1	-	-
2. Developing, revising and recommending national health policies related to public health emergency preparedness, response, and resilience.	<ul style="list-style-type: none"> <li>Developing, updating and reformulating existing strategies and guidelines</li> <li>Conducting validation and consensus workshops</li> <li>Developing and disseminating the findings</li> </ul>	Jan 2023	Dec 2024	Emergency Preparedness and Response to Threats Directorate	MOH MOA MOEnv MOWI MODEE MOI NCSCM	<ul style="list-style-type: none"> <li>List of stakeholders</li> <li>Percentage of new policies developed and revised</li> <li>Percentage of new strategies developed</li> <li>Percentage of guidelines developed and revised</li> <li>Workshop reports</li> <li>Number of dissemination events conducted</li> </ul>	No	Yes	-	-
							0%	40 %	100%	-
							0%	40 %	100 %	-
							0%	30%	100%	-
							No	No	Yes	-
							0	4	4	-



Strategic Theme 3: Emergency Preparedness, Response, and Resilience										
Goal and objectives										
Strategic Goal: 4										
Strengthening national capacity in public health emergency preparedness, response, and resilience										
Strategic Objective: 4.1										
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			
		Start	Finish				2022	2023	2024	2025
3. Developing plans and SOPs related to public health emergency preparedness, response, and resilience.	<ul style="list-style-type: none"> <li>Reviewing National preparedness and response plans and emergency SOPs</li> <li>Conducting and participating in National exercises (TTX, FTX)</li> <li>Evaluating the effectiveness and the applicability of the National preparedness and response plans</li> <li>Developing public health emergency response plans at PoE</li> </ul>	Jan 2023	Dec 2025	Emergency Preparedness and Response to Threats Directorate	MOH MOA MOEnv MOWI MODEE MOI NCSCM JFDA PSD GID Jordan Customs	<ul style="list-style-type: none"> <li>National plans and SOPs review report</li> <li>Number of National exercises conducted or participated in</li> <li>Evaluation report</li> <li>Number of plans developed</li> <li>Plans effectiveness report</li> </ul>	No	Yes	-	-
							0	2	TBD	TBD
							No	Yes	Yes	Yes
							0	3	5	-
							No	Yes	Yes	Yes

Strategic Theme 3: Emergency Preparedness, Response, and Resilience										
Goal and objectives										
Strategic Goal: 4 Strengthening national capacity in public health emergency preparedness, response, and resilience										
Strategic Objective: 4.1 Developing health policies, strategies, and guidelines related to public health emergency preparedness, response, and resilience										
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Indicators	Baseline			
		Start	Finish				2022	2023	2024	2025
4. Reviewing the current situation of the RRTs, and updating roles & responsibilities and guidelines.	<ul style="list-style-type: none"> <li>Building a database for all RRTs at the national level</li> <li>Assessing the RRTs needs and gaps</li> <li>Defining the guidelines and responsibilities of the RRTs and implementing them under the supervision of their entities and JCDC</li> </ul>	Jan 2023	Jun 2024	Emergency Preparedness and Response to Threats Directorate & Technology and Information Systems Directorate	MOH MOA MOEnv MOWI MODEE NCSCM JAF PSD Universities Private Labs	<ul style="list-style-type: none"> <li>Database for all RRTs developed</li> <li>TOR for each RRT developed</li> <li>RRTs capability assessment report</li> <li>Number of developed guidelines and responsibilities for the RRTs</li> </ul>	No	Yes	-	-

Strategic Theme 3: Emergency Preparedness, Response, and Resilience										
Goal and objectives										
Strategic Goal: 4										
Strategic Objective: 4.2										
Projects / Interventions	Activity	Implementation time frame		Responsible	Partner	Indicators	Baseline			Target
		Start	Finish				2022	2023	2024	
1. Building strategic international partnerships in public health emergency preparedness and response with relevant entities.	<ul style="list-style-type: none"> <li>Organizing annual meeting with global partners nationally and overseas</li> <li>Signing agreements and MOUs with concerned partners</li> </ul>	Jan 2023	Dec 2025	Emergency Preparedness and Response to Threats Directorate	Potential partners	<ul style="list-style-type: none"> <li>Number of meetings conducted with global partners nationally and overseas</li> <li>Number of agreements and MOUs signed</li> </ul>	0	1	1	1
2. Collaborating with related entities to review emergency response actions.	<ul style="list-style-type: none"> <li>Conducting intra-action and after-action review</li> <li>Identifying gaps and lessons learned</li> <li>Conducting meetings, and participating in exercises and workshops</li> </ul>	Jan 2023	Dec 2025	Emergency Preparedness and Response to Threats Directorate	MOH MOA MOEnv MOWI MODEE NCSCM	<ul style="list-style-type: none"> <li>Number of intra-action and after-action reviews conducted</li> <li>Gaps and lessons learned report developed</li> <li>Number of conducted meetings, and exercises, and workshops attended</li> </ul>	0	TBD	-	-

Strategic Theme 3: Emergency Preparedness, Response, and Resilience											
Goal and objectives											
Strategic Goal: 4											
Strategic Objective: 4.2											
Projects / Interventions	Activity	Implementation time frame		Responsible	Partner	Indicators	Baseline			Target	
		Start	Finish				2022	2023	2024	2025	
3. Integrating the role of JCDC within the national response plans for epidemics and pandemics.	<ul style="list-style-type: none"> <li>Identifying the role of JCDC in the national response plans for epidemics and pandemics</li> <li>Developing integrated response plans for epidemics and pandemics</li> <li>Hosting a periodical meetings to review the National Response Plans with all partners and stakeholders</li> </ul>	Jan 2023	Dec 2025	Emergency Preparedness and Response to Threats Directorate	MOH MOA MOI MOEnv MOWI MODEE NCSCM Universities Private Sector	<ul style="list-style-type: none"> <li>Number of plans with JCDC role embedded</li> <li>Number of plans developed</li> <li>Number of periodical meetings conducted to review and develop the National Response Plans</li> </ul>	0	TBD	TBD	TBD	TBD
4. Publishing periodic report on public health emergency preparedness and response.	<ul style="list-style-type: none"> <li>Publishing and disseminating periodic and flash reports</li> </ul>	Jan 2023	Dec 2025	Emergency Preparedness and Response to Threats Directorate	MOH MOA MOEnv MOWI MODEE NCSCM	<ul style="list-style-type: none"> <li>Number of periodic and flash reports developed and disseminated</li> </ul>	0	1	TBD	TBD	TBD

Strategic Theme 4: Research, Development, and Capacity Building											
Goal and objectives											
Strategic Goal: 5 Contributing to research, development, and capacity building related to public health issues in Jordan											
Strategic Objective: 5.1 Contributing to national and international research programs to generate knowledge related to public health issues.											
Projects / Interventions	Activity	Implementation time frame		Responsible	Partner	Indicators	Baseline			Target	
		Start	Finish				2022	2023	2024		2025
1. Establishing and maintaining a National Institutional Review Board (IRB) related to JCDC mandate.	<ul style="list-style-type: none"> <li>Recruiting experts</li> <li>Hosting regular meetings</li> </ul>	Jan 2023	Dec 2023	Research, Policies and Training Directorate	MOH Academic Institutions	<ul style="list-style-type: none"> <li>National Institutional Review Board (IRB) established and functioning</li> <li>Number of meetings conducted</li> </ul>	No	Yes	-	-	
2. Identifying JCDC related public health research priorities.	<ul style="list-style-type: none"> <li>Seeking international expert consultation</li> <li>Hosting national stakeholders validation and consensus workshops</li> <li>Disseminating research priority documents</li> </ul>	Jan 2023	Dec 2025	Research, Policies and Training Directorate	MOH Academic Institutions	<ul style="list-style-type: none"> <li>Consultant report</li> <li>Number of developed and disseminated reports on public health research priorities</li> </ul>	No	Yes	Yes	Yes	
3. Conducting research related to JCDC mandate including NCDs, CDs, health economics, and risk factors.	<ul style="list-style-type: none"> <li>Conducting desk review</li> <li>Identifying gaps</li> <li>Adopting appropriate research methodology</li> <li>Analyzing data</li> <li>Developing reports</li> </ul>	Jan 2023	Dec 2025	Research, Policies and Training Directorate	MOH Academic Institutions	<ul style="list-style-type: none"> <li>Number of validation workshops conducted</li> <li>Number of developed reports</li> <li>Number of published scientific papers</li> </ul>	0	TBD	TBD	TBD	TBD

Strategic Theme 4: Research, Development, and Capacity Building											
Goal and objectives											
Strategic Goal: 5											
Contributing to research, development, and capacity building related to public health issues in Jordan											
Strategic Objective: 5.1											
Projects / Interventions	Activity	Implementation time frame		Responsible	Partner	Indicators	Baseline			Target	
		Start	Finish				2022	2023	2024		2025
4. Hosting periodic scientific activities related to ICDC priority public health issues as well as informatics and health economics (Conferences, webinars, etc.).	<ul style="list-style-type: none"> <li>Developing and subcontracting an agency to deliver a webinar series for public health practitioners</li> <li>Hosting periodic conferences and symposiums</li> </ul>	Jan 2023	Dec 2025	Research, Policies and Training Directorate	MOH Academic Institutions	<ul style="list-style-type: none"> <li>Number of webinars conducted</li> <li>Number of symposiums and conferences conducted</li> </ul>	0	TBD	TBD	TBD	TBD

Strategic Theme 4: Research, Development, and Capacity Building										
Goal and objectives										
Strategic goal: 5 Contributing to research, development, and capacity building related to public health issues in Jordan										
Strategic Objective: 5.2 Developing core competency frameworks to define, categorize and standardize public health expertise.										
Projects / Interventions	Activity	Implementation time frame		Responsible	Partner	Indicators	Baseline			Target
		Start	Finish				2022	2023	2024	
1. Categorizing public health expertise competencies and practices according to international standards.	<ul style="list-style-type: none"> <li>Reviewing international standards</li> <li>Seeking International expert's consultations</li> <li>Conducting stakeholder validation and dissemination workshop</li> </ul>	Jan 2023	Jul 2023	Research, Policies and Training Directorate	MOH Academic Institutions	<ul style="list-style-type: none"> <li>Desk review report of international standards for public health expertise and practices categories</li> <li>Standards document of Identified categories for public health expertise and practices</li> <li>Workshop report for validation and dissemination</li> </ul>	No	Yes	-	-
2. Designing core competency framework for the different public health expertise categories.	<ul style="list-style-type: none"> <li>Reviewing international competencies</li> <li>Describing different types of responsibilities within public health organizations</li> <li>International experts consultation</li> <li>Conducting national stakeholder validation and dissemination workshop</li> </ul>	Nov 2023	Feb 2024	Research, Policies and Training Directorate	MOH Academic Institutions	<ul style="list-style-type: none"> <li>Desk review report of international competencies</li> <li>Competency framework document for the different categories of JCDC related public health expertise</li> <li>Workshop report for validation and dissemination</li> </ul>	No	Yes	Yes	-

Strategic Theme 4: Research, Development, and Capacity Building										
Goal and objectives										
Strategic Goal: 5 Contributing to research, development, and capacity building related to public health issues in Jordan										
Strategic Objective: 5.3 Availing quality public health capacity building programs for public health professionals										
Projects / Interventions	Activity	Implementation time frame		Responsible	Partner	Indicators	Baseline			Target
		Start	Finish				2022	2023	2024	
1. Mapping and reviewing existing national training programs relevant to FETP, RRT, and Labs.	<ul style="list-style-type: none"> <li>Conducting a systematic search and mapping of all programs</li> <li>Recruiting an expert or firm</li> <li>Disseminating findings</li> </ul>	Jan 2023	May 2023	Research, Policies and Training Directorate & Emergency Preparedness and Response to Threats Directorate	MOH Academic Institutions	<ul style="list-style-type: none"> <li>Mapping results report</li> <li>Number of dissemination events conducted</li> </ul>	No	Yes	-	-
2. Assessing capacity building needs of public health professionals in areas related to FETP, RRT, and Labs.	<ul style="list-style-type: none"> <li>Conducting National survey and qualitative research</li> <li>Conducting Training Needs Assessment (TNA)</li> </ul>	Jun 2023	Jun 2024	Research, Policies and Training Directorate Epidemiological Surveillance Directorate Emergency Preparedness and Response to Threats Directorate & Laboratories Directorate	MOH Academic Institutions	<ul style="list-style-type: none"> <li>National survey report</li> <li>Number of Assessments conducted</li> </ul>	No	Yes	-	TBD



Strategic Theme 4: Research, Development, and Capacity Building												
Goal and objectives												
Strategic Goal: 5												
Contributing to research, development, and capacity building related to public health issues in Jordan												
Strategic Objective: 5.3												
Availing quality public health capacity building programs for public health professionals												
Projects / Interventions	Activity	Implementation time frame		Responsible	Partner	Indicators	Baseline			Target		
		Start	Finish				2022	2023	2024	2025		
3. Establishing a national database of experts in the public health field including FETP, RRT, labs, and health economics.	<ul style="list-style-type: none"> <li>• Surveying relevant institutions</li> <li>• Hosting periodic consultative meetings</li> <li>• Visiting relevant institutions</li> <li>• Recruiting a consultant or company to establish database</li> </ul>	Jun 2023	Dec 2025	Research, Policies and Training Directorate & Technology and Information Systems Directorate	MOH Academic Institutions	<ul style="list-style-type: none"> <li>• Survey report</li> <li>• Number of consultative meetings conducted</li> <li>• Number of visits conducted</li> <li>• Database established</li> </ul>	No	Yes	TBD	TBD	-	-

Strategic Theme 4: Research, Development, and Capacity Building													
Goal and objectives													
Strategic Goal: 5													
Contributing to research, development, and capacity building related to public health issues in Jordan													
Strategic Objective: 5.3													
Availing quality public health capacity building programs for public health professionals													
Projects / Interventions	Activity	Implementation time frame		Responsible	Partner	Indicators	Baseline			Target			
		Start	Finish				2022	2023	2024	2025			
4. Building a trained, advanced, and flexible scientific workforce to aid in surveillance, analysis, and health information management.	<ul style="list-style-type: none"> <li>Defining training needs</li> <li>Coordinating with various partners and universities</li> <li>Establishing training course in surveillance including EBS</li> <li>Training Master trainers on specialty areas</li> <li>Evaluating programs quality</li> </ul>	Jan 2023	Dec 2025	Research, Policies and Training Directorate & Epidemiological Surveillance Directorate	MOH MOA MOEnv MOWI MODEE	<ul style="list-style-type: none"> <li>Training needs assessment report</li> <li>Number of coordination meetings conducted</li> <li>Training material developed</li> <li>TOT report</li> <li>Number of Master trainers trained</li> <li>Program quality evaluation report</li> </ul>	No	Yes	-	-	-	-	
							0	TBD	TBD	TBD	TBD	TBD	TBD
							No	Yes	-	-	-	-	-
							No	No	Yes	Yes	Yes	Yes	Yes
							0	TBD	TBD	-	-	-	-
							No	No	Yes	Yes	Yes	Yes	Yes

