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REPORT AND RECOMMENDATION OF THE PRESIDENT

TO THE EXECUTIVE BOARD ON A PROPOSED LOAN TO THE

SYRIAN ARAB REPUBLIC

FOR THE

IDLEB RURAL DEVELOPMENT PROJECT



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CURRENCY EQUIVALENTS

Currency Unit	=	Syrian pound (SYP)
USD 1.00	=	SYP 46.00
SYP 1.00	=	USD 0.02

WEIGHTS AND MEASURES

1 kilogram (kg)	=	2.204 pounds (lb)
1 000 kg	=	1 metric tonne (t)
1 kilometre (km)	=	0.62 miles (mi)
1 metre (m)	=	1.09 yards (yd)
1 square metre (m ²)	=	10.76 square feet (ft ²)
1 acre (ac)	=	0.405 ha
1 hectare (ha)	=	2.47 acres

ABBREVIATIONS AND ACRONYMS

AFESD	Arab Fund for Economic and Social Development
AWP/Bs	Annual Workplans and Budgets
CAB	Cooperative Agricultural Bank
DAAR	Department of Agriculture and Agrarian Reform
MAAR	Ministry of Agriculture and Agrarian Reform
PCC	Project Coordination Committee
PCMU	Project Coordination and Management Unit
PY	Project Year
UNDP	United Nations Development Programme
VDC	Village Development Committee

