

BRDC Strategy, 2003-2007



Jordan Badia Research and Development Centre (BRDC)
Strategy, 2003-2007 (5 years)
The logical framework, including rationale:

BRDC Strategy, 2003-2007

Summary

BRDC hereby provides the strategy, written in logical framework format, for its forthcoming five-year programmes, to start in January 2003.

The aim is to support the development of sustainable livelihoods for the people and communities of the Badia, especially for those groups living beneath the poverty line, based on the Badia's resources.

BRDC's special role in the Badia is to produce convincing, costed recommendations (for action by government and NGOs) based on its research, action research and field-tested ideas; applying its knowledge and skills to assist governmental and other development programmes.

BRDC, therefore, will monitor and objectively assess its work (using participatory evaluation techniques where appropriate).

BRDC's work will conform with national strategies published by MoSD and other governmental agencies.

BRDC will work very closely with the various Badia communities and build relationships based on trust and co-operation between them and the Jordanian government.

BRDC feels confident that it has the field experience and technical capacity to address the stated goal and purpose of the strategy, and to deliver the promised outputs, based on its achievements in the past decade.

BRDC will promote fundamental research where the outputs may benefit mankind by contributing significantly to global knowledge of arid lands and their management.

BRDC will train cadres in the Badia at all levels (including community-based field workers) to manage the processes of change long-term.

BRDC's origins and changing emphases

BRDC was the inspiration of HRH Prince El-Hassan Bin Talal. He wanted to strengthen international links, for research and development, and encourage research partnerships between colleagues from Jordan and the UK, in order to gain a deeper understanding of the problems faced by and potentials open to the Badia and its peoples. In the first years BRDC focused on research, including fundamental research of the sparse but unique natural resources of the Badia. In more recent years BRDC has mixed this approach with a growing range of participatory research – working closely with the Badia communities – in order to field test development projects of benefit to the people based on good R&D. The ultimate goal has always been to contribute to: *“the sustainable development of the desertified Badia environment and the preservation and enhancement of the traditional way of life and the standard of living of the inhabitants ... under management systems which conserve the natural resources so that production levels will be sustainable in the long term”*.

Among many factors considered as causes for desertification an outstanding one is human interventions, mostly resulting from poverty in this changing world. Global and state economies do not pay sufficient attention to this phenomenon. Through extensive brain storming and synthesis BRDC has reached the conclusion that poverty in the study area is linked to arid land resource degradation. But poverty is not a financial issue on its own, it has deep roots in the community and society. Hence, an appropriate approach to combat desertification is to remedy socio-economic stresses.

Target beneficiaries and BRDC's focus on the poor and needy

The emphasis of BRDC's anti-poverty strategy has been to promote a strong element of self-help by the Badia communities. The aim is to increase local production and self-reliance and not simply to alleviate real need with charitable donations or unrecoverable credit. BRDC encourages stakeholder participation and capacity building. This is its response to the growing realisation that there are many needy people in the Badia. As the Ministry of Social Development has very recently stated: 'Poverty is a serious problem in Jordan' (MoSD 2002a) with 15% to more than 30% of the population today below the poverty threshold (depending on the definitions used). According to 1999 World Bank poverty measures 11% of the total population of Jordan is below the income line of JD313.5 per year. The incidence of poverty is highest in large families and in families with low levels of education, all too commonly found in the Badia. Also, although 68% of Jordan's poor live in urban areas, the incidence of poverty is higher within rural/Badia areas – 16% compared with 9% in urban areas. The highest incidence of poverty in all Jordan is in the Badia governorate of Ma'raq (at 28%), - where BRDC has its field base (in Safawi) - which also has a higher absolute number of poor people than anywhere in Jordan outside Amman and Irbid. Ma'an governorate, also in the Badia, has the second largest incidence of poverty (at 21%) and the sixth largest absolute number of poor people (out of the 12 governorates). Therefore, because the major Badia governorates have high levels of poor and needy people (relatively and absolutely) BRDC stands ready to expand its area of operations beyond the current BRDC boundaries. Because most other programmes focus on the urban poor, BRDC is an essential rural/Badia initiative to balance sustainable development, economic growth and increased self-reliance in Jordan as a whole.

BRDC's strategy of partnership for sustainable development

BRDC has been working in partnership with Badia communities and with government to define priorities for change.