Strategic Theme 4: Research, Development, and Capacity Building										
Goal and objectives										
Strategic Goal: 5 Contributing to research, development, and capacity building related to public health issues in Jordan										
Strategic Objective: 5.3 Availing quality public health capacity building programs for public health professionals										
Projects / Interventions	Activity	Implementation time frame		Responsible	Partner	Indicators	Baseline			
		Start	Finish				2022	2023	2024	2025
5. Building the capacity of public health professionals in areas related to FETP, RRT, and Labs.	<ul style="list-style-type: none"> <li>• Conducting workshops</li> <li>• Conducting Training of trainers</li> <li>• Developing specialized training programs</li> </ul>	Jan 2024	Dec 2025	Research, Policies and Training Directorate	MOH Academic Institutions	<ul style="list-style-type: none"> <li>• Number of workshops conducted</li> <li>• Number of TOT courses conducted</li> <li>• Number of trainers trained</li> <li>• Number of specialized training programs developed</li> </ul>	0	-	TBD	TBD
				Emergency Preparedness and Response to Threats Directorate & Laboratories Directorate				0	-	TBD
6. Developing an online platform that avails periodic training and capacity building activities and programs.	<ul style="list-style-type: none"> <li>• Developing or subcontracting agency to build the platforms</li> <li>• Adapting and uploading the training material on the electronic platform</li> </ul>	Jan 2023	Dec 2025	Research, Policies and Training Directorate & Technology and Information Systems Directorate	MOH Academic Institutions	<ul style="list-style-type: none"> <li>• Online platform developed and functioning</li> <li>• Number of training materials adapted and uploaded</li> </ul>	No	Yes	Yes	Yes
							0	TBD	TBD	TBD

## 4.5 Assumptions

The Strategy results framework and strategy matrix showed the major interventions that will contribute to promoting and supporting outputs and results for the achievement of the JCDC mission and attain the desired impact and vision. These interventions relate mainly to defining JCDC coordination and stewardship roles in combating and mitigating health threats and promoting health security. The Strategy was developed based on the following assumptions that, if achieved, will lead to the accomplishment of the required results and impact:

- Active and timely implantation of developed Strategy interventions.
- Stakeholders' participation and engagement in coordinating and implementing relevant Strategy interventions.
- Consensus and support for public health priority issues.
- Identifying and developing priority policies.
- Providing adequate resources and commitment to achieving the Strategy results.
- Data availability to follow progress toward results.
- Allocation of needed funding for the implementation of strategic interventions.
- Partners' engagement in preparing and implementing needed plans for inclusion of population issues.
- Leadership commitment to address public health priority issues and integration into laws and policies.
- Providing evidence and research results that support the adoption of priority policies and decisions.

## 4.6 Monitoring and Evaluation Framework

The Monitoring and Evaluation Framework of the JCDC Strategic Plan 2023-2025 was developed to enable the follow-up process at JCDC to assess the effectiveness of such means and methods used to determine and define progress in the accomplishment of goals. This plays an active role in the development and sustainability of the impact of the interventions and programs and the exchange of experiences between various stakeholders and institutions.

A Strategy review will be annually carried out to identify progress towards achieving the strategic interventions as well as impact and outcome indicators.

The following M&E Matrix integrates indicators at intervention and project levels to strategic goals and objectives level. This will enable planners to review the progress of Strategy implementation at different levels and ensure that the desired outputs and outcomes are adequately attained:



Strategic Theme 1: Governance, Coordination, and Stewardship												
Establishing JCDC role as a major entity to prevent, combat and mitigate health threats and promote health security.												
Developing policies, strategies, and guidelines related to preventing, getting prepared and combating epidemics, and communicable diseases within One Health, in addition to health-related environmental threats.												
Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Mapping and reviewing the existing disease prevention and surveillance policies, strategies and guidelines related to epidemics, communicable and zoonotic diseases, within the One Health, in addition to health-related environmental threats.	<ul style="list-style-type: none"> <li>Conducting a systematic search and mapping of all documents</li> <li>Conducting stakeholders' analysis</li> <li>Recruiting and hiring an expert or firm</li> <li>Disseminating of findings through events</li> </ul>	<ul style="list-style-type: none"> <li>Mapping report including analysis of contextual factors</li> <li>Number of events conducted to disseminate results</li> <li>List of stakeholders</li> </ul>	No	Yes						-		
Updating and developing and recommending national One Health policies, strategies and guidelines related to epidemics, communicable and zoonotic diseases, within One Health, in addition to health-related environmental threats.	<ul style="list-style-type: none"> <li>Developing, updating or reformulating existing policies, strategies, and guidelines</li> <li>Conducting validation and consensus workshop</li> <li>Producing and disseminating findings</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of new policies developed/ revised/ recommended</li> <li>Percentage of Strategies developed</li> <li>Percentage of guidelines developed</li> <li>Validation workshop report</li> <li>Report on production and dissemination of findings</li> </ul>	0%	10%			60%			100%		
			0%	10%			50%			100%		
			0%	10%			60%			100%		
			No	No			No			Yes		
			No	No			No			Yes		

Strategic Theme 1: Governance, Coordination, and Stewardship												
Strategic Goal:1												
Establishing JCDC role as a major entity to prevent, combat and mitigate health threats and promote health security.												
Strategic Objective: 1.1												
Developing policies, strategies, and guidelines related to preventing, getting prepared and combating epidemics, and communicable diseases within One Health, in addition to health-related environmental threats.												
Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Developing, updating One Health standard operating procedures (SOPs) related to epidemics, communicable and zoonotic diseases, within the One Health, in addition to health-related environmental threats.	• Identifying different stakeholders	• List of actors and stakeholders	No	Yes			-			-		
	• Developing and updating SOPs	• Percentage of One Health (SOPs) developed	-	0%			50%			100%		
	• Conducting consensus workshop	• Validation workshop report	No	No			Yes			Yes		
	• Disseminating of SOPs	• Number of trained end-users	0	0			0			TBD		
	• Training end-users on approved SOPs	• Number of trained entities	-	0			0			TBD		

Strategic Theme 1: Governance, Coordination, and Stewardship												
Goal and objectives												
Strategic goal: 1												
Establishing JCDC role as a major entity to prevent, combat and mitigate health threats and promote health security.												
Strategic Objective: 1.2												
Coordinating and monitoring efforts to prevent, get prepared, combat and control epidemics, communicable diseases, and other health and related environmental threats												
Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Hosting and coordinating One Health national advisory and/ or technical committees related to combating and controlling epidemics, communicable diseases, and other health and related environmental threats.	<ul style="list-style-type: none"> <li>Forming the committee(s)</li> <li>Hosting periodic meetings</li> <li>Producing and disseminating outputs</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of One Health national advisory and technical committees hosted/ coordinated</li> <li>Number of One Health national advisory and technical committees' meetings</li> <li>Number of reports on production and dissemination of outputs</li> </ul>	0%	100%			-			-		
Monitoring and analyzing the impact of the national advisory and technical committees related to combating and controlling epidemics, communicable diseases, and other health and related environmental threats.	<ul style="list-style-type: none"> <li>Conducting Process and impact evaluation study</li> </ul>	<ul style="list-style-type: none"> <li>Conducted process and impact evaluation study report</li> </ul>	No	No			Yes			Yes		
Building partnerships and cooperate with local, regional, and international bodies with similar scope of work.	<ul style="list-style-type: none"> <li>Soliciting collaborative meetings (in person or virtual)</li> <li>Signing MOUs and agreements</li> <li>Traveling to establish connections</li> </ul>	<ul style="list-style-type: none"> <li>Number of MOUs and agreements signed</li> <li>Number of collaborative meetings conducted</li> </ul>	-	TBD			TBD			TBD		



Strategic Theme 1: Governance, Coordination, and Stewardship												
Goal and objectives												
Strategic Goal: 1 Establishing JCDC role as a major entity to prevent, combat and mitigate health threats and promote health security.												
Strategic Objective: 1.3 Supporting national efforts directed to prevent, prepare, combat and control non-communicable diseases.												
Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Mapping and reviewing existing non-communicable diseases strategies and registries.	<ul style="list-style-type: none"> <li>Conducting a systematic search and mapping of all documents</li> <li>Conducting stakeholders' analysis</li> <li>Recruiting and hiring an expert or firm</li> <li>Disseminating findings through events</li> </ul>	<ul style="list-style-type: none"> <li>Mapping results report</li> </ul>	No	Yes			-			-		
Prioritizing non-communicable disease registries to be linked to national surveillance system.	<ul style="list-style-type: none"> <li>Conducting prioritization study</li> <li>Conducting validation and consensus workshop</li> </ul>	<ul style="list-style-type: none"> <li>List of stakeholders</li> <li>Report on validation and consensus workshop</li> </ul>	No	Yes			-			-		
Strengthening the existing and supporting development of priority population-based registries.	<ul style="list-style-type: none"> <li>Supporting development of needed registry</li> <li>Strengthening existing registries</li> </ul>	<ul style="list-style-type: none"> <li>Number of registries strengthened or developed</li> </ul>	0	TBD			TBD			TBD		
Monitoring and analyzing the NCDs surveillance data, and recommend priority areas for interventions at national level.	<ul style="list-style-type: none"> <li>Conducting data analysis</li> <li>Reporting/ production</li> </ul>	<ul style="list-style-type: none"> <li>Data analysis reports</li> </ul>	No	No			Yes			Yes		
Publishing periodic reports about NCDs status at national level.	<ul style="list-style-type: none"> <li>Reporting via different platforms and communication channels and consortiums</li> </ul>	<ul style="list-style-type: none"> <li>Number of reports developed and communicated</li> <li>Number of actions taken after dissemination report</li> </ul>	0	0			TBD			TBD		

Strategic Theme 2: Surveillance, Analysis, and Monitoring												
Goal and objectives												
Strategic Goal: 2 Promoting and supporting the availability and use of high-quality surveillance data to guide evidence-based national public health policies and practices												
Strategic Objective: 2.1 Supporting the development of national integrated multi-sectoral surveillance system												
Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Mapping and reviewing the existing surveillance databases from all sectors (human and animal) and recommend mechanism for linking the databases using the best international practices.	● Conducting a systematic search and mapping of all documents	● List of stakeholders	No	Yes			-			-		
	● Conducting stakeholders' analysis	● Mapping results report	0	1			-			-		
	● Recruiting and hiring an expert or firm	● Number of dissemination events conducted	0	1			-			-		
	● Disseminating findings event											
Obtaining access to national databases that relate to JCDC mandate including One Health and MODEE.	● Conducting meetings	● Number of meetings conducted	0	TBD			TBD			TBD		
	● Signing agreements and MOUs	● Number of agreements and MOUs	0	TBD			TBD			TBD		
		● Percentage of databases accessed	0 %	10%			50%			100%		
Evaluating the ability of existing sentinel surveillance system and EBS system to encompass potential emerging diseases.	● Conducting mixed method observational study	● Report of mixed method observational study	No	Yes			Yes			-		

**Strategic Theme 2: Surveillance, Analysis, and Monitoring**

**Goal and objectives**

**Strategic Goal: 2** Promoting and supporting the availability and use of high-quality surveillance data to guide evidence-based national public health policies and practices

**Strategic Objective: 2.1** Supporting the development of national integrated multi-sectoral surveillance system

Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Developing SOPs to standardize data quality within all relevant entities.	<ul style="list-style-type: none"> <li>Developing SOPs</li> <li>Conducting validation and consensus workshop</li> <li>Disseminating SOPs</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of SOPs developed</li> <li>Number of reports on validation and consensus workshop</li> <li>Number of dissemination events</li> </ul>	0%	10%			50%			100%		
Hosting a digital Hub (platform) that enables JCDC to execute necessary analysis to support JCDC activities.	<ul style="list-style-type: none"> <li>Defining variables needed for the Hub</li> <li>Hiring a consultant company to establish the platform/ application, test and maintain the platform</li> <li>Training on the Hub use</li> <li>Maintaining and reviewing</li> <li>Licensing</li> </ul>	<ul style="list-style-type: none"> <li>Variables are defined</li> <li>Digital Hub (platform/ application) developed and functioning</li> <li>Number of staff trained on the hub use</li> <li>Number of people accessing /using the Hub</li> </ul>	No	Yes			-			-		
			No	Yes			Yes			Yes		
			0	TBD			TBD			TBD		
			0	TBD			TBD			TBD		

Strategic Theme 2: Surveillance, Analysis, and Monitoring												
Goal and objectives												
Strategic Goal: 2 Promoting and supporting the availability and use of high-quality surveillance data to guide evidence-based national public health policies and practices												
Strategic Objective: 2.2 Monitoring, analyzing and sharing national surveillance information												
Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Monitoring the epidemics, communicable diseases and health threats, including the environment, agriculture, animals and climate change issues.	<ul style="list-style-type: none"> <li>Conducting studies on the relevant epidemics</li> <li>Setting criteria of threats, and system of monitoring</li> <li>Obtaining GIS System</li> <li>Training staff on GIS system use</li> </ul>	<ul style="list-style-type: none"> <li>Studies reports epidemics, communicable diseases and health threats</li> <li>List of criteria for monitoring developed</li> <li>GIS installed and established</li> <li>Number of layers GIS system developed and functioning</li> <li>Number of staff trained on usage of GIS system</li> <li>Number of people accessing/ using GIS system</li> </ul>	0 No No 0 0 0	TBD Yes Yes TBD TBD TBD			TBD - - TBD TBD TBD			TBD - - TBD TBD TBD		
Evaluating and Analyzing data from other related national surveillance systems and sharing results.	<ul style="list-style-type: none"> <li>Assigning focal points within each relevant institution</li> <li>Analyzing the data</li> <li>Holding periodic meetings</li> <li>Sharing results with relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>List of focal points</li> <li>Number of meetings conducted</li> <li>Number of Reports shared</li> </ul>	No 0 0	Yes 4 4								
Publishing regular reports presenting the outputs of national surveillance analysis to guide policy and practice using different platforms.	<ul style="list-style-type: none"> <li>Publishing and disseminating</li> <li>Disseminating the reports</li> </ul>	<ul style="list-style-type: none"> <li>Number of periodic reports issued and disseminated</li> </ul>	0	2			TBD			TBD		