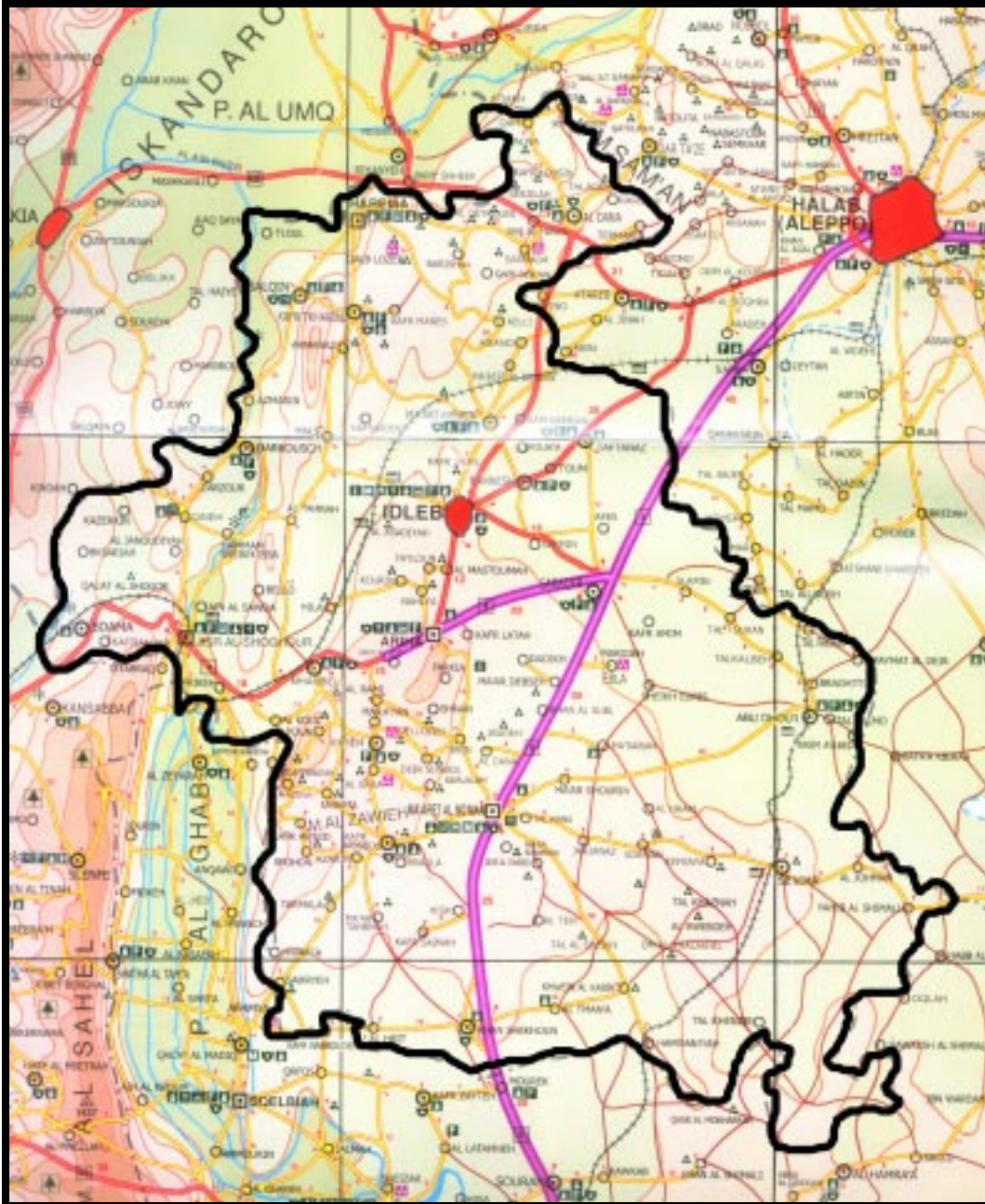
GOVERNMENT OF THE SYRIAN ARAB REPUBLIC

Fiscal Year

1 January - 31 December



MAP OF THE PROJECT AREA



Source: IFAD

The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.



SYRIAN ARAB REPUBLIC
IDLEB RURAL DEVELOPMENT PROJECT
LOAN SUMMARY

INITIATING INSTITUTION:	IFAD
BORROWER:	Syrian Arab Republic
EXECUTING AGENCY:	Ministry of Agriculture and Agrarian Reform (MAAR)
TOTAL PROJECT COST:	USD 46.1 million
AMOUNT OF IFAD LOAN:	SDR 13.3 million (equivalent to approximately USD 17.5 million)
TERMS OF IFAD LOAN:	40 years, including a grace period of ten years, with a service charge of three fourths of one per cent (0.75%) per annum
COFINANCIERS:	Arab Fund for Economic and Social Development (AFESD) United Nations Development Programme (UNDP)
AMOUNT OF COFINANCING:	AFESD: USD 18.2 million UNDP: USD 1.3 million
TERMS OF COFINANCING:	AFESD: loan UNDP: grant
CONTRIBUTION OF BORROWER:	USD 3.6 million
CONTRIBUTION OF BENEFICIARIES:	USD 5.5 million
APPRAISING INSTITUTION:	IFAD
COOPERATING INSTITUTION:	AFESD



PROJECT BRIEF

Who are the beneficiaries? The first priority target group, from the poverty standpoint, will be a population of about 290 000 (about 70% of the rural population of Jabel al Wastani and Jabel al Zawia) living in 106 villages of sizes ranging from 200 to 10 000 inhabitants. The second priority group will be the rest of the population (130 000) residing in 46 villages and other pockets of rural poverty in Idlib Governorate.

Why are they poor? The main causes of poverty in the project area are rapid population and labour force growth rates, leading to high pressure on natural resources; small farm holdings and low productivity; inadequate and untimely access to inputs and rural finance; inappropriate research activities and an inefficient extension system; limited cropping due to the rocky soil; underdeveloped post-harvest processing and marketing facilities, mainly for fruit and dairy products; and limited opportunities for employment in rural areas. In addition, rural women have poor skills for various reasons: they lack access to extension and training to develop their agricultural skills; they are recruited to do manual and repetitive tasks; and they are illiterate and as such can not access better-paying jobs.

What will the project do for them? The project's objectives are: reclamation, on a cost-recovery basis, of 20 000 hectares (ha) of rocky land; establishment of approximately 12 000 ha of orchards; extension service and improved research-extension linkages; on-farm soil and off-farm water conservation treatments, including the construction of 25 small earth dams; rehabilitation of 14 wells; protection and rehabilitation of springs for irrigation; marketing and market information to help beneficiaries identify new market niches and to establish linkages with potential buyers; support to village development committees (VDCs) for the adoption of a participatory approach; support for the establishment of *sanduks* (informal community-based microfinance institutions) for income-generating production; processing and marketing opportunities suitable for investments by smallholders and rural women; gender mainstreaming by strengthening the institutional capacity of the Women-in-Development Unit of the Extension Department of the Ministry of Agriculture and Agrarian Reform (MAAR) so that it can play a more effective role in building the capacity of the extension services.

How will the beneficiaries participate in the project? The project will adopt a participatory approach to the planning and implementation of its activities. VDCs will be established and will be responsible for organizing community participation in the planning, design and implementation of community-driven activities. Beneficiaries will provide in-kind contributions towards the cost of operation and maintenance of some off-farm water-harvesting works, such as springs and small dams. They will also pay membership fees in *sanduks'* microfinance initiatives and cover the cost of borrowing for land reclamation and income-generating activities.