BRDC, through the field testing of ideas for micro-economic change in the Badia, hopes to impact positively on economic growth in Jordan as a whole.

BRDC's goal is to demonstrate ways of achieving sustainable improvement in the livelihoods of the people of the Badia regions of Jordan (with an emphasis on the poor and on women and families) through (a) beneficial economic change, (b) conservation of the environment, and (c) improved delivery of essential services. *It will achieve this by playing its specialist role of promoting and leading research and action research and the field-testing of ideas for development projects.*

BRDC will recommend, based on its findings, development activities that can be implemented by governmental agencies or NGOs.

The programme goal conforms with current national strategies in Jordan as set out in the key strategy documents listed in Annex 1.

In the logical framework ('logframe') below are outlined the super-goal, goal, purpose, outputs and activity areas that together form the basis of the strategy for the five-year period 2003-2007. Calls will be issued to individuals within organisations and agencies, in Jordan and internationally, to submit proposals for projects whose outputs will significantly contribute to achieving BRDC's purpose and goal.

Purpose, outputs and activity areas

The purpose is to produce convincing, costed recommendations (*based on BRDC's research, action research and field-tested ideas*), relevant to improving the livelihoods of the poor people of the Badia regions in Jordan.

The outputs (to help achieve the above purpose) will be a set of technical and socio-economic findings, based on BRDC's research, action research and field-tested ideas, relevant to improving the livelihoods of the people of the Badia regions in Jordan, in accordance with the current Jordanian national strategies.

- One set of BRDC's agreed outputs concerns the Badia sector of the recently published national poverty alleviation strategy for Jordan as a whole by MoSD (2002):
 - 1: Poverty mapping – Gain a better understanding of poverty measurements and deprivation in the Badia in order to target programmes and services better.
 - 2: Health – Ensure that the poor in the Badia have access to high quality health care
 - 3: Education – Ensure that the educational system meets the needs of the poor in the Badia.
 - 4: Micro-credit and small enterprises – Ensure sustainable micro-credit and small enterprise development meet the needs of the poor people of the Badia. BRDC will not play the role of a creditor but act as the mechanism to assist and assess those processes.
 - 5: Community development – Strengthen village communities.
- Another agreed output has been defined by the National Information Strategy (NIC 1996 and 2001)
 - 6: Governance and ICTs – Ensure that the eSociety works in the interests of the poor people of the Badia; bridging the digital divide whilst preserving traditional values.
- Outputs concerned with surface natural resources conform to strategies produced by the Ministry of Agriculture and the General Corporation for Environmental Protection (MoA, 2001a&b and GCEP, 2002).
 - 7: Badia surface natural resources – Develop sustainable resource management systems to benefit the people of the Badia with special reference to rangeland management (including the key linked issues of land tenure and desertification), organic production and biodiversity conservation.
- Outputs concerned with mineral exploitation conform to strategies produced by the Natural Resources Authority (NRA, ***)
 - 8: Badia sub-surface natural resources – Develop conservation-friendly mineral exploitation to benefit the people of the Badia

- Outputs concerned with tourism conform to strategies produced by the Ministry of Tourism and Antiquities (MoTA, ***)
 - 9: Tourism in the Badia – Cooperate and Assist in developing niche tourism in ways to maximise the direct benefit to the people of the Badia
- Outputs concerned with renewable natural resources conform to strategies produced by GCEP (2002).
 - 10: Renewable energy – Expand the use of solar and wind energy to meet the needs of the poor and remotely located people in the Badia.

Methodologies and approaches employed

Research will be undertaken whose findings and recommendations help the design and implementation of appropriate development activities. The quality of the work must be such that its findings carry conviction with the people involved in project implementation and development planning. They include, on the one hand, the communities in the Badia and, on the other hand, providers of funds, planners and other governmental, NGO and private sector decision-makers.

BRDC uses in its research every type of technique available including those for the collection and analysis of field samples and specimens, those for obtaining information from and seeking the views and involvement of the people and communities of the study area and those for the large-scale observation, analysis and mapping of the terrain, including remote sensing and GIS technologies.

But the most important part of BRDC's approach is to build networks of information and trust between Badia communities and implementing agencies. In all cases BRDC will recommend some form of change. In most cases the long-term management of the change will depend upon the people who are directly affected by it, in other words the Badia communities. They will need to be convinced that change is in their own individual and collective interests and they will, therefore, have to be involved in the whole process of change, from defining the requirement to implementing the activities. It is only through on-going dialogue with these communities and governmental agencies that appropriate development decisions will be reached.