Strategic Theme 2: Surveillance, Analysis, and Monitoring												
Goal and objectives												
Strategic goal: 3 Fostering an effective laboratory network with roles and responsibility at all levels with real-time data linked to the surveillance system												
Strategic Objective: 3.1 Enhancing the national capability and capacity to detect, monitor, and confirm circulating and emerging diseases												
Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Establishing and operating national reference lab at JCDC.	<ul style="list-style-type: none"> <li>Reconstructing of the laboratory</li> <li>Purchasing equipment and machines</li> <li>Providing reagents and consumables</li> <li>Building the capacity of the laboratory staff</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of achievement in laboratory building renovation constructions</li> <li>Number of lab machines installed</li> <li>Percentage of achievement in procurement reagents and consumables and software</li> </ul>	0%	100%			-			-		
			0	58			TBD		TBD		TBD	
Mapping and gap analysis for existing policies, procedures, services and data information systems of the national laboratory sectors in Jordan.	<ul style="list-style-type: none"> <li>Conducting a systematic search and mapping of all documents</li> <li>Conducting stakeholders' analysis</li> <li>Recruiting and hiring an expert or firm</li> <li>Dissemination of findings</li> </ul>	<ul style="list-style-type: none"> <li>Number of staff trained</li> <li>Mapping results report</li> <li>Number of dissemination events conducted</li> </ul>	0	5			TBD			TBD		
			No	Yes			-		-		-	

## Strategic Theme 2: Surveillance, Analysis, and Monitoring

### Goal and objectives

**Strategic goal: 3** Fostering an effective laboratory network with roles and responsibility at all levels with real-time data linked to the surveillance system

**Strategic Objective: 3.1** Enhancing the national capability and capacity to detect, monitor, and confirm circulating and emerging diseases

Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Updating and developing national guidelines of lab practices (including documentation of labs operating procedures according to international standards and recommendations).	<ul style="list-style-type: none"> <li>● Announcing and recruiting a consultant</li> <li>● Developing, updating or reformulating existing guidelines</li> <li>● Conducting validation and consensus workshop</li> <li>● Developing and disseminating the findings</li> </ul>	<ul style="list-style-type: none"> <li>● Percentage of guidelines of lab practices developed and disseminated</li> </ul>	0%	20%			50%			100%		
Certifying JCDC laboratory by national/international accrediting bodies.	<ul style="list-style-type: none"> <li>● Recruiting consultant in accreditation</li> <li>● Calibrating instruments</li> <li>● Applying for the accreditations</li> </ul>	<ul style="list-style-type: none"> <li>● Number of lab documents prepared</li> <li>● Instruments calibrated</li> <li>● Fees paid</li> </ul>	0	TBD			TBD			TBD		
Availing the JCDC reference lab as a research and development center for national scientists.	<ul style="list-style-type: none"> <li>● Networking events with national researchers and scientists</li> <li>● Soliciting, reviewing and supporting research proposals</li> <li>● Providing lab supplies for researchers</li> </ul>	<ul style="list-style-type: none"> <li>● Number of Networking events with national scientists</li> <li>● Number of research proposals reviewed/ supported</li> </ul>	0	2			TBD			TBD		
			0	5			5			10		

## Strategic Theme 2: Surveillance, Analysis, and Monitoring

### Goal and objectives

Strategic goal: 3 Fostering an effective laboratory network with roles and responsibility at all levels with real-time data linked to the surveillance system

Strategic Objective: 3.2 Coordinating with, and monitoring national laboratory efforts to link laboratory data with the surveillance system

Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Hosting a national committee of public health laboratory service providers in Jordan.	<ul style="list-style-type: none"> <li>Hosting quarterly meeting of steering committee</li> <li>Organizing semiannual meetings for all lab professionals involved</li> </ul>	<ul style="list-style-type: none"> <li>Number of meetings of steering committee</li> <li>Number of meetings for all lab professionals conducted</li> </ul>	0	4			4			4		
Developing a local electronic system for JCDC lab management.	<ul style="list-style-type: none"> <li>Identifying the requirements</li> <li>Recruiting a software company to develop JCDC laboratory system</li> <li>Training staff on the system</li> </ul>	<ul style="list-style-type: none"> <li>Lab system developed</li> <li>Number of trained staff</li> </ul>	No	Yes			TBD			TBD		
Developing a network of national lab information systems.	<ul style="list-style-type: none"> <li>Analyzing all lab information systems</li> <li>Recruiting a company or consultant to develop and assess national lab information systems</li> <li>Connecting national labs to the lab information system</li> </ul>	<ul style="list-style-type: none"> <li>Assessment report of compatibility of national laboratories software</li> <li>National laboratories software developed and functioning</li> <li>Number of national labs connected to the national lab information system</li> </ul>	No	Yes			-			-		
			No	Yes			-			-		
			0	TBD			TBD			TBD		

Strategic Theme 2: Surveillance, Analysis, and Monitoring												
Goal and objectives												
Strategic goal: 3 Fostering an effective laboratory network with roles and responsibility at all levels with real-time data linked to the surveillance system												
Strategic Objective: 3.2 Coordinating with, and monitoring national laboratory efforts to link laboratory data with the surveillance system												
Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Developing a platform that links JCDC reference lab data with epidemiological data, and accessing and analyzing the comprehensive data from other national laboratories.	<ul style="list-style-type: none"> <li>Recruiting a consultant company to establish the platform/ application, testing and maintaining servers</li> <li>Training on the hub use and data analysis</li> <li>Conducting maintenance and review</li> </ul>	<ul style="list-style-type: none"> <li>Number of platform/ applications developed and functioning</li> <li>Number of staff trained on using the platform</li> <li>Number of people accessing/ using the platform</li> </ul>	0	TBD			TBD			TBD		
Coordinating with national laboratory entities and other stakeholders to detect, monitor, and confirm toxic and pathogenic agents, outbreak investigations, and emerging strains of variants.	<ul style="list-style-type: none"> <li>Developing instructions for coordination mechanism between national laboratories</li> <li>Developing a list of toxic and pathogenic agents, outbreak investigations, and emerging strains of variants</li> <li>Availing needed reagents and consumables</li> <li>Conducting training for national lab staff and relevant personnel on lab SOPs</li> </ul>	<ul style="list-style-type: none"> <li>Instructions issued</li> <li>List of toxic and pathogenic agents, outbreak investigations, and emerging strains of variants developed</li> <li>Percentage of reagents and consumables procured</li> <li>Number of staff trained on lab SOPs</li> </ul>	No	Yes			-			-		
			No	Yes			100%			100%		
			0%	100%			100%			100%		
			0	TBD			TBD			TBD		



Strategic Theme 2: Surveillance, Analysis, and Monitoring												
Goal and objectives												
Strategic goal: 3 Fostering an effective laboratory network with roles and responsibility at all levels with real-time data linked to the surveillance system												
Strategic Objective: 3.2 Coordinating with, and monitoring national laboratory efforts to link laboratory data with the surveillance system												
Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Establishing partnerships with regional and international entities to exchange expertise and immediately avail innovative diagnostic tools and materials to test emerging and re-emerging communicable diseases.	<ul style="list-style-type: none"> <li>Hosting regular meetings with global entities</li> <li>Coordinating the support to fulfill the urgent needs of national laboratories</li> </ul>	<ul style="list-style-type: none"> <li>Number of meetings hosted for global entities with common interest</li> <li>Reagents and tests availed to national labs</li> <li>Number of MOUs with stakeholders</li> </ul>	0	2			TBD			TBD		
			0	TBD			TBD			TBD		
			0	TBD			TBD			TBD		

Strategic Theme 3: Emergency Preparedness, Response, and Resilience														
Goal and objectives														
Strategic Goal: 4 Strengthening national capacity in public health emergency preparedness, response, and resilience														
Strategic Objective: 4.1 Developing health policies, strategies, and guidelines related to public health emergency preparedness, response, and resilience														
Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement		
Mapping and reviewing the existing policies, strategies and guidelines related to public health emergency preparedness, response, and resilience including any coordination mechanisms.	<ul style="list-style-type: none"> <li>● Conducting a systematic search and mapping of all documents</li> <li>● Conducting stakeholders' analysis</li> <li>● Recruiting and hiring an expert or firm</li> <li>● Disseminating findings</li> </ul>	<ul style="list-style-type: none"> <li>● Mapping results report</li> <li>● Number of dissemination events conducted</li> </ul>	-	Yes			-			-				
			0	1			-				-			
Developing, revising and recommending national health policies related to public health emergency preparedness, response, and resilience.	<ul style="list-style-type: none"> <li>● Developing, updating and reformulating existing strategies and guidelines</li> <li>● Conducting validation and consensus workshops</li> <li>● Developing and disseminating the findings</li> </ul>	<ul style="list-style-type: none"> <li>● List of stakeholders</li> <li>● Percentage of new policies developed and revised</li> <li>● Percentage of new strategies developed</li> <li>● Percentage of guidelines developed and revised</li> <li>● Workshop reports</li> <li>● Number of dissemination events conducted</li> </ul>	No	Yes			-			-				
			0%	40%			100%				-			
				40%			100%					-		
				30%			100%					-		
			No	No			Yes			-				
			0	4			4			-				

### Strategic Theme 3: Emergency Preparedness, Response, and Resilience

#### Goal and objectives

#### Strategic Goal: 4 Strengthening national capacity in public health emergency preparedness, response, and resilience

#### Strategic Objective: 4.1 Developing health policies, strategies, and guidelines related to public health emergency preparedness, response, and resilience

Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Developing plans and SOPs related to public health emergency preparedness, response, and resilience.	<ul style="list-style-type: none"> <li>● Reviewing National preparedness and response plans and emergency SOPs</li> </ul>	<ul style="list-style-type: none"> <li>● National plans and SOPs review report</li> </ul>	No	Yes			-			-		
	<ul style="list-style-type: none"> <li>● Conducting and participating in National exercises (TTX, FTX)</li> <li>● Evaluating the effectiveness and the applicability of the National preparedness and response plans</li> </ul>	<ul style="list-style-type: none"> <li>● Number of National exercises conducted or participated in</li> <li>● Evaluation report</li> </ul>	0	2			TBD			TBD		
Reviewing the current situation of the RRTs, and updating roles & responsibilities and guidelines.	<ul style="list-style-type: none"> <li>● Developing public health emergency response plans at PoE</li> </ul>	<ul style="list-style-type: none"> <li>● Number of plans developed</li> <li>● Plans effectiveness report</li> </ul>	0	3			5			-		
	<ul style="list-style-type: none"> <li>● Building a database for all RRTs at the national level</li> <li>● Assessing the RRTs needs and gaps</li> <li>● Defining the guidelines and responsibilities of the RRTs and implementing them under the supervision of their entities and JCDC</li> </ul>	<ul style="list-style-type: none"> <li>● Database for all RRTs developed</li> <li>● TORs for each RRT</li> <li>● RRTs capability assessment report</li> </ul>	No	Yes			-			-		
			No	Yes			-			-		
		<ul style="list-style-type: none"> <li>● Number of developed guidelines and responsibilities for the RRTs</li> </ul>	0	4			6			-		

Strategic Theme 3: Emergency Preparedness, Response, and Resilience												
Goal and Objectives												
Strategic Goal: 4												
Strategic Objective: 4.2												
Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Building strategic international partnerships in public health emergency preparedness and response with relevant entities.	<ul style="list-style-type: none"> <li>Organizing annual meetings with global partners nationally and overseas</li> <li>Signing agreements and MOUs with concerned partners</li> </ul>	<ul style="list-style-type: none"> <li>Number of meetings conducted with global partners nationally and overseas</li> <li>Number of agreements and MOUs signed</li> </ul>	0	1			1			1		
	Collaborating with related entities to review emergency response actions.	<ul style="list-style-type: none"> <li>Conducting intra-action and after-action review</li> <li>Identifying gaps and lessons learned</li> <li>Conducting meetings and participating in exercises and workshops</li> </ul>	<ul style="list-style-type: none"> <li>Number of intra-action and after-action reviews conducted</li> <li>Gaps and lessons learned report developed</li> <li>Number of conducted meetings, exercises and workshops attended</li> </ul>	0	TBD			TBD		TBD		

Strategic Theme 3: Emergency Preparedness, Response, and Resilience												
Goal and Objectives												
Strategic Goal: 4 Strengthening national capacity in public health emergency preparedness, response, and resilience												
Strategic Objective: 4.2 Coordinating and monitoring national efforts directed to public health emergency preparedness and response												
Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Integrating the role of JCDC within the national response plans for epidemics and pandemics.	● Identifying the role of JCDC in the national response plans for epidemics and pandemics	● Number of plans with JCDC role embedded	0	TBD			TBD			TBD		
	● Developing integrated response plans for epidemics and pandemics	● Number of plans developed	0	TBD			TBD			TBD		
	● Hosting periodical meetings to review the National Response Plans with all partners and stakeholders	● Number of periodical meetings conducted to review and develop the National Response Plans	0	TBD			TBD			TBD		
Publishing periodic report on public health emergency preparedness and response.	● Publishing and disseminating periodic and flash reports	● Number of periodic and flash reports developed and disseminated	0	1			TBD			TBD		

Strategic Theme 4: Research, Development, and Capacity Building												
Goal and Objectives												
Strategic Goal: 5 Contributing to research, development, and capacity building related to public health issues in Jordan												
Strategic Objective: 5.1 Contributing to national and international research programs to generate knowledge related to public health issues.												
Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Establishing and maintaining a National Institutional Review Board (IRB) related to JCDC mandate.	● Recruiting experts	● National Institutional Review Board (IRB) established and functioning	No	Yes			-			-		
	● Hosting regular meetings	● Number of meetings conducted	0	3			TBD			TBD		
Identifying JCDC related public health research priorities.	● Seeking international expert consultation	● Consultant report	No	Yes			Yes			Yes		
	● Hosting national stakeholders validation and consensus workshops	● Number of developed and disseminated reports on public health research priorities	0	TBD			TBD			TBD		
	● Disseminating research priority documents	● Number of validation workshops conducted	0	TBD			TBD			TBD		

Strategic Theme 4: Research, Development, and Capacity Building												
Goal and Objectives												
Strategic Goal: 5 Contributing to research, development, and capacity building related to public health issues in Jordan												
Strategic Objective: 5.1 Contributing to national and international research programs to generate knowledge related to public health issues.												
Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Conducting research related to JCDC mandate including NCDs, CDs, health economics, and risk factors.	● Conducting desk review	● Number of developed reports	0	TBD			TBD			TBD		
	● Identifying gaps	● Number of published scientific papers	0	TBD			TBD			TBD		
Hosting periodic scientific activities related to JCDC priority public health issues as well as informatic and health economics (conferences, webinars, etc.).	● Adopting appropriate research methodology											
	● Analyzing data											
	● Developing reports											
	● Developing and subcontracting an agency to deliver a webinar series for public health practitioners	● Number of webinars conducted	0	TBD			TBD			TBD		
	● Hosting periodic conferences and symposiums	● Number of symposiums and conferences conducted	0	TBD			TBD			TBD		