**REPORT AND RECOMMENDATION OF THE PRESIDENT OF IFAD
TO THE EXECUTIVE BOARD ON A PROPOSED LOAN TO THE
SYRIAN ARAB REPUBLIC
FOR THE
IDLEB RURAL DEVELOPMENT PROJECT**

I submit the following Report and Recommendation on a proposed loan to the Syrian Arab Republic for SDR 13.3 million (equivalent to approximately USD 17.5 million) on highly concessional terms to help finance the Idleb Rural Development Project. The loan will have a term of 40 years, including a grace period of ten years, with a service charge of three fourths of one per cent (0.75%) per annum. It will be administered by the Arab Fund for Economic and Social Development (AFESD) as IFAD's cooperating institution.

PART I - THE ECONOMY, SECTORAL CONTEXT AND IFAD STRATEGY¹

A. The Economy and Agricultural Sector

1. Syria's total population is estimated at 16.1 million (2000), with an average growth rate of 2.5% per annum. About 50% of the total population is classified as rural, of which just under 50% are women. Syria has a land area of 185 000 km², with about 6 million hectares (ha) cultivated by some 450 000 families. About 1.1 million ha are irrigated and the balance is rainfed.
2. The role of the state in the economy has changed significantly since the early 1970s. In 1991, Law No. 10 was introduced to encourage local and foreign investment. Although the role of the private sector was significantly strengthened, economic modernization and liberalization only gained momentum when the new administration came to power in July 2000. Since then, a number of laws and measures have been adopted that, taken as a whole, point to a new phase in the country's economic development. Reforms have been numerous and the economy is expected to be further liberalized. A more enabling environment is being created for the private sector. A new law allows operation of private banks; their eventual proliferation should provide a very supportive pillar to the private sector. Syria's current outstanding and disbursed debt stands at USD 21 billion, with a debt service ratio of 3.5% (World Bank estimates for 2001). Inflation is under control at 2.4% per year (2001).
3. Agriculture remains the primary contributor to gross domestic product (27.3%) followed by manufacturing and construction (23%), and trade (21%). The export of fruit, vegetables, textiles and cotton is the traditional source of hard currency earnings. Within the sector, livestock production accounts for 16% and fruit production and cereals account for 44.1%, whereas vegetables, industrial crops and others make up the balance (39.9%). Much of this production is consumed locally. The sector is a major source of raw materials for the processing industries, including olives, sugar beets, cotton and tobacco, in addition to the production of the staple grains, wheat for humans and barley for livestock. Industrial crops account for 10.8% of all agricultural crops. Cotton is the largest export earner, followed by crude oil. Despite the agriculture sector's importance in the overall economy and in employment creation, its development is limited by the low production potential of the land (low fertility, soil erosion, high rockiness, desert land and highly fragmented holdings); mismanagement of water resources; and inefficient delivery of support services.

¹ See Appendix I for additional information.

B. Lessons Learned from Previous IFAD Experience

4. The key lessons from previous IFAD experience in Syria relevant to agricultural development in Idlib are:

- (i) **Participatory approach.** While there are examples of beneficiary participation in previous projects, they are limited. No formal role has been established for beneficiaries as yet, although the Southern Regional Agricultural Development Project - Phase II and the Badia Rangelands Development Project have made efforts to develop workable methodologies. For participatory interventions to be successful, key government officials, project staff and beneficiaries need to be trained in participatory approaches and methodologies.
- (ii) **Targeting.** Area targeting is now accepted as the most appropriate mechanism for targeting in Syria. While area targeting is inclusive of wider groups and communities, it could be coupled to a cost-recovery mechanism designed on a sliding scale and requiring the better-off to make greater contributions.
- (iii) **Marketing support.** Consideration should be given to providing marketing support to rural producers. This will, where appropriate, include market information, processing, and investments in storage, processing and transportation facilities in partnership with the private sector.
- (iv) **Microfinance.** Community-level self-help groups should be promoted and supported to increase the poor's access to rural financial services. This could be done, *inter alia*, through the establishment of microfinance initiatives to service these groups within an appropriate legal framework reflecting the socio-economic reality of local communities. Areas for consideration include the type of guarantees, the credit system applied (interest rate, Islamic profit-sharing, collective collateral, etc.), and the legal framework to mobilize rural savings.

C. IFAD's Strategy for Collaboration with Syria

Syria's Policy for Poverty Eradication

5. Through a series of five-year development plans, the Government of Syria has placed high importance on people's well-being and the development of its human and natural resources. Within this context, the Government's rural development strategy aims at improving living standards by reducing socio-economic and regional disparities. To this end, public investment programmes will increasingly seek to: (i) strengthen the institutional capacities of public service providers and local communities to meet development challenges; and (ii) promote access to productive assets, tools, skills, credit and basic services (health, education, food, water and sanitation) by the population living in marginal areas, particularly in the north, north-east and south-east of the country.