Who is long-term responsible?

Development responsibility must be devolved as far as possible on to people from and in the Badia so that they manage change in their own long-term interests.

Regulatory structures will, in some cases (eg land tenure), need to be changed in order to provide the communities with an incentive to think 'long-term'. This will encourage the communities to manage with care the natural environmental resources being exploited and so ensure change that is both beneficial (economically and environmentally) and convincingly sustainable.

BRDC Strategy lay out

BRDC Strategy Focus Areas 2003-07

Focus Area	Strategy Narrative Statement	Activities
(A) APPLIED RESEARCH		
1. Primary services research, focusing on poverty,	√	√
2. Resources:	√	
2.1 Surface;	√	√
2.2 Sub-surface,	√	√
3. Demonstration models for development.	√	√
(B) FUNDEMANDAL RESEARCH		
1. Water,	√	√
2. Climate,	√	√
3. Biodiversity,	√	√
4. Soil.	√	√
(C) PROFESSIONAL DEVELOPMENT, TRAINING AND CAPACITY BUILDING		
1. BRDC staff educational development programme,	√	√
2. Local Bedu educational development programme,	√	√
3. Volunteer programme,	√	√
4. Community technical training programme,	√	√
5. Indigenous institutional capacity building programme.	√	√

The strategy logical framework

For convenience the overall logical framework is divided into three parts, each having the same super-goal but different goals and purposes:

- A: Applied research, action research and the field-testing of ideas;
- B: Fundamental research;
- C: Professional development, training and capacity building.

A: Applied research, action research and the field-testing of ideas

Narrative summary	Verifiable indicators	Means of verification	Important assumptions
<p>Super-goal For BRDC to act as a model, contributing to improvements in arid land development strategies regionally and internationally.</p>			
<p>Goal To achieve sustainable improvement of the livelihoods of the people of the Badia regions of Jordan (with an emphasis on the poor and on women, children and families) through (a) beneficial economic change, (b) conservation of the environment, and (c) improved delivery of essential services.</p>			<p>1: National, regional and international organisations help achieve awareness, regionally and internationally, of BRDC's R&D contributions. 2: Sufficient funds and other key resources are made available.</p>
<p>Purpose To produce convincing, costed, recommendations (based on BRDC's research, action research and field-tested ideas), relevant to improving the livelihoods of the poor people of the Badia regions in Jordan, and thus also contribute to the national economy.</p>			<p>1: The Badia communities and the government and NGO decision-makers respond to the BRDC recommendations. 2: Sufficient funds and other key resources are made available.</p>

<p>Outputs</p> <p>Technical and socio-economic findings, based on BRDC's research, action research and field-tested ideas, relevant to improving the livelihoods of the people of the Badia regions in Jordan, in accordance with the current Jordanian national strategies that are outlined below (see Annex 2. References):</p> <p>1 Primary services (with special reference to poor communities)</p> <p>1.1 Poverty mapping – Gain a better understanding of poverty measurements and deprivation in the Badia in order to target programmes and services better.</p> <p>1.2 Health – Ensure that the poor in the Badia have access to high quality health care</p> <p>1.3 Education – Ensure that the educational system meets the needs of the poor in the Badia.</p> <p>1.4 Micro-credit and small enterprises – Ensure sustainable micro-credit and small enterprise development meet the needs of the poor people of the Badia.</p> <p>1.5 Community development – Strengthen village communities.</p> <p>1.6 Governance and ICTs – Ensure that the eSociety works in the interests of the poor people of the Badia</p>			<p>1: Governmental and NGO decision-makers and Badia community spokespeople work with BRDC to ensure that appropriate recommendations are produced from BRDC's findings.</p>
<p>BRDC/Strategy/2003-2007</p>	<p>8</p>		