Strategic Theme 4: Research, Development, and Capacity Building												
Goal and objectives												
Strategic Goal: 5 Contributing to research, development, and capacity building related to public health issues in Jordan												
Strategic Objective: 5.3 Availing quality public health capacity building programs for public health professionals												
Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Mapping and reviewing existing national training programs relevant to FETP, RRT, and Labs.	● Conducting a systematic search and mapping of all programs	● Mapping results report	No	Yes			-			-		
	● Recruiting an expert or firm	● Number of dissemination events conducted	0	1			-			-		
	● Disseminating findings											
Assessing capacity building needs of public health professionals in areas related to FETP, RRT, and Labs.	● Conducting national survey and qualitative research	● National survey report	No	Yes			-			-		
	● Conducting Training Needs Assessment	● Number of assessments conducted	0	1			TBD			TBD		
Establishing a national database of experts in the public health field including FETP, RRT, Labs and health economics.	● Surveying relevant institutions	● Survey report	No	Yes			-			-		
	● Hosting periodic consultative meetings	● Number of consultative meetings conducted	0	TBD			TBD			-		
	● Visiting relevant institutions	● Number of visits conducted	0	TBD			TBD			-		
	● Recruiting a consultant or company to establish a database	● Database established	No	No			Yes			Yes		

Strategic Theme 4: Research, Development, and Capacity Building												
Goal and objectives												
Strategic Goal: 5 Contributing to research, development, and capacity building related to public health issues in Jordan												
Strategic Objective: 5.3 Availing quality public health capacity building programs for public health professionals												
Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Building a trained, advanced, and flexible scientific workforce to aid in surveillance, analysis, and health information management.	● Defining training needs	● Training needs assessment report	No	Yes			-			-		
	● Coordinating with various partners and universities	● Number of coordination meetings conducted	0	TBD			TBD			TBD		
	● Establishing training courses in surveillance including EBS	● Training material developed	No	Yes			-			-		
	● Training master trainers on specialty areas	● TOT report	No	No			Yes			Yes		
	● Evaluating programs quality	● Number of master trainers trained	0	TBD			-			-		
			● Program quality evaluation report	No	No			Yes			Yes	
Building the capacity of public health professionals in areas related to FETP, RRT, and Labs.	● Conducting workshops	● Number of workshops conducted	0	-			TBD			TBD		
	● Conducting Training of trainers	● Number of TOT courses conducted	0	-			TBD			TBD		
	● Developing specialized training programs	● Number of trainers trained	0	-			TBD			TBD		
			● Number of specialized training programs developed	0	-			TBD			TBD	

### Strategic Theme 4: Research, Development, and Capacity Building

#### Goal and objectives

Strategic Goal: 5 Contributing to research, development, and capacity building related to public health issues in Jordan

Strategic Objective: 5.3 Availing quality public health capacity building programs for public health professionals

Projects / Interventions	Activity	Indicators	Baseline 2022	Target 2023	Actual 2023	% Achievement	Target 2024	Actual 2024	% Achievement	Target 2025	Actual 2025	% Achievement
Developing an online platform that avails periodic training and capacity building activities and programs.	● Developing or subcontracting agency to build the platform	● Online platform developed and functioning	No	Yes			Yes			Yes		
	● Adapting and uploading the training material on the electronic platform	● Number of materials adapted and uploaded	0	TBD			TBD			TBD		

## 4.7 JCDC First Year Action Plan

Strategic Theme 1: Governance, Coordination, and Stewardship									
Strategic Goal: 1									
Establishing JCDC role as a major entity to prevent, combat, and mitigate health threats and promote health security									
Strategic Objective: 1.1									
Developing policies, strategies, and guidelines related to preventing, getting prepared and combating epidemics, and communicable diseases within One Health, in addition to health-related environmental threats.									
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target
		Start	Finish						
1. Mapping and reviewing the existing disease prevention and surveillance policies, strategies and guidelines related to epidemics, communicable and zoonotic diseases, within One Health, in addition to health-related environmental threats.	<ul style="list-style-type: none"> <li>Conducting a systematic search and mapping of all documents</li> <li>Conducting stakeholders' analysis</li> <li>Recruiting and hiring an expert or firm</li> <li>Disseminating findings through events</li> </ul>	Nov 2022	Dec 2023	Disease Prevention and Control Directorate & Epidemiological Surveillance Directorate	MOH MOA MOEnv MOWI MODEE NCSCM	Donors	<ul style="list-style-type: none"> <li>Mapping report including analysis of contextual factors</li> <li>Number of events conducted to disseminate results</li> <li>List of stakeholders</li> </ul>	No	Yes
2. Updating, developing, and recommending national One Health policies, strategies and guidelines related to epidemics, communicable and zoonotic diseases, within One Health, in addition to health-related environmental threats.	<ul style="list-style-type: none"> <li>Developing, updating or reformulating existing policies, strategies, and guidelines</li> <li>Conducting validation and consensus workshop</li> <li>Producing and disseminating findings</li> </ul>	Jul 2023	Dec 2025	Epidemiological Surveillance Directorate & Disease Prevention and Control Directorate	MOH MOA MOEnv MOWI MODEE NCSCM	General Budget	<ul style="list-style-type: none"> <li>Percentage of new policies developed/revised/recommended</li> <li>Percentage of Strategies developed</li> <li>Percentage of guidelines developed</li> <li>Validation workshop report</li> <li>Report on production and dissemination of findings</li> </ul>	0%	10%

Strategic Theme 1: Governance, Coordination, and Stewardship									
Strategic Goal: 1									
Establishing JCDC role as a major entity to prevent, combat, and mitigate health threats and promote health security									
Strategic Objective: 1.1									
Developing policies, strategies, and guidelines related to preventing, getting prepared and combating epidemics, and communicable diseases within One Health, in addition to health-related environmental threats.									
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target
		Start	Finish						
3. Developing and updating One Health standard operating procedures (SOPs) related to epidemics, communicable and zoonotic diseases, within the One Health, in addition to health-related environmental threats.	<ul style="list-style-type: none"> <li>Identifying different stakeholders</li> <li>Developing and update SOPs</li> <li>Conducting consensus workshop</li> <li>Disseminating SOPs</li> <li>Training end-users on approved SOPs</li> </ul>	Dec 2023	Dec 2025	Disease Prevention and Control Directorate & Epidemiological Surveillance Directorate	MOH MOA MOEnv MOWI MODEE NCSCM	General Budget	<ul style="list-style-type: none"> <li>List of actors and stakeholders</li> <li>Percentage of One Health (SOPs) developed</li> <li>Validation workshop report</li> <li>Number of trained end-users</li> <li>Number of trained entities</li> </ul>	No - No 0 0	Yes 5% No 0 0

Strategic Theme 1: Governance, Coordination, and Stewardship									
Strategic Goal: 1 Establishing JCDC role as a major entity concerned with prevention, combating and mitigation of health threats and promotion of health security									
Strategic Objective: 1.2 Coordinating and monitoring efforts to prevent, get prepared, combat and control epidemics, communicable diseases, and other health and related environmental threats									
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target
		Start	Finish						
1. Hosting and coordinating One Health national advisory and/ or technical committees related to combating and controlling epidemics, communicable diseases, and other health and related environmental threats.	<ul style="list-style-type: none"> <li>Forming the committee(s)</li> <li>Hosting periodic meetings</li> <li>Production and dissemination of outputs</li> </ul>	Jan 2023	Dec 2025	Disease Prevention and Control Directorate & Epidemiological Surveillance Directorate	MOH MOA MOEnv MOWI MODEE NCSCM	General Budget	<ul style="list-style-type: none"> <li>Percentage of One Health national advisory and technical committees hosted/coordinated</li> <li>Number of One Health national advisory and technical committees' meetings</li> <li>Number of Reports on Production and dissemination of outputs</li> </ul>	0%	100%
2. Monitoring and analyzing the impact of the national advisory and technical committees related to combating and controlling epidemics, communicable diseases, and other health and related environmental threats.	<ul style="list-style-type: none"> <li>Conducting Process and impact evaluation study</li> </ul>	Jan 2024	Dec 2025	Epidemiological Surveillance Directorate & All directorates	MOA MOEnv MOWI MODEE NCSCM	Donors	<ul style="list-style-type: none"> <li>Conducted Process and impact evaluation study report</li> </ul>	No	Yes
3. Building partnerships and cooperating with local, regional, and international bodies with similar scope of work.	<ul style="list-style-type: none"> <li>Soliciting collaborative meetings (in person or virtual)</li> <li>Signing MOUs and agreements</li> <li>Traveling to establish connection</li> </ul>	Jan 2023	Dec 2025	Disease Prevention and Control Directorate & Epidemiological Surveillance Directorate	MOH MOA MOEnv MOWI MODEE NCSCM	General Budget & Donors	<ul style="list-style-type: none"> <li>Number of MOUs and agreements signed</li> <li>Number of collaborative meetings conducted</li> </ul>	-	TBD  TBD

Strategic Theme 1: Governance, Coordination, and Stewardship										
Strategic Goal: 1 Establishing JCDC role as a major entity concerned with prevention, combating and mitigation of health threats and promotion of health security										
Strategic Objective: 1.3 Supporting national efforts directed to prevent, prepare, combat and control non-communicable diseases.										
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline		Target
		Start	Finish					2022	2023	
1. Mapping and reviewing existing NCDs strategies and registries.	<ul style="list-style-type: none"> <li>Conducting a systematic search and mapping of all documents</li> <li>Conducting stakeholders' analysis</li> <li>Recruiting and hiring an expert or firm</li> <li>Disseminating findings through events</li> </ul>	Apr 2023	Aug 2023	Technology and Information Systems Directorate Epidemiological Surveillance Directorate & Disease Prevention and Control Directorate	MOH RMS MODEE University hospitals Private Sector	Donors	<ul style="list-style-type: none"> <li>Mapping results report</li> <li>Number of dissemination events conducted</li> </ul>	No	2	Yes
2. Prioritizing NCDs registries to be linked to national surveillance system.	<ul style="list-style-type: none"> <li>Conducting prioritization study</li> <li>Conducting validation and consensus workshop</li> </ul>	Aug 2023	Feb 2024	Technology and Information Systems Directorate Epidemiological Surveillance Directorate & Disease Prevention and Control Directorate	MOH RMS University hospitals Private Sector	General Budget & Donors	<ul style="list-style-type: none"> <li>List of stakeholders</li> <li>Report on validation and consensus workshop</li> </ul>	No	No	Yes Yes

Strategic Theme 1: Governance, Coordination, and Stewardship									
Strategic Goal 1									
Establishing JCDC role as a major entity concerned with prevention, combating and mitigation of health threats and promotion of health security									
Supporting national efforts directed to prevent, prepare, combat and control non-communicable diseases.									
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target
		Start	Finish						
3. Strengthening the existing and supporting development of priority population-based registries.	<ul style="list-style-type: none"> <li>Supporting development of needed registry</li> <li>Strengthening existing registries</li> </ul>	Jan 2023	Dec 2025	Technology and Information Systems Directorate Disease Prevention and Control Directorate & Epidemiological Surveillance Directorate	MOH RMS DOS University hospitals Private Sector	General Budget & Donors	<ul style="list-style-type: none"> <li>Number of registries strengthened or developed</li> </ul>	2022 0	2023 TBD
4. Monitoring and analyzing the NCDs surveillance data, and recommend priority areas for interventions at national level.	<ul style="list-style-type: none"> <li>Conducting data analysis</li> <li>Reporting/ production</li> </ul>	Jul 2023	Dec 2025	Technology and Information Systems Directorate Disease Prevention and Control Directorate & Epidemiological Surveillance Directorate	MOH RMS DOS University hospitals Private Sector	General Budget	<ul style="list-style-type: none"> <li>Data analysis report</li> </ul>	No	No



Strategic Theme 1: Governance, Coordination, and Stewardship									
Strategic Goal: 1									
Establishing JCDC role as a major entity concerned with prevention, combating and mitigation of health threats and promotion of health security									
Strategic Objective: 1.3									
Supporting national efforts directed to prevent, prepare, combat and control non-communicable diseases.									
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target
		Start	Finish						
5. Publishing periodic reports about NCDs status at national level.	<ul style="list-style-type: none"> <li>Reporting via different platforms and communication channels and consortiums</li> </ul>	Jan 2024	Dec 2025	Technology and Information Systems Directorate Disease Prevention and Control Directorate In coordination with Epidemiological Surveillance Directorate & Research, Policies, and Training Directorate	MOH	General Budget & Donors	<ul style="list-style-type: none"> <li>Number of reports developed and communicated</li> <li>Number of actions taken after dissemination report</li> </ul>	0	0

Strategic Theme 2: Surveillance, Analysis and Monitoring									
Promoting and supporting the availability and use of high- quality surveillance data to guide evidence-based national public health policies and practices									
Supporting the development of national integrated multi-sectoral surveillance system									
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target
		Start	Finish						
1. Mapping and reviewing the existing surveillance databases from all sectors (human and animal) and recommend mechanism for linking the databases using the best international practices.	<ul style="list-style-type: none"> <li>Conducting a systematic search and mapping of all documents</li> <li>Conducting stakeholders' analysis</li> <li>Recruiting and hiring an expert or firm</li> <li>Disseminating findings event</li> </ul>	Nov 2022	Jun 2023	Epidemiological Surveillance Directorate Technology and Information Systems Directorate & Research, Policies, and Training Directorate	MOH MOA MOEnv MOWI MODEE	Donors	<ul style="list-style-type: none"> <li>List of stakeholders</li> <li>Mapping results report</li> <li>Number of dissemination events conducted</li> </ul>	No	Yes
2. Obtaining access to national databases that relate to JCDC mandate including One Health and MODEE.	<ul style="list-style-type: none"> <li>Conducting meetings</li> <li>Signing agreements and MOUs</li> </ul>	Sep 2023	Dec 2025	Epidemiological Surveillance Directorate Technology and Information Systems Directorate & Research, Policies, and Training Directorate	MOH MOA MOEnv MOWI MODEE	General Budget	<ul style="list-style-type: none"> <li>Number of meetings conducted</li> <li>Number of agreement and MOUs</li> <li>Percentage of databases accessed</li> </ul>	0	TBD TBD 10 %