The Poverty Eradication Activities of Other Major Donors

6. **IFAD's partnership with regional donors.** IFAD has succeeded in establishing a model of strategic partnership with AFESD. IFAD and AFESD are the primary international and regional financing development institutions for rural development in the country. AFESD, by virtue of its focus on infrastructure projects, has been the main funding partner for IFAD-supported projects. IFAD has taken the lead in developing projects in the agriculture and rural development sectors, which have attracted significant cofinancing from AFESD. IFAD will further enhance its partnership with AFESD, not only to mobilize additional resources, but also to establish a common and strong front to pursue policy dialogue on rural poverty reduction. In addition to AFESD, the Islamic Development Bank is also increasingly involved in the development of rural infrastructure, while the



Arab Authority for Agricultural Investment and Development promotes food processing and marketing facilities in project areas supported by IFAD.

7. **IFAD collaboration with United Nations agencies.** A task force for the preparation of the United Nations Development Assistance Framework (UNDAF) for the Syrian Arab Republic was established, and an UNDAF coordinator named in 2000. IFAD has associated itself with the following UNDAF-identified development themes: environment and natural resources; population and basic needs (health, education, food security and nutrition; gender and youth; and human rights); and employment and economic governance. Seven United Nations agencies – the Food and Agriculture Organization of the United Nations (FAO), IFAD, the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children’s Fund (UNICEF), the World Food Programme (WFP) and the World Health Organization (WHO) – are involved in rural development and poverty alleviation in Jebel Al-Hoss. Projects/programmes implemented by this United Nations team have included agricultural development, land reclamation, microfinance, immunization, training in primary healthcare, literacy, and skill training for income-generating activities. The FAO Rangeland Rehabilitation and Establishment of a Wildlife Reserve in the Syrian Steppe Project, financed by the Italian Government, aims at land improvement (vegetation, reintroduction of animal life) and the regulation of communal grazing land. This three-year project is improving land productivity and living standards in the project area, and provides training in a participatory approach to rangeland management. WFP implements both development activities and an emergency operation in Syria. The objectives of these activities are to: (i) enable households dependent on ecologically fragile areas to shift to more sustainable livelihoods through the establishment of fruit trees; and (ii) improve the living standards of poor, landless workers by developing income-generating potential in remote rainfed areas and rangelands.

8. **IFAD’s collaboration with international/regional research institutions.** Both the International Centre for Agricultural Research in the Dry Areas (ICARDA) and the Arab Centre for the Studies of Arid Zones and Dry Lands (ACSAD) have their headquarters in Syria. They have benefited from several IFAD grants for the financing of regional programmes directed at building the capacity of the national research institutions in the region and conducting research for the development of rainfed agriculture. Research results have been constantly incorporated in the design of IFAD-financed projects.

9. **World Bank involvement in Syria.** The World Bank is expected to resume activities in Syria in 2003 following initiation of the settlement of Syria’s debt arrears to the Bank. A World Bank mission visited the country last year to address constraints facing the development of the irrigation subsector. The Bank’s objective is to analyse the key issues and constraints facing the agriculture sector, and to propose a set of recommendations and possible areas for its support.

IFAD’s Strategy in Syria

10. Past IFAD interventions in Syria focused on supporting the poorer segments of the rural population by promoting better natural resource use and environmental protection, raising productivity and halting the marginalization of poor rural areas. On the basis of lessons learned, IFAD’s future development assistance strategy in Syria should aim at continuing support to the Government’s efforts to improve the social and economic well-being of rural poor households and to conserve the country’s natural resource base. Constraints to production, processing and marketing by the poor need to be removed within a farming systems approach. IFAD should continue to provide investment assistance and engage in policy dialogue with Syrian stakeholders, focusing on the development of both high rainfall areas and the rangelands. Future IFAD assistance activities in Syria in the medium term should focus on three interrelated areas: (i) institution-building with an emphasis on the public institutions providing support to the rural sector; (ii) poverty reduction, with concentration on social and economic empowerment of the rural poor, including women; and



(iii) protection of the environment, with special emphasis on the conservation of natural resources, soil, water and rangelands.