<p>2 Badia natural resources</p> <p>2.1 Badia surface natural resources Develop sustainable resource management systems to benefit the people of the Badia</p> <p>2.1.1 <i>Rangeland</i></p> <ul style="list-style-type: none"> • Community based action • Range rehabilitation • Land tenure issues <p>2.1.2 <i>New Farming Trends</i></p> <ul style="list-style-type: none"> • The exploitation of drought tolerant and water efficient crop species and agricultural techniques. • The exploitation of safe and sustainable methods for soil fertility maintenance and pest control. • The exploitation of niche organic products, ethical and fair-trade markets for agricultural products. • Agro-economic studies with emphasis on the current cropping trends and practical recommendations for future activities. <p>2.1.3 <i>Surface Water Resources.</i></p> <p>The key issues for applied catchments research relate to three problems:</p> <ul style="list-style-type: none"> • Moisture retention at the field (increase soil moisture levels with low salinity rainfall) and catchment scale (enhance groundwater recharge). • The prevention of soil erosion and pollution (especially groundwater). • The provision of local water storage facilities for low salinity surface runoff (high quality domestic supplies with excess for irrigation). 			
--	--	--	--

<p>2.2 Badia sub-surface natural resources</p> <p>2.2.1 <i>Ground water</i></p> <ul style="list-style-type: none"> • Artificial recharge of identified aquifers such as the Azraq and Sarhan basins • Ground water modeling <p>2.2.2 <i>Develop conservation-friendly mineral exploitation to benefit the people of the Badia and the environment.</i></p> <p>3. Tourism</p> <p>3.1 Encourage and promote niche tourism initiatives taken with other organizations.</p> <p>3.2 Create the Badia Centre for Culture and Heritage.</p> <p>4. Renewable energy</p> <p>4.1 Solar energy.</p> <p>3.4 Wind energy</p>			
--	--	--	--

Activity areas for Applied Research

<p>1. Primary services (with special reference to poor communities)</p> <p>1.1 <i>Poverty mapping</i></p> <ul style="list-style-type: none"> • Poverty and deprivation • Poverty profiling <p>1.2 <i>Health</i></p> <ul style="list-style-type: none"> • Primary health care • Disabilities / abilities • Health information systems and health monitoring • Integrated healthcare strategies for rural and mobile communities <p>1.3 <i>Education</i></p> <ul style="list-style-type: none"> • Embedding educational use of IT into the social system • Developing partnerships between educational institutions and other information networks to provide integrated training in ethical use of ICTs <p>1.4 <i>Small enterprises and Micro-credit facilitation (see also points 2-4 below)</i></p> <ul style="list-style-type: none"> • Sheep/goat related • Small stock and honeybees • Niche tourism • ICT exploitation • Niche farming • Transport/trade related • Craft related <p>1.5 <i>Community development</i></p> <ul style="list-style-type: none"> • Village clusters <p>1.6 <i>Governance and ICTs</i></p> <ul style="list-style-type: none"> • Disintermediation • Citizen-oriented health information 			
---	--	--	--

Formatted: Bullets and Numbering

<p>2. Badia natural resources</p> <p>2.1 Badia natural surface resources</p> <p>2.1.1 <i>Community-based rangeland rehabilitation and land tenure</i></p> <ul style="list-style-type: none"> • Model community based range reserves • Reintroduction of indigenous plants • Application of watershed management for rangeland rehabilitation • Detailed studies for land tenure regarding rangelands <p>2.1.2a <i>New farming trends - animals</i></p> <ul style="list-style-type: none"> • Production and Manufacturing of Cow Milk. • Production and manufacturing of camel milk. • Raising and production of Buffalo. • Desert Deer farms. • Bustard or desert birds' farms of high economic return. • Fish farms in salty water pools. • Produce of Camel Meat. • Manufacturing of Camel's hair and skins. • Superior Rams and ewes rearing <p>2.1.2b <i>New farming trends - plants</i></p> <ul style="list-style-type: none"> • Growing Pistachio. • Growing Desert Medicinal Plants In Order To Produce Useful Products. • Growing Aromatic Plants. • Growing Plants in order to Produce Natural Food Additives. • Growing Spineless Cactus to Produce Green And Manufactured Fodder. • Growing Dwarf Palm. • Organic cropping 			
---	--	--	--