Strategic Theme 2: Surveillance, Analysis and Monitoring									
Promoting and supporting the availability and use of high- quality surveillance data to guide evidence-based national public health policies and practices									
Supporting the development of national integrated multi-sectoral surveillance system									
3. Evaluating the ability of existing sentinel surveillance system and EBS system to encompass potential emerging diseases.									
4. Developing SOPs to standardize data quality within all relevant entities.	<ul style="list-style-type: none"> <li>Identifying different stakeholders</li> <li>Developing SOPs</li> <li>Conducting validation and consensus workshops</li> <li>Disseminating SOPs</li> </ul>	<ul style="list-style-type: none"> <li>Report of mixed method observational study</li> </ul>	<ul style="list-style-type: none"> <li>List of stakeholders</li> <li>Percentage of SOPs developed</li> <li>Number of reports on validation and consensus workshop</li> <li>Number of dissemination events</li> </ul>	<ul style="list-style-type: none"> <li>General Budget &amp; Donors</li> </ul>	<ul style="list-style-type: none"> <li>MOH</li> <li>MOA</li> <li>MOEnv</li> <li>MOWI</li> <li>MODEE</li> </ul>	<ul style="list-style-type: none"> <li>Epidemiological Surveillance Directorate &amp; Technology and Information Systems Directorate</li> </ul>	<ul style="list-style-type: none"> <li>Sep 2023</li> </ul>	<ul style="list-style-type: none"> <li>Sep 2024</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>10 %</li> <li>0</li> <li>0</li> </ul>
5. Hosting a digital hub (platform) that enables JCDC to execute necessary analysis to support public health activities.	<ul style="list-style-type: none"> <li>Defining variables needed for the Hub</li> <li>Hiring a consultant company to establish the platform/ application, test and maintain the platform</li> <li>Training on the Hub use</li> <li>Maintaining and reviewing</li> <li>Licensing</li> </ul>	<ul style="list-style-type: none"> <li>Variables are defined</li> <li>Digital Hub (platform/ application) developed and functioning</li> <li>Number of staff trained on the Hub use</li> <li>Number of people using the Hub</li> </ul>	<ul style="list-style-type: none"> <li>General Budget &amp; Donors</li> </ul>	<ul style="list-style-type: none"> <li>MOH</li> <li>MOA</li> <li>MOEnv</li> <li>MOWI</li> <li>MODEE</li> </ul>	<ul style="list-style-type: none"> <li>Epidemiological Surveillance Directorate &amp; Technology and Information Systems Directorate</li> </ul>	<ul style="list-style-type: none"> <li>Nov 2023</li> </ul>	<ul style="list-style-type: none"> <li>Dec 2025</li> </ul>	<ul style="list-style-type: none"> <li>No</li> <li>No</li> <li>0</li> <li>0</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>Yes</li> <li>TBD</li> <li>TBD</li> </ul>

Strategic Theme 2: Surveillance, Analysis and Monitoring									
Promoting and supporting the availability and use of high-quality surveillance data to guide evidence-based national public health policies and practices									
Monitoring, analyzing and sharing national surveillance information									
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target
		Start	Finish						
1. Monitoring the epidemics, communicable diseases and health threats, including the environment, agriculture, animals and climate change issues.	<ul style="list-style-type: none"> <li>Conducting studies on the relevant epidemics</li> <li>Setting criteria of threats, and system of monitoring</li> <li>Obtaining GIS System</li> <li>Training staff on GIS system use</li> </ul>	Dec 2022	Dec 2025	Epidemiological Surveillance Directorate Technology and Information Systems & Emergency Preparedness and Response to Threats	MOH MOA MOEnv MOWI MODEE	General Budget & Donors	<ul style="list-style-type: none"> <li>Studies reports on severity and distribution of epidemics, communicable diseases and health threats</li> <li>List of criteria for monitoring developed</li> <li>GIS installed and established</li> <li>Number of layers GIS system developed and functioning</li> <li>Number of staff trained on usage of GIS system</li> <li>Number of people accessing/ using GIS system</li> </ul>	0	TBD
2. Evaluating and analyzing data from other related national surveillance systems and sharing results.	<ul style="list-style-type: none"> <li>Assigning focal points within each relevant institution</li> <li>Analyzing the data</li> <li>Conducting periodic meetings</li> <li>Sharing results with relevant stakeholders</li> </ul>	Jul 2023	Dec 2025	Epidemiological Surveillance Directorate & Technology and Information Systems	MOH MOA MOEnv MOWI MODEE	General Budget	<ul style="list-style-type: none"> <li>List of focal points</li> <li>Number of meetings conducted</li> <li>Number of reports shared</li> </ul>	No No 0	Yes TBD 4

Strategic Theme 2: Surveillance, Analysis and Monitoring									
Strategic Goal: 2		Promoting and supporting the availability and use of high-quality surveillance data to guide evidence-based national public health policies and practices							
Strategic Objective: 2.2		Monitoring, analyzing and sharing national surveillance information							
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target
		Start	Finish						
3. Publishing regular reports presenting the outputs of national surveillance analysis to guide policy and practice using different platforms.	<ul style="list-style-type: none"> <li>• Publishing the reports</li> <li>• Disseminating the reports</li> </ul>	Nov 2023	Dec 2025	Epidemiological Surveillance Directorate & Research, Policies and Training Directorate	MOH MOA MOEnv MOWI MODEE	General Budget & Donors	<ul style="list-style-type: none"> <li>• Number of periodic reports issued and disseminated</li> </ul>	2022	2023

Strategic Theme 2: Surveillance, Analysis and Monitoring									
Strategic Goal: 3 Fostering an effective laboratory network with roles and responsibility at all levels with real-time data linked to the surveillance system									
Strategic Objective: 3.1 Enhancing the national capability and capacity to detect, monitor, and confirm circulating and emerging diseases									
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target
		Start	Finish						
1. Establishing and operating a national reference lab at JCDC.	<ul style="list-style-type: none"> <li>Reconstructing of the Laboratory</li> <li>Purchasing equipment and machines</li> <li>Providing reagents and consumables</li> <li>Building the capacity of the laboratory staff</li> </ul>	Jan 2023	Jun 2023	Laboratory Directorate	MOPWH Directorate of Purchasing Local vendors	General Budget & Donors	<ul style="list-style-type: none"> <li>Percentage achievement in laboratory building renovation construction</li> <li>Number of lab machines installed</li> <li>Percentage of achievement in procurement reagents and consumables and software</li> <li>Number of staff trained</li> </ul>	0%	100% 58 100% 5
2. Mapping and gap analysis for existing policies, procedures, services, and data information systems of the national laboratory sector in Jordan.	<ul style="list-style-type: none"> <li>Conducting a systematic search and mapping of all documents</li> <li>Conducting stakeholders' analysis</li> <li>Recruiting and hiring an expert or firm</li> <li>Dissemination of findings</li> </ul>	Jan 2023	Jun 2023	Laboratory Directorate	MOH RMS MOA MOWI Universities Private Sector	General Budget & Donors	<ul style="list-style-type: none"> <li>Mapping results report</li> <li>Number of dissemination events conducted</li> </ul>	No 0	Yes 2
3. Developing and updating national guidelines of lab practices (including documentation of labs operating procedures according to international standards and recommendations).	<ul style="list-style-type: none"> <li>Announcing and recruiting a consultant</li> <li>Developing, updating or reformulating existing guidelines</li> <li>Conducting validation and consensus workshop</li> <li>Developing and disseminating the findings</li> </ul>	Jun 2023	Dec 2025	Laboratory Directorate	MOH RMS MOA MOWI Universities Private Sector	General Budget & Donors	<ul style="list-style-type: none"> <li>Percentage of guidelines of lab practices developed and disseminated</li> </ul>	0	20%

Strategic Theme 2: Surveillance, Analysis and Monitoring									
Strategic Goal: 3 Fostering an effective laboratory network with roles and responsibility at all levels with real-time data linked to the surveillance system									
Strategic Objective: 3.1 Enhancing the national capability and capacity to detect, monitor, and confirm circulating and emerging diseases									
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target
		Start	Finish						
4. Certifying JCDC laboratory by national/international accrediting bodies.	<ul style="list-style-type: none"> <li>Recruiting consultant of accreditation</li> <li>Calibrating instruments</li> <li>Applying for the accreditation</li> </ul>	Dec 2023	Dec 2025	Laboratory Directorate	HCAC ILAC ISO 15189 Other national/international accrediting bodies	General Budget & Donors	<ul style="list-style-type: none"> <li>Number of Lab documents prepared</li> <li>Instruments calibrated</li> <li>Fees paid</li> </ul>	2022	2023
5. Availing the JCDC reference lab as a research and development center for national scientists.	<ul style="list-style-type: none"> <li>Networking events with national researchers and scientists</li> <li>Soliciting, reviewing and supporting research proposals</li> <li>Providing lab supplies for researchers</li> </ul>	May 2023	Dec 2025	Laboratory Directorate & Research, Policies and Training Directorate	MOH MOA MOWI RMS Universities Private Sector	General Budget & Donors	<ul style="list-style-type: none"> <li>Number of Networking events with national scientists</li> <li>Number of research proposals reviewed / supported</li> </ul>	0	2 5

Strategic Theme 2: Surveillance, Analysis and Monitoring									
Strategic Goal: 3		Fostering an effective laboratory network with roles and responsibility at all levels with real-time data linked to the surveillance system							
Strategic Objective: 3.2		Coordinating with, and monitoring national laboratory efforts to link laboratory data with the surveillance system							
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target
		Start	Finish					2022	2023
1. Hosting a national committee of public health laboratory service providers in Jordan.	<ul style="list-style-type: none"> <li>• Hosting quarterly meeting of steering committee</li> <li>• Organizing semi-annual meetings for all lab professionals involved</li> </ul>	Jan 2023	Dec 2025	Laboratory Directorate	MOH MOA MOWI RMS RSS JFDA Universities Private Sector	General Budget	<ul style="list-style-type: none"> <li>• Number of meetings of steering committee</li> <li>• Number of meetings for all lab professionals conducted</li> </ul>	0	4
2. Developing a local electronic system for JCDC lab management.	<ul style="list-style-type: none"> <li>• Identifying the requirements</li> <li>• Recruiting a software company to develop JCDC laboratory system</li> <li>• Training staff on the system</li> </ul>	Jun 2023	Jun 2024	Laboratory Directorate & Technology and Information Systems Directorate	MOH MOA RMS MODEE	General Budget & Donors	<ul style="list-style-type: none"> <li>• Lab system developed</li> <li>• Number of trained staff</li> </ul>	No	Yes TBD



Strategic Theme 2: Surveillance, Analysis and Monitoring									
Strategic Goal: 3 Fostering an effective laboratory network with roles and responsibility at all levels with real-time data linked to the surveillance system									
Strategic Objective: 3.2 Coordinating with, and monitoring national laboratory efforts to link laboratory data with the surveillance system									
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target
		Start	Finish						
3. Developing a network of national lab information systems.	<ul style="list-style-type: none"> <li>Analyzing all lab information systems</li> <li>Recruiting a company or consultant to develop and assess national lab information systems</li> <li>Connecting national labs to the lab information system</li> </ul>	Jul 2023	Dec 2025	Laboratory Directorate & Technology and Information Systems Directorate In coordination with the Epidemiological Surveillance Directorate	MOH MOA MOWI RMS Universities Private Sector	General Budget & Donors	<ul style="list-style-type: none"> <li>Assessment report of compatibility of national laboratories software</li> <li>National laboratories software developed and functioning</li> <li>Number of national labs connected to the national lab information system</li> </ul>	No	Yes
4. Developing a platform that links JCDC reference lab data with epidemiological data, and accessing and analyzing the comprehensive data from other national laboratories.	<ul style="list-style-type: none"> <li>Recruiting a consultant company to establish the platform/ application, testing and maintaining, servers</li> <li>Training on the Hub use and data analysis</li> <li>Conducting maintenance and review</li> </ul>	Nov 2023	Dec 2025	Laboratory Directorate & Technology and Information Systems Directorate	MOH MOA MOWI RMS Universities Private Sector	General Budget & Donors	<ul style="list-style-type: none"> <li>Number platform/ application developed and functioning</li> <li>Number of staff trained on using the platform</li> <li>Number of people accessing/ using the platform</li> </ul>	0	TBD

## Strategic Theme 2: Surveillance, Analysis and Monitoring

Strategic Theme 2: Surveillance, Analysis and Monitoring									
Fostering an effective laboratory network with roles and responsibility at all levels with real-time data linked to the surveillance system									
Coordinating with, and monitoring national laboratory efforts to link laboratory data with the surveillance system									
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target
		Start	Finish					2022	2023
5. Coordinating with national laboratory entities and other stakeholders to detect, monitor, and confirm toxic and pathogenic agents, outbreak investigations, and emerging strains of variants.	<ul style="list-style-type: none"> <li>Developing instructions for coordination mechanism between national laboratories</li> <li>Developing a list of toxic and pathogenic agents, outbreak investigations, and emerging strains of variants</li> <li>Availing needed reagents and consumables</li> <li>Conducting training for national lab staff and relevant personnel on lab SOPs</li> </ul>	Jan 2023	Dec 2025	Laboratory Directorate	MOH MOA MOWI RMS PSD Universities Private Sector	General Budget	<ul style="list-style-type: none"> <li>Instructions issued</li> <li>List of toxic and pathogenic agents, outbreak investigations, and emerging strains of variants developed</li> <li>Percentage of reagents and consumables procured</li> <li>Number of staff trained on lab SOPs</li> </ul>	No	Yes
6. Establishing partnerships with regional and international entities to exchange expertise and immediately avail innovative diagnostic tools and materials to test emerging and re-emerging communicable diseases.	<ul style="list-style-type: none"> <li>Hosting regular meetings with global entities</li> <li>Coordinating the support to fulfill the urgent needs of national laboratories</li> </ul>	Jan 2023	Dec 2025	Laboratory Directorate	MOH MOA MOWI Private Sector	General Budget	<ul style="list-style-type: none"> <li>Number of meetings hosted for global entities with common interest</li> <li>Number of reagents and tests availed to national labs</li> <li>Number of MOUs with stakeholders</li> </ul>	0	2  TBD  TBD

Strategic Theme 3: Emergency Preparedness, Response, and Resilience										
Strategic goal: 4										
Strengthening national capacity in public health emergency preparedness, response, and resilience										
Strategic Objective: 4.1										
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target	
		Start	Finish							
1. Mapping and reviewing the existing policies, strategies and guidelines related to public health emergency preparedness, response, and resilience including any coordination mechanisms.	<ul style="list-style-type: none"> <li>Conducting a systematic search and mapping of all documents</li> <li>Conducting stakeholders' analysis</li> <li>Recruiting and hiring an expert or firm</li> <li>Disseminating findings</li> </ul>	Jan 2023	Jun 2023	Emergency Preparedness and Response to Threats Directorate	MOH MOA MOEnv MOWI MODEE MOI NCSCM	General Budget & Donors	<ul style="list-style-type: none"> <li>Mapping results report</li> <li>Number of dissemination events conducted</li> </ul>	- 0	Yes 1	
		2. Developing, revising and recommending national health policies related to public health emergency preparedness, response, and resilience.	<ul style="list-style-type: none"> <li>Developing, updating and reformulating existing strategies and guidelines</li> <li>Conducting validation and consensus workshops</li> <li>Developing and disseminating the findings</li> </ul>	Jan 2023	Dec 2024	Emergency Preparedness and Response to Threats Directorate	MOH MOA MOEnv MOWI MODEE MOI NCSCM	General Budget & Donors	<ul style="list-style-type: none"> <li>List of stakeholders</li> <li>Percentage of new policies developed and revised</li> <li>Percentage of new strategies developed</li> <li>Percentage of guidelines developed and revised</li> <li>Workshop reports</li> <li>Number of dissemination events conducted</li> </ul>	No 0% 0% 0% No 0