Project Rationale

11. Given its high rainfall levels and varied topography, the project area is suitable for the cultivation of a variety of field crops and fruit trees and for livestock raising. Demographic pressures on the land have forced households to settle in less fertile areas, where rockiness and steep slopes are major limiting factors to increasing production and income. A large share of the population, both men and women, migrate to neighbouring governorates and to Lebanon for four to eight months of the year to engage in temporary employment to supplement their incomes. Smallholder farmers are making significant efforts to de-rock their land, but their access to rural finance is limited. The project can help to reduce poverty and build local assets through improved management of water resources from rainwater and springs, and the more efficient use of agricultural inputs to increase crop, orchard and livestock productivity. Land reclamation will expand the cultivable area, thus contributing to food self-sufficiency among smallholder households and the creation of wage labour opportunities within Idleb governorate. Through its built-in targeting mechanisms, the project will make a major contribution to poverty reduction by placing poor farm families and disadvantaged communities at the centre of the development process. Increases in on-farm activities due to the expansion of the tree crop and field crop sector and the intensification of livestock production are expected to create local employment opportunities and provide openings for income-generating enterprises benefiting the rural poor.

PART II - THE PROJECT

A. Project Area and Target Group

12. **Location.** The project is located in Idleb governorate, in the extreme north-west corner of the country. The project area encompasses the entire governorate but initially focuses on two major upland areas, namely Jabel al Wastani and Jabel al Zawia, and adjacent lowlands, separated by a valley that is intensively farmed under irrigation.

13. **Population.** Of the total governorate population of about 1.2 million, 750 000, or 62%, live in rural areas consisting of some 430 small and medium-sized villages of fewer than 20 000 inhabitants. A survey conducted by the project's appraisal mission suggests that the average farm size is around 3.3 ha, with roughly 45% of the farms less than 2 ha, 31% between 2 and 4 ha, and only 25% more than 4 ha. The survey also suggests that 80% of the farmers cultivate their own land and 20% are tenants. The population is predominantly young, with 43% between the ages of 16 and 40. The birthrate is high and the family size large (5-16 members), with an average of eight members per family. Extended families with over 25 members represent 20% of the population. Because of the limitations on local food production and income-earning opportunities, internal and external migration is frequent, especially among young people, and represents a significant source of income for rural households. On average, in a household of eight, two adult males migrate to Lebanon for 4-6 months each, and two to three women migrate within the governorate and in nearby governorates for 6-8 months each. Wage labour generates from 40 to 80% of household income.

14. Based on available socio-economic data and the results of participatory rural appraisals conducted by the mission, the first priority target group, from the poverty standpoint, will be a population of about 290 000 (about 70% of the rural population of Jabel al Wastani and Jabel al Zawia) living in 106 villages of sizes ranging from 200 to 10 000 inhabitants. The second priority group will be the rest of the population (130 000) residing in 46 villages and other pockets of rural poverty in Idleb Governorate.



15. **Targeting.** The project will adopt a two-level approach to targeting. First, it will give priority to disadvantaged villages in the project area. Second, in selected villages, it will address the immediate needs of poor small farmers and women. Land reclamation and orchard establishment will be targeted mainly to benefit households with 2 ha of land or less. For other interventions, the project will give priority to disadvantaged groups not necessarily benefiting from land reclamation and orchard establishment, including women, smallholders and the landless.

B. Objectives and Scope

16. The principal objectives of the proposed project are to improve the food security and income levels of the target group of farmers and rural women by expanding the area of arable land, improving access to water, and introducing more efficient farming and water management practices for the sustainable use of land and water resources.

C. Components

17. The project will finance a series of interventions under the following four main components: (i) agricultural development; (ii) water resources development and management; (iii) community development; and (iv) coordination and management.

Agricultural Development

18. The project will focus on bettering the livelihoods of smallholder farmers by improving land and livestock productivity and by providing market access for surplus production. Productivity increases will result from an improved adoption rate of available technologies through farmer's participatory research and extension methodologies. Accordingly, the project will fund investment expenditure and recurrent costs in (i) development planning; (ii) land reclamation and development; (iii) arable crop development; (iv) livestock improvement; (v) technology dissemination; (vi) technology generation; and (vii) marketing.

19. The project will support land reclamation on a progressive cost-recovery basis on about 20 000 ha of largely underdeveloped land in the Jabel al Wastani and Jabel al Zawia uplands. Given that heavy earth-moving equipment cannot be contracted from the private sector, the project will finance its purchase.

20. The project will also support: (i) the establishment of fruit tree plantations; and (ii) the promotion of sustainable farming systems for field crops. Production systems will be established according to proposals outlined in 'whole farm plans' drawn up jointly by farmers and project technicians. The whole farm plan provides the basis for the layout of (i) farm infrastructure – location of water-harvesting structures, roads, buildings, fencing (stone walls), soil conservation works, agroforestry plots, biodiversity conservation strips – and (ii) a farm management system.

21. Regarding livestock production, the project will focus on improving animal performance rather than increasing herd size. Three areas will be targeted for improved animal performance: (i) herd upgrading through artificial insemination and cross-breeding; (ii) improved