<p>2.1.3 Surface water management</p> <p>The following are key research topic in surface water:</p> <ul style="list-style-type: none"> • Practical measures for enhancing infiltration in cultivated areas (increasing surface roughness, contour bunds with basalt stone lines, changing ploughing methods [creation of micro-detention basins]). • Practical measures for minimising erosion and evaporation losses (including mulching and experiments with high density ground cover crops). • Practical methods for distributing excess surface runoff and removing silt before storing in underground cisterns. • Commercial exploitaion of reservoir sediments. • Improved design of filter beds for treatment of cesspool overflows through percolation fields. • Improved design of irrigation systems to replace traditional drip irrigation. • Reclaimed water applications <p>2.2 Badia sub-surface natural resources</p> <p>2.2.1 Groundwater management</p> <ul style="list-style-type: none"> • Practical methods for enhancing rates of groundwater recharge through wadi systems (temporary check dams). <p>2.2.2 Environment-friendly mineral exploitation</p> <ul style="list-style-type: none"> • Beneficiation • Mineral applications • Environmental mining considerations • Digital mineral mapping (1:50,000) 			
---	--	--	--

<p>3. Tourism</p> <p>3.1 <i>Promoting niche-tourism</i></p> <ul style="list-style-type: none"> • Tourism enterprise studies • Exploitation of resources: astronomy, bird life, archaeology, desert terrain. <p>3.1 <i>Badia Centre for Culture and Heritage</i></p> <ul style="list-style-type: none"> • Infrastructure at Safawi Field Centre • 'Summer camps' – local culture • Desert awareness and survival training. • Link with Peak District National Park. <p>3.2 <i>Renewable energy</i></p> <ul style="list-style-type: none"> • Desert Home concept. • Solar and wind-powered household appliances (coolers, refrigerators). • Energy conservation techniques 			
--	--	--	--

B: Fundamental research

Narrative summary	Verifiable indicators	Means of verification	Important assumptions
<p>Super-goal For BRDC to act as a model, contributing to improvements in arid land development strategies regionally and internationally.</p>			
<p>Goal To benefit mankind through the adoption of improved arid land management practices.</p>			<p>1: National, regional and international organisations help achieve awareness, regionally and internationally, of BRDC's fundamental research contributions. 2: Sufficient funds and other key resources are made available.</p>
<p>Purpose To better understand arid land systems in the Badia of Jordan, the region and internationally.</p>			<p>1: The improved understanding of arid land systems is incorporated into appropriate resource management policies internationally. 2: Sufficient funding is made available to act on the policies.</p>
<p>Outputs Research findings about arid land processes and desertification in Jordan's Badia.</p>			<p>1: Comparable research is undertaken regionally and internationally. 2: Research findings in Jordan are integrated systematically and also integrated with comparable regional and international research.</p>

Narrative summary	Verifiable indicators	Means of verification	Important assumptions
<p>Activity areas for fundamental research</p> <ol style="list-style-type: none"> 1. <i>Water efficiency in agriculture</i> 2. <i>Climatic change and palaeo climatic studies</i> 3. <i>Biodiversity and medicinal plants</i> 4. <i>Soil organic carbon</i> <ul style="list-style-type: none"> • International modelling, with EO/GIS • Comparative quantification (Atriplex and other range plants) 			

C: Professional development, training and capacity building

Narrative summary	Verifiable indicators	Means of verification	Important assumptions
<p>Super-goal</p> <p>For BRDC to act as a model, contributing to improvements in arid land development strategies regionally.</p>			
<p>Goal</p> <p>To achieve sustainable improvement of the livelihoods of the people of the Badia regions of Jordan (with an emphasis on the poor and on women, children and families) through (a) beneficial economic change, (b) conservation of the environment, and (c) improved delivery of essential services.</p>			<p>1: National, regional and international organisations help achieve awareness, regionally, of BRDC's R&D contributions.</p> <p>2: Sufficient funds and other key resources are made available.</p>
<p>Purpose</p> <p>To improve the efficiency and effectiveness of R&D workers operating in the Badia.</p>			<p>1: BRDC's programme is maintained and expanded</p> <p>2: BRDC co-ordinates successfully with GOs and NGOs in the field</p>
<p>Outputs</p> <p>1: BRDC and other staff with an enhanced professional competence.</p> <p>2: Increased community-based and other technicians.</p> <p>3: Capacity building and enhanced management and technical competence of NGOs working in the Badia.</p>			<p>1: The trained staff remain in the Badia</p> <p>2: The activities of the different groups of staff are properly co-ordinated.</p>