Strategic Theme 3: Emergency Preparedness, Response, and Resilience										
Strategic goal: 4 Strengthening national capacity in public health emergency preparedness, response, and resilience										
Strategic Objective: 4.1 Developing health policies, strategies, and guidelines related to public health emergency preparedness, response, and resilience										
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target	
		Start	Finish							
3. Developing plans and SOPs related to public health emergency preparedness, response, and resilience.	<ul style="list-style-type: none"> <li>Reviewing National preparedness and response plans and emergency SOPs</li> <li>Conducting and participating in National exercises (TTX, FTX)</li> <li>Evaluating the effectiveness and the applicability of the National preparedness and response plans</li> <li>Developing public health emergency response plans at PoE</li> </ul>	Jan 2023	Dec 2025	Emergency Preparedness and Response to Threats Directorate	MOH MOA MOEnv MOWI MODEE NCSCM MOI JFDA PSD GID Jordan Customs	General Budget & Donors	<ul style="list-style-type: none"> <li>National plans and SOPs review report</li> <li>Number of national exercises conducted or participated in</li> <li>Evaluation report</li> <li>Number of plans developed</li> <li>Plans effectiveness report</li> </ul>	No	2022	Yes
4. Reviewing the current situation of the RRTs, and updating roles & responsibilities and guidelines.	<ul style="list-style-type: none"> <li>Building a database for all RRTs at the national level</li> <li>Assessing RRTs needs and gaps</li> <li>Defining the guidelines and responsibilities of the RRTs and implementing them under the supervision of their entities and JCDC</li> </ul>	Jan 2023	Jun 2024	Emergency Preparedness and Response to Threats Directorate & Technology and Information Systems Directorate	MOH MOA MOEnv MOWI MODEE NCSCM JAF PSD Universities Private Labs	General Budget & Donors	<ul style="list-style-type: none"> <li>Database for all RRTs developed</li> <li>TORs for each RRT developed</li> <li>RRTs capability assessment report</li> <li>Number of developed guidelines and responsibilities for the RRTs</li> </ul>	No	2022	Yes

Strategic Theme 3: Emergency Preparedness, Response, and Resilience											
Strategic goal: 4											
Strategic Objective: 4.2											
Coordinating and monitoring national efforts directed to public health emergency preparedness and response											
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target		
		Start	Finish								
1. Building strategic international partnerships in public health emergency preparedness and response with relevant entities.	<ul style="list-style-type: none"> <li>Organizing annual meetings with global partners nationally and overseas</li> <li>Signing agreements and MOUs with concerned partners</li> </ul>	Jan 2023	Dec 2025	Emergency Preparedness and Response to Threats Directorate	Potential Partners	General Budget & Donors	<ul style="list-style-type: none"> <li>Number of meetings conducted with global partners nationally and overseas</li> <li>Number of agreements and MOUs signed</li> </ul>	0	4	2022	2023
2. Collaborating with related entities to review emergency response actions.	<ul style="list-style-type: none"> <li>Conducting intra-action and after-action review</li> <li>Identifying gaps and lessons learned</li> <li>Conducting meetings, and participating in exercises and workshops</li> </ul>	Jan 2023	Dec 2025	Emergency Preparedness and Response to Threats Directorate	MOH MOA MOEnv MOWI MODEE NCSCM	General Budget & Donors	<ul style="list-style-type: none"> <li>Number of intra-action and after-action reviews conducted</li> <li>Gaps and lessons learned report developed</li> <li>Number of conducted meetings, and exercises, and workshops attended</li> </ul>	0	TBD	0	TBD

Strategic Theme 3: Emergency Preparedness, Response, and Resilience										
Strategic goal: 4										
Strengthening national capacity in public health emergency preparedness, response, and resilience										
Strategic Objective: 4.2										
Coordinating and monitoring national efforts directed to public health emergency preparedness and response										
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target	
		Start	Finish							
3. Integrating the role of JCDC within the national response plans for epidemics and pandemics.	<ul style="list-style-type: none"> <li>Identifying the role of JCDC in the national response plans for epidemics and pandemics</li> <li>Developing integrated response plans for epidemics and pandemics</li> <li>Hosting periodical meetings to review the National Response Plans with all partners and stakeholders</li> </ul>	Jan 2023	Dec 2025	Emergency Preparedness and Response to Threats Directorate	MOH MOA MOI MOEnv MOWI MODEE NCSCM Universities Private Sector	General Budget & Donors	<ul style="list-style-type: none"> <li>Number of plans with JCDC role embedded</li> <li>Number of plans developed</li> <li>Number of periodical meetings conducted to review and develop the National Response Plans</li> </ul>	0	TBD	
4. Publishing periodic report on public health emergency preparedness and response.	<ul style="list-style-type: none"> <li>Publishing and disseminating periodic and flash reports</li> </ul>	Jan 2023	Dec 2025	Emergency Preparedness and Response to Threats Directorate	MOH MOA MOI MOEnv MOWI MODEE NCSCM	General Budget & Donors	<ul style="list-style-type: none"> <li>Number of periodic and flash reports developed and disseminated</li> </ul>	0	1	

Strategic Theme 4: Research, Development, and Capacity Building										
Strategic Goal: 5 Contributing to research, development, and capacity building related to public health issues in Jordan										
Strategic Objective: 5.1 Contributing to national and international research programs to generate knowledge related to public health issues.										
Projects / Interventions	Activity	Implementation time frame		Responsible	Partners	Funding	Indicators	Baseline	Target	
		Start	Finish							
1. Establishing and maintaining a National Institutional Review Board (IRB) related to JCDC mandate.	● Recruiting experts	Jan 2023	Dec 2023	Research, Policies and Training Directorate	MOH Academic Institutions	General Budget	● National Institutional Review Board (IRB) established and functioning	No	Yes	
	● Hosting regular meetings						● Number of meetings conducted	0	3	
2. Identifying JCDC related public health research priorities.	● Seeking international expert consultation	Jan 2023	Dec 2025	Research, Policies and Training Directorate	MOH Academic Institutions	General Budget & Donors	● Consultant report	No	Yes	
	● Hosting national stakeholders' validation and consensus workshops						● Number of developed and disseminated reports on public health research priorities	0	TBD	
3. Conducting research related to JCDC mandate including NCDs, CDs, health economics, and risk factors.	● Disseminating research priority documents						● Number of validation workshops conducted	0	TBD	
	● Conducting desk review	Jan 2023	Dec 2025	Research, Policies and Training Directorate	MOH Academic Institutions		● Number of developed reports	0	TBD	
4. Hosting periodic scientific activities related to JCDC priority public health issues as well as informatics and health economics (Conferences, webinars, etc.).	● Identifying gaps						● Number of published scientific papers	0	TBD	
	● Adopting appropriate research methodology									
	● Analyzing data									
	● Developing reports									
	● Developing and subcontracting agency to deliver a webinar series for public health practitioners	Jan 2023	Dec 2025	Research, Policies and Training Directorate	Academic Institutions	General Budget & Donors	● Number of webinars conducted	0	TBD	
	● Hosting periodic conferences and symposiums						● Number of conferences conducted	0	TBD	

Strategic Theme 4: Research, Development, and Capacity Building									
Strategic Goal: 5 Contributing to research, development, and capacity building related to public health issues in Jordan									
Strategic Objective: 5.2 Developing core competency frameworks to define, categorize and standardize public health expertise.									
Projects / Interventions	Activity	Implementation time frame		Responsible	Partner	co-Funding	Indicators	Baseline	Target
		Start	Finish						
1. Categorizing public health expertise, competencies and practices according to international standards.	<ul style="list-style-type: none"> <li>Reviewing international standards</li> <li>Seeking international expert's consultations</li> <li>Conducting a stakeholder validation and dissemination workshop</li> </ul>	Jan 2023	Jul 2023	Research, Policies and Training Directorate	MOH Academic Institutions	General Budget & Donors	<ul style="list-style-type: none"> <li>Desk review report of international standards for public health expertise and practices categories</li> <li>Standards document of Identified categories for public health expertise and practices</li> <li>Workshop report for validation and dissemination</li> </ul>	No	Yes
	2. Designing core competency framework for the different public health expertise categories.	<ul style="list-style-type: none"> <li>Reviewing international competencies</li> <li>Describing different types of responsibilities within public health organizations</li> <li>International experts' consultation</li> <li>Conducting national stakeholder validation and dissemination workshop</li> </ul>	Nov 2023	Feb 2024	Research, Policies and Training Directorate	MOH Academic Institutions	General Budget & Donors	<ul style="list-style-type: none"> <li>Desk review report of international competencies</li> <li>Competency framework document for the different categories of JCDC related public health expertise</li> <li>Workshop report for validation and dissemination</li> </ul>	No



Strategic Theme 4: Research, Development, and Capacity Building									
Strategic Goal: 5 Contributing to research, development, and capacity building related to public health issues in Jordan									
Strategic Objective: 5.3 Availing quality public health capacity building programs for public health professionals									
Projects / Interventions	Activity	Implementation time frame		Responsible	Partner	co-Funding	Indicators	Baseline	Target
		Start	Finish						
1. Mapping and reviewing existing national training programs relevant to FETP, RRT, and labs.	<ul style="list-style-type: none"> <li>Conducting a systematic search and mapping of all programs</li> <li>Recruiting an expert or firm</li> <li>Disseminating findings</li> </ul>	Jan 2023	May 2023	Research, Policies and Training Directorate & Emergency Preparedness and Response to Threats Directorate	MOH Academic Institutions	Donors	<ul style="list-style-type: none"> <li>Mapping results report</li> <li>Number of dissemination events conducted</li> </ul>	No	Yes
								0	1
2. Assessing capacity building needs of public health professionals in areas related to FETP, RRT, and labs.	<ul style="list-style-type: none"> <li>Conducting national survey and qualitative research</li> <li>Conducting Training Needs Assessment</li> </ul>	Jun 2023	Jun 2024	Research, Policies and Training Directorate Epidemiological surveillance Directorate Emergency Preparedness and Response to Threats Directorate & Laboratories Directorate	MOH Academic Institutions	General Budget & Donors	<ul style="list-style-type: none"> <li>National survey report</li> <li>Number of assessments conducted</li> </ul>	No	Yes
								0	1
3. Establishing a national database of experts in the public health field including FETP, RRT, labs, and health economics.	<ul style="list-style-type: none"> <li>Surveying relevant institutions</li> <li>Hosting periodic consultative meetings</li> <li>Visiting relevant institutions</li> <li>Recruiting a consultant or company to establish database</li> </ul>	Jun 2023	Dec 2025	Research, Policies, and Training Directorate & Technology and Information Systems Directorate	MOH Academic Institutions	General Budget	<ul style="list-style-type: none"> <li>Survey report</li> <li>Number of consultative meetings conducted</li> <li>Number of visits conducted</li> <li>Database established.</li> </ul>	No	Yes
								0	TBD
								0	TBD
								No	No

Strategic Theme 4: Research, Development, and Capacity Building										
Contributing to research, development, and capacity building related to public health issues in Jordan										
Strategic Objective: 5.3										
Availing quality public health capacity building programs for public health professionals										
Projects / Interventions	Activity	Implementation time frame		Responsible	Partner	co-Funding	Indicators	Baseline		Target
		Start	Finish					2022	2023	
4. Building a trained, advanced, and flexible scientific workforce to aid in surveillance, analysis, and health information management.	<ul style="list-style-type: none"> <li>Defining training needs</li> <li>Coordinating with various partners and universities</li> <li>Establishing training courses in surveillance including EBS</li> <li>Training of master trainers on speciality areas</li> <li>Evaluating program's quality</li> </ul>	Jan 2023	Dec 2025	Research, Policies and Training Directorate & Epidemiological Surveillance Directorate	MOH MOA MOEnv MOWI MODEE	General Budget & Donors	<ul style="list-style-type: none"> <li>Training needs assessment report</li> <li>Number of coordination meetings conducted</li> <li>Training material developed</li> <li>TOT report</li> <li>Number of trainers trained</li> <li>Program quality evaluation report</li> </ul>	No	0	Yes TBD Yes No TBD No
		Jan 2024	Dec 2025	Research, Policies and Training Directorate Epidemiological Surveillance Directorate Emergency and Preparedness and Response to Threats Directorate & Laboratories Directorate	MOH Academic Institutions	General Budget & Donors	<ul style="list-style-type: none"> <li>Number of workshops conducted</li> <li>Number of TOT courses conducted</li> <li>Number of master trainers trained</li> <li>Number of specialized training programs developed</li> </ul>	0	0	- - - -
5. Building the capacity of public health professionals related to FETP, RRT, and labs.	<ul style="list-style-type: none"> <li>Conducting workshops</li> <li>Conducting Training of trainers</li> <li>Developing specialized training programs</li> </ul>	Jan 2024	Dec 2025	Research, Policies and Training Directorate Epidemiological Surveillance Directorate Emergency and Preparedness and Response to Threats Directorate & Laboratories Directorate	MOH Academic Institutions	General Budget & Donors	<ul style="list-style-type: none"> <li>Number of workshops conducted</li> <li>Number of TOT courses conducted</li> <li>Number of master trainers trained</li> <li>Number of specialized training programs developed</li> </ul>	0	0	- - - -

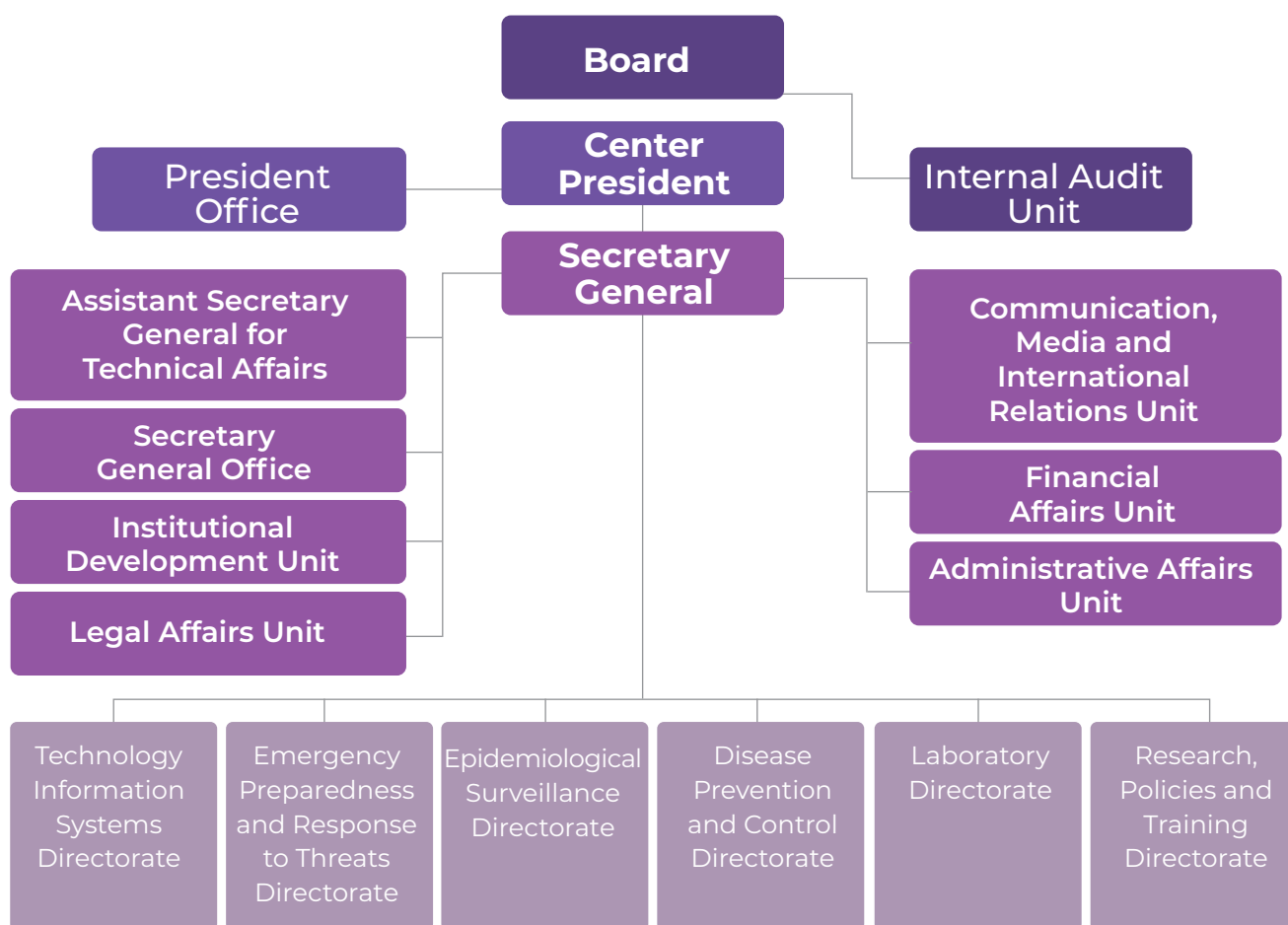
Strategic Theme 4: Research, Development, and Capacity Building									
Strategic Goal: 5 Contributing to research, development, and capacity building related to public health issues in Jordan									
Strategic Objective: 5.3 Availing quality public health capacity building programs for public health professionals									
Projects / Interventions	Activity	Implementation time frame		Responsible	Partner	co-Funding	Indicators	Baseline	Target
		Start	Finish						
6. Developing an online platform that avails periodic training and capacity building activities and programs.	<ul style="list-style-type: none"> <li>Developing or subcontracting agency to build the platform</li> <li>Adapting and uploading the training material on the electronic platform</li> </ul>	Jan 2023	Dec 2025	Research, Policies and Training Directorate & Technology and Information Systems Directorate	MOH Academic Institutions	General Budget & Donors	<ul style="list-style-type: none"> <li>Online platform developed and functioning</li> <li>Number of training materials adapted and uploaded</li> </ul>	No	2023 Yes
								0	TBD

# Annex I: JCDC Organizational Structure



المركز الوطني لمكافحة الأمراض السارية  
JORDAN CENTER FOR DISEASE CONTROL

## JCDC Organizational Structure



# Annex II:

## A Sample of Professionals Who Reviewed the Strategy

Name	Affiliation
Dr. Ayman Maqableh	MOH
Dr. Ala'a Bani Tarif	MOH
Dr. Azmi Mahafzah	UoJ
Dr. Anwar Batihah	JUST
Dr. Ammar Ma'aytah	Middle East University
Dr. Haifa Madi	UAE MOH
Dr. Arij Othman	UoJ
Dr. Salwa Bitar	Ex-USAID
Dr. Rana Al-Dujani	The Hashemite University
Dr. Joost Butenop	KFW Public Health Consultant
Dr. Khaled Khairallah	JUST
Dr. Sami Al-Shaikh	Public Health Advisor
Dr. Chinara Aidyalieva	WHO
Dr. Niven Wilson	IOM
Mr. Tkhiro Hasumi	WB
Mrs. Samar Abdannour	Public Health Specialist
Dr. Adel Al-Wahadneh	RMS
Dr. Mohammad Al-Ma'aytah	RMS
Dr. Montaha Gharaibeh	Al-Ahliyya Amman University

# Annex III: JCDC Mandate within the Context of the Public Health Law

The Public Health Law articles and corresponding JCDC functions illustrated in the table below:

Public Health Law	Complemented with JCDC Function
<p><b>Article (3)</b></p> <p><b>The MOH is responsible for all health affairs in the Kingdom, and its tasks include, in particular:</b></p>	
<p>A- Maintaining public health by providing preventive, curative and supervisory health services.</p>	<ul style="list-style-type: none"> <li>• Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>• Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and providing recommendations on their prevention.</li> <li>• Coordinating response efforts to epidemics, pandemics and other health threats and implementing health emergency plans.</li> <li>• Managing epidemics and communicable diseases prevention programmes.</li> <li>• Developing preparedness and response plans for health emergencies.</li> </ul>
<p>B - Regulating and supervising health services provided by the public and private sectors.</p>	<ul style="list-style-type: none"> <li>• Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>• Overseeing the development and implementation of antibiotic resistance control strategies, coordinating AMR monitoring initiatives, and linking THEM with global initiatives</li> </ul>
<p>D - Establish educational and training health institutions and institutes affiliated with the Ministry and supervise their management, taking into account the provisions of the relevant legislation in force.</p>	<ul style="list-style-type: none"> <li>• Capacity-building, training, and rehabilitation of the Centre's cadres, training workers in the field of epidemics and communicable diseases control and developing them through the provision of professional and academic programs in cooperation and coordination with the relevant bodies locally, regionally, and internationally.</li> </ul>
<p><b>Article (4): The MOH, in coordination with the relevant authorities, works to achieve the following:</b></p>	
<p>A- Encouraging and promoting healthy lifestyles and behaviors.</p> <p>To encourage the fight against smoking and any other patterns or behavior scientifically proven to improve health.</p>	<ul style="list-style-type: none"> <li>• Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> </ul>

Public Health Law	Complemented with JCDC Function
D- Care for the health of women and children: during pregnancy, during childbirth, during the puerperium, monitoring the growth of the child, and providing vaccinations.	<ul style="list-style-type: none"> <li>● Following up on and improving vaccination levels in Jordan and expanding the base of the people who are covered.</li> </ul>
H - Oversight of the occupational environment and the health of workers in factories and industrial establishments; to ensure their health safety.	<ul style="list-style-type: none"> <li>● Monitoring and follow-up of environmental health threats and their relationship to epidemics and communicable diseases.</li> </ul>
I- Implementing health programs and activities related to combating common noncommunicable diseases such as cardiovascular diseases, cancer, diabetes, and any other similar diseases that may pose a risk to public health.	<ul style="list-style-type: none"> <li>● Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and providing recommendations on their prevention.</li> </ul>
<b>Article (18)</b>	
A- The director, government doctor, or authorized employee has the right to inspect any real estate or house if he is suspected of having a contagious disease, and he has the right to cleanse that property and take all measures to reduce the spread of infectious disease.	<ul style="list-style-type: none"> <li>● Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and providing recommendations on their prevention.</li> <li>● Coordinating response efforts to epidemics, pandemics and other health threats and implementing health emergency plans.</li> <li>● Leading health efforts aimed at preventing and controlling epidemics, communicable diseases, and the disabilities resulting from them.</li> <li>● Managing epidemics and communicable diseases prevention programs.</li> </ul>
B - When an epidemic arises for any disease or injury, it is necessary for the ministry to take the necessary measures to prevent its spread, including monitoring public and private water sources, crops, and any food or other sources that could constitute potential means of transmission of the infection.	<ul style="list-style-type: none"> <li>● Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and providing recommendations on their prevention.</li> <li>● Coordinating response efforts to epidemics, pandemics and other health threats and implementing health emergency plans.</li> <li>● Leading health efforts aimed at preventing and controlling epidemics, communicable diseases, and the disabilities resulting from them.</li> <li>● Managing epidemics and communicable diseases prevention programs.</li> <li>● Developing preparedness and response plans for health emergencies.</li> </ul>
C- It is prohibited, under penalty of the penalties stipulated in this law, to use the infested materials, objects, or places that are likely to transmit the disease. It is also prohibited to put any of them within reach of others or at their disposal.	<ul style="list-style-type: none"> <li>● Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>● Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and providing recommendations on their prevention.</li> <li>● Managing epidemics and communicable diseases prevention programs.</li> </ul>

Public Health Law	Complemented with JCDC Function
<b>Article (19)</b>	
<p>A - Isolated with a contagious disease and isolation in the manner decided by the doctor so as to prevent exposure of others to infection with the disease.</p>	<ul style="list-style-type: none"> <li>● Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>● Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and providing recommendations on their prevention.</li> <li>● Coordinating response efforts to epidemics, pandemics and other health threats and implementing health emergency plans.</li> <li>● Leading health efforts aimed at preventing and controlling epidemics, communicable diseases, and the disabilities resulting from them.</li> <li>● Managing epidemics and communicable diseases prevention programs.</li> <li>● Developing preparedness and response plans for health emergencies.</li> </ul>
<p>B- The Minister or his authorized representative may take the necessary measures to prevent the transmission of infection to others from the infection warehouse or the source of the infection.</p>	<ul style="list-style-type: none"> <li>● Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>● Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and providing recommendations on their prevention.</li> <li>● Leading health efforts aimed at preventing and controlling epidemics, communicable diseases, and the disabilities resulting from them.</li> <li>● Managing epidemics and communicable diseases prevention programmes.</li> </ul>
<p>C-The director, doctor, or authorized employee has the right to take laboratory samples from patients, contacts, or suspected of being infected, or from any food, water, etc., in case he is suspected of an infectious disease.</p>	<ul style="list-style-type: none"> <li>● Providing reference diagnostic services for individuals, society, and health institutions</li> <li>● Coordinating response efforts to epidemics, pandemics and other health threats and implementing health emergency plans.</li> <li>● Developing preparedness and response plans for health emergencies.</li> </ul>
<b>Article (20)</b>	
<p>A- Every physician supervising or participating in the treatment of any infected person with a contagious disease must inform the director in his region of the injury or death of this disease within twenty-four hours of its occurrence.</p>	<ul style="list-style-type: none"> <li>● Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>● Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and providing recommendations on their prevention.</li> <li>● Leading health efforts aimed at preventing and controlling epidemics, communicable diseases, and the disabilities resulting from them.</li> <li>● Managing epidemics and communicable diseases prevention programs.</li> </ul>
<p>B- The Minister or his authorized representative may ask any doctor to provide him with the information he has about any disease or injury.</p>	<ul style="list-style-type: none"> <li>● Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and providing recommendations on their prevention.</li> <li>● Leading health efforts aimed at preventing and controlling epidemics, communicable diseases, and the disabilities resulting from them.</li> <li>● Managing epidemics and communicable diseases prevention programs.</li> </ul>



Public Health Law	Complemented with JCDC Function
<p>C- The Minister issues a list of the diseases to be reported.</p>	<ul style="list-style-type: none"> <li>● Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and providing recommendations on their prevention</li> <li>● Leading health efforts aimed at preventing and controlling epidemics, communicable diseases, and the disabilities resulting from them.</li> <li>● Managing epidemics and communicable diseases prevention programs.</li> </ul>
<p><b>Article (21)</b></p>	
<p>A - In order to prevent an outbreak of disease that may result from wastewater, the director or doctor may instruct the authorities responsible for sanitation to take the necessary measures to maintain public health within the period specified for this purpose.</p>	<ul style="list-style-type: none"> <li>● Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>● Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and providing recommendations on their prevention.</li> <li>● Leading health efforts aimed at preventing and controlling epidemics, communicable diseases, and the disabilities resulting from them.</li> <li>● Managing epidemics and communicable diseases prevention programs.</li> <li>● Developing preparedness and response plans for health emergencies.</li> </ul>
<p>B - If the responsible party has not implemented what it was assigned to do during the period specified in Paragraph (A) of this article, the director or doctor may take the necessary measures in the manner he deems appropriate and at the expense of that body on the basis of the amount actually spent on work in addition to it (25%). As administrative expenses, and these expenditures are obtained in the manner in which public funds are obtained.</p>	<ul style="list-style-type: none"> <li>● Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>● Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and providing recommendations on their prevention.</li> <li>● Leading health efforts aimed at preventing and controlling epidemics, communicable diseases, and the disabilities resulting from them.</li> <li>● Managing epidemics and communicable diseases prevention programs.</li> <li>● Developing preparedness and response plans for health emergencies.</li> </ul>
<p><b>Article (22)</b></p>	
<p>A- 1 - If an epidemic is widespread in the Kingdom or any region in it, the Minister must take all measures urgently to combat it, prevent its spread, and announce this epidemic through various media, and the announcement will be published in the Official Gazette.</p>	<ul style="list-style-type: none"> <li>● Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>● Coordinating response efforts to epidemics, pandemics, and other health threats and implementing health emergency plans.</li> <li>● Developing preparedness and response plans for health emergencies.</li> </ul>
<p>A - 2- The Minister is empowered to take all necessary measures to eradicate the epidemic, and for this purpose, he can isolate the injured or vulnerable to injury or suspected of being infected and prevent their transmission and give vaccines and vaccines, treatment and inspection, destruction of contaminated materials, the burial of the dead, an inspection of means of transport and placing a hand on real estate and means of transport for the period required Necessity in exchange for just compensation.</p>	<ul style="list-style-type: none"> <li>● Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>● Coordinating response efforts to epidemics, pandemics and other health threats and implementing health emergency plans.</li> <li>● Follow up on and improve vaccination levels in Jordan and expand the base of the people who are covered.</li> <li>● Leading health efforts aimed at preventing and controlling epidemics, and communicable diseases.</li> <li>● Developing preparedness and response plans for health emergencies.</li> </ul>