Narrative summary	Verifiable indicators	Means of verification	Important assumptions
<p>Activity areas for professional development, training and capacity building.</p> <p>1. <i>BRDC staff educational development programme,</i></p> <ul style="list-style-type: none"> • On-going agreements with international and national academic institutions providing scholarships, <p>2. <i>Local Bedu educational development programme, according</i></p> <ul style="list-style-type: none"> • to priority disciplines • budget allocations <p>3. <i>Volunteer programme,</i></p> <ul style="list-style-type: none"> • Skill Improvement • Experience gaining • Contribution to community <p>4. <i>Community technical training programme,</i></p> <ul style="list-style-type: none"> • Entrepreneurship training • Honey Bee keeping • Community-based animal health workers • Community-based workers in tourism • Community based agricultural organic production <p>5. <i>Indigenous institutional capacity building programme.</i></p> <ul style="list-style-type: none"> • Establishing local NGOs • Working with NGOs • Training NGO staff 			

Financial summary

Estimated budget (US\$10,000s)	2003	2004	2005	2006	2007
BRDC core budget					
Project budgets:					
Already approved					
Under application					
Other					
TOTAL					
Grand Total to nearest US\$10,000					

Activity areas, topics and sample projects

1: Activity area: Poverty mapping

2: Activity area: Health

Topic: Primary health care

Project 1:

Project title: “Distance learning by bridging the digital divide: capacity building and the provision of health-care information with and for the women and children users of the new Jordan Information Technology Community Centre (JITCC) and the MoH health centre at Safawi and other JITCCs and health centres in Jordan”

Status: Proposal concept note submitted for funding through the UK’s British Council Higher Education Link Scheme

Topic: Disabilities/abilities

Project 1:

Project title: Wheelchairs for the disabled in the north-east Badia

Status:

3: Activity area: Education

Topic: Badia Traditional School concept

Project 1:

Project title: Links with Tony Escritt (‘Discover the World’)

Status: Ideas under discussion

4: Activity area: Micro-credit and small enterprises

Topic: Sheep/goat related activities

Project 1:

Project title: Advisory services: restructuring the livestock health and production delivery system in rural Jordan

Status: Proposal submitted to the UN Food and Agricultural Organisation for Funding

Topic: Small stock and honeybees

Project 1:

Project title: Production of honey and other honeybee products in the Badia

Status: Phase one in second year of implementation; phase two under agreement with MoP as part of the Village Cluster Programme

Project 2:

Project title: Production of rabbits in the Badia

Status: Project approved for funding through the British Embassy / DFID Small Grants Scheme

Topic: Niche tourism

Topic: ICT exploitation

Topic: Niche farming

Topic: Transport / trade related

5: Activity area: Community development

Topic: Village cluster projects

Project 1:

Project title: Village community development project

Status: Approved for funding through MoP and the NGO, Mercy Corps

6: Activity area: Governance and ICTs

Topic: Strengthening the Information and Communication Technology Community Centres

Project 1:

Project title: Documenting and strengthening the impact of Jordan's network of Information and Communication Technology Community Centres

Status: Concept note submitted for funding by DFID's Engineering and Knowledge Research Programme

7: Activity area: Badia surface natural resources

Topic: Surface water

Project 1:

Project title: Application of remote sensing to monitoring and managing water use in irrigation

Status: MSc dissertation in hand at University College London, supervised by Prof Ray Harris

Topic: Rangeland and biodiversity

Project 1:

Project title: Assessment of soil organic carbon stocks and change at national scale

Status: Funded by GEF for Jordan, Brazil, India and Kenya. 39 months project, begun July 2002

Project 2:

Project title: Balancing biodiversity and farming activities in the Hazim area

Status: Concept under development for submission to the Darwin Initiative project

8: Activity area: Badia sub-surface natural resources

Topic: Ground water

Topic: Minerals

9: Activity area: Renewable energy

Topic: Solar energy

Topic: Wind energy

Annex 1. References – Jordan strategy documents

MoA (2001a) Agriculture sector development program 2001-2010

MoA (2001b) National rangeland strategy, 2001

GCEP (2001) Jordan agenda 21: towards sustainable development

NIC (1996) Jordan's information policy and strategies: preparing Jordan for the 21st century

NIC (2001) The Jordan information technology community centres: bridging the digital divide

MoSD (2001) Poverty alleviation for a stronger Jordan: a comprehensive national strategy

Rima, also we need some kind of document that could be considered a strategy document from: (a) NRA and (b) MoTA.