Public Health Law	Complemented with JCDC Function
<p>B - Whoever intentionally conceals an infected person or exposes a person to infection with a pandemic disease, or intentionally causes the transmission of infection to others or refrains from carrying out any procedure requested by him to prevent the spread of infection, is considered to have committed a crime punishable under the provisions of this law</p>	<ul style="list-style-type: none"> <li>● Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>● Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and providing recommendations on their prevention.</li> <li>● Managing epidemics and communicable diseases prevention programs.</li> </ul>
<p><b>Article (23)</b></p>	
<p>The Minister shall issue the necessary instructions to impose epidemiological control procedures, including taking laboratory samples and implementing quarantine procedures, if necessary, to prevent the infiltration of diseases into the Kingdom and to prevent their transmission to other countries by land, sea or air, and to implement international agreements and obligations related to this matter that The Kingdom was associated with it and committed to its implementation.</p>	<ul style="list-style-type: none"> <li>● Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>● Coordinating response efforts to epidemics, pandemics and other health threats and implementing health emergency plans.</li> <li>● Providing reference diagnostic services for individuals, society, and health institutions</li> <li>● Leading health efforts aimed at preventing and controlling epidemics, communicable diseases, and the disabilities resulting from them</li> <li>● Managing epidemics and communicable diseases prevention programs.</li> <li>● Developing preparedness and response plans for health emergencies.</li> </ul>
<p><b>Article (24)</b></p>	
<p>The Ministry is responsible for controlling and controlling vector-borne diseases if they arise or spread</p>	<ul style="list-style-type: none"> <li>● Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and providing recommendations on their prevention.</li> <li>● Coordinating response efforts to epidemics, pandemics and other health threats and implementing health emergency plans.</li> <li>● Leading health efforts aimed at preventing and controlling epidemics, communicable diseases, and the disabilities resulting from them</li> <li>● Managing epidemics and communicable diseases prevention programs.</li> <li>● Developing preparedness and response plans for health emergencies.</li> </ul>
<p><b>Article (25)</b></p>	
<p>The person responsible for any drug that may generate disease vectors in it must cooperate with the Ministry to take the necessary measures and precautions to prevent this.</p>	<ul style="list-style-type: none"> <li>● Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>● Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and providing recommendations on their prevention.</li> <li>● Leading health efforts aimed at preventing and controlling epidemics, communicable diseases, and the disabilities resulting from them.</li> </ul>
<p><b>Article (26)</b></p>	
<p>Commissioner employee may be entered at any reasonable time to any place to remove the reasons for the presence of disease vectors or their breeding ground if these buildings inhabited do not enter except with the permission of the administrator or by the decision of the competent Prosecutor</p>	<ul style="list-style-type: none"> <li>● Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>● Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and providing recommendations on their prevention.</li> </ul>

Public Health Law	Complemented with JCDC Function
<b>Article (27)</b>	
<p>The authorized director or government doctor may take all necessary medical measures for an infected or suspected patient with any of the vector-borne diseases.</p>	<ul style="list-style-type: none"> <li>● Coordinating response efforts to epidemics, pandemics and other health threats and implementing health emergency plans.</li> <li>● Leading health efforts aimed at preventing and controlling epidemics, communicable diseases, and the disabilities resulting from them..</li> <li>● Managing epidemics and communicable diseases prevention programmes.</li> <li>● Developing preparedness and response plans for health emergencies.</li> </ul>
<b>Article (28)</b>	
<p>B - If public health conditions require and in special cases, the minister may decide to give the required vaccines to people of all ages, and he may decide to re-vaccinate in repeated doses whenever the need arises.</p>	<ul style="list-style-type: none"> <li>● Follow-up on and improve vaccination levels in Jordan and expand the base of the people who are covered.</li> </ul>
<p>C - The Ministry should provide vaccines and preventive vaccines needed to protect children and the general health of citizens.</p>	<ul style="list-style-type: none"> <li>● Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>● Follow up on and improve vaccination levels in Jordan and expand the base of the people who are covered.</li> </ul>
<b>Article (36)</b>	
<p>The Ministry, in coordination with the relevant authorities and in accordance with its own legislation, monitors drinking water, whatever its source, to ensure its validity in terms of health and take the necessary measures to prevent the use of any nondrinking water, including taking samples from it and examining it in its laboratories or any other laboratories approved by it.</p>	<ul style="list-style-type: none"> <li>● Monitoring and follow-up of environmental health threats and their relationship to epidemics and communicable diseases</li> <li>● Providing reference diagnostic services for individuals, society, and health institutions</li> <li>● Leading health efforts aimed at preventing and controlling epidemics, communicable diseases, and the disabilities resulting from them.</li> </ul>
<b>Article (37)</b>	
<p>Drinking water may not be imported and entered into the Kingdom except after it has been examined and approved by the Ministry.</p>	<ul style="list-style-type: none"> <li>● Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>● Monitoring and follow-up of environmental health threats and their relationship to epidemics and communicable diseases.</li> </ul>
<b>Article (38)</b>	
<p>The Ministry may monitor the following:</p>	
<p>A- Drinking water sources and networks to ensure that they are not exposed to pollution.</p>	<ul style="list-style-type: none"> <li>● Monitoring epidemics and communicable diseases nationally, regionally, and internationally, detecting new or emerging threats, and recommending their prevention.</li> <li>● Monitoring and follow-up of environmental health threats and their relationship to epidemics and communicable diseases.</li> </ul>

Public Health Law	Complemented with JCDC Function
<p>B- How to handle drinking water, its transportation, distribution and storage to ensure the availability of health conditions in these operations, including the quality of the materials used in the treatment of drinking water, its transportation, storage, distribution and packaging, and to prevent the use of any material that could harm the health of the consumer.</p>	<ul style="list-style-type: none"> <li>• Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>• Monitoring and follow-up of environmental health threats and their relationship to epidemics and communicable diseases.</li> <li>• Leading health efforts aimed at preventing and control of epidemics, communicable diseases, and the disabilities resulting from them</li> <li>• Managing epidemics and communicable diseases prevention programmes.</li> </ul>
<p><b>Article (39)</b></p>	
<p>Every person in charge of a water source, network, reservoir, plant or factory for drinking water filling should immediately notify the Ministry and the Water Authority of any pollution of the water under his supervision.</p>	<ul style="list-style-type: none"> <li>• Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>• Monitoring and follow-up of environmental health threats and their relationship to epidemics and communicable diseases</li> <li>• Leading health efforts aimed at preventing and controlling epidemics, communicable diseases, and the disabilities resulting from them.</li> </ul>
<p><b>Article (41)</b></p>	
<p>The Ministry is responsible for controlling the import of banned chemical substances and their conditions for import, export and circulation for preserving public health.</p>	<ul style="list-style-type: none"> <li>• Monitoring and follow-up of environmental health threats and their relationship to epidemics and communicable diseases.</li> </ul>
<p><b>Article (49)</b></p>	
<p>The Minister shall issue the necessary instructions to prevent or eliminate the occurrence of a health hazard in the event of it.</p>	<ul style="list-style-type: none"> <li>• Developing health policies related to the control of epidemics and communicable diseases and recommending them to the relevant authorities.</li> <li>• Monitoring and follow-up of environmental health threats and their relationship to epidemics and communicable diseases.</li> <li>• Developing preparedness and response plans for health emergencies.</li> </ul>
<p><b>Article (75)</b></p>	
<p>Prime Minister and Minister in charge of implementing the provisions of this law.</p>	<ul style="list-style-type: none"> <li>• JCDC board is being chaired by the Prime Minister and Minister of Health is his deputy</li> </ul>

## Annex IV: List of the Interviewees in the Stakeholders' Consultation

Organization	Name of Interviewee	Position
JCDC	Prof. Dr Raeda Al Qutob	JCDC President
	Dr. Hamed Zo'abi	JCDC Board Members
	Dr. Mahmoud Sarhan	
	Dr. Rima Hajjo	
	Lana Salameh	
MOH	Prof. Dr. Firas Al-Hawari	Minister of Health
	Dr. Ayman Ahmad Bani Mousa Maqableh	Epidemics Administration Manager
	Ms. Aya Al Majali	Epidemiology Administration officer
	Dr. Ibrahim Al Maaiah	Directorate of Chest Diseases, Expatriates & Occupational Health Directorate
	Dr. Alaa Hudaib	Head of Zoonotic Disease Dept.
	Dr. Nizar Maswadeh	Head of Immunization Department, Communicable Disease Directorate
	Dr. Salam Khrisat	Health Awareness & Media
	Dr. Mohammad Al Maaiah	Head of Surveillance Dept, Communicable Disease Directorate
	Dr. Mohammad Hwarat	Director of Communicable Disease Directorate
	Dr. Riyadh Al Shiyab	Primary Health Care Administration Manager
	Dr. Kamel Abu Sal	Head of Vaccines Dept.
	Dr. Anas Al Muhtaseb	Director of Non-Communicable Disease
	Dr. Alaa Bin Tarif	Head of Infection Prevention & Control Dept.
	Dr. Ahmad Burmawi	Director of Environmental Health Directorate, & All Heads of Divisions
	Dr. Futain	Environmental Health Directorate
	Dr. Fatima Thunaibat	Head of Data Analysis Dept.
	Dr. Ashraf Aqel	Head of Sexually Transmitted Disease & IHR committee
	Dr. Majed Asaad	Chief Community Medicine & FETP Program
	Dr. Wafaa Al-Barghothi	Director of Hamzah Hospital Labs
	Dr. Isam Saleh	Central Laboratory Directorate - BSL3 Lab. at Hamzah Hospital
Fatima Hammad	Director of Electronic Transformation & Health Information Directorate	
Dr. Mahmoud Ghazu	Director of Laboratory Directorate	
Rula Ghanem	Head of PH Lab.	

Organization	Name of Interviewee	Position
	Dr. Sa'ed Nuseirat	Malaria Centre
MOA	Dr. Nour Marouf Ati Abu Elizz	Head of Surveillance & Zoonotic Disease Dept.
MOWI	Eng. Mohildeen Ababneh	Head of Quality
MOEnv	Eng. Ali Mashni	Head of Surveillance
	Eng. Belal Shqarin	Director of Environmental Change
NCSCM	Eng. Bilal Shtyyat	Head of Epidemiological Assessment Dept.
RMS	Dr. Mohammad Ma'ayta	Head of Microbiology Dept.
JAF	Dr. Adel Wahadneh	Pediatric Immunologist Consultant
UoJ	Prof. Dr. Azmi Mahaftha	Medical Laboratory & Forensic Medicine
	Prof. Dr. Fares Al-Bakri	Department of Internal Medicine
JUST	Prof. Dr. Anwar Batiha	Public Health Dept.
JUST - Middle East University	Dr. Ammar Maayta	Dean of Faculty of Pharmacy
National Committee for Security and Biosafety	Al-Shareef Naser Bin Nasser	Director of the Middle East Scientific Institute for Security (MESIS) and NESAlumnus
Ex-Minister	H.E. Saed Al-kharabsheh	Public Health Professional
Public Health Professional	Dr. Bassam Hijawi	Epidemiologist Consultant
Public Health Professional	Dr. Yousef Zawaneh	Public Health Consultant
Princess Haya Biotechnology Centre	Dr. Saeed Jaradat	Head of the Center
Biolab	Dr. Issa Abu Daieh	Lab Director and Head of Immunology & Research Departments
MedLab	Dr. George Sahyoun	Director of MedLabs
Private Sector	Dr. Mohammad Al-Tarawneh	Internal Medicine Specialist, Respiratory Diseases Specialist
EMPHNET	Dr. Muhannad Nsour	Executive Director
WHO	Dr. Jamela Al Raiby	WHO Representative for Jordan
FAO	Dr. Wafa Ramadneh	Programme Officer
USAID	Bethany Haberer	Health Office Director
	Dr. Nagham Abu Shakra	Senior Population and Health Advisor
EU delegation	Ola Al-Tebawi	Health Programme Manager
WB	Mr. Takahiro Hasumi	Health Specialist

# Annex V: List of the Consensus Building Workshop Attendees

Workshop attendees		
JCDC	Prof. Dr. Raede Al Qutob	JCDC President
	Dr. Yousef Zawaneh	Public Health Consultant
	Dr. Bassam Hajjawi	Epidemiologist Consultant
	Ms. Mayada Al Shaikh	Administrative Staff
	Ms. Aroub Hiasat	Administrative Staff
MOH	Dr. Ayman Ahmad Bani Mousa Maqableh	Epidemics Administration Manager
	Dr. Mohammad Al Maaiah	Head of Surveillance Dept., Communicable Disease Directorate
	Dr. Ibrahim Al Maaiah	Directorate of Chest Diseases, Expatriates & Occupational Health Directorate
	Dr. Alaa Hudaib	Head of Zoonotic Disease Dept.
	Dr. Nizar Issa Maswadeh	Head of Immunization Dept., Communicable Disease Directorate
	Dr. Mohammad Nimer Hwarat	Director of Communicable Disease Directorate
	Dr. Riyadh Fawzi Al Shiyab	Primary Health Care Administration Manager
	Dr. Kamel Abu Sal	Head of Vaccines Dept.
	Dr. Alaa Bin Tarif	Head of Infection Prevention & Control Dept.
	Dr. Ahmad Ali Burmawi	Director of Environmental Health Directorate
	Dr. Futain	Environmental Health Directorate
	Dr. Fatima Thunaibat	Head of Data Analysis Dept.
	Dr. Ala'a Al Shunnaq	Occupational Health Directorate
	Dr. Sami Al Shaikh	Public Health Consultant, Amman Health Directorate
	Dr. Mahmoud Ghazu	Director of Laboratory Directorate
Dr. Sa'ed Nuseirat	Malaria Centre	
MOA	Dr. Essam Hawaa	Chief of Veterinary Officer
	Dr. Majed Hawaosha	Head of Animal Health Division
	Dr. Nour Marouf Ati Abu Elizz	Head of Surveillance & Zoonotic Disease Dept.
MOWI	Eng. Mohiildeen Ababneh	Head of Quality Dept.
MOEnv	Eng. Ali Mashni	Head of Surveillance Dept.
MODEE	Fatima Maadi	Director of Policy and Strategy Department
RMS	Dr. Mohammad Zakaria Maaita	Head of Microbiology Dept.
JUST	Dr. Khaled Khairallah	Public Health Dept.
Legislation Board	Dr. Dana Al Maaitah	Legal Representative

## Workshop attendees

Private Labs	Mazen Abu Sheikha	Mega Lab
	Mohammad Alzubaidi	Mega Lab
Private Hospitals	Mays Al-Ahmad	Head of IPC Dept. - Representative from the Specialty Hospital
	Dr. Mohammad Tarawneh	Internal Medicine Specialist, Respiratory Diseases Specialist
CDC Atlanta Regional Office	Dr. Ahmad Zaghoul	Epidemiologist
WB	Mr. Takahiro Hasumi	Health Specialist
HCAC	Thaira Madi	Director of Accreditation at HCAC
WHO	Dr. Chinara Aidryalieva	Public Health Coordinator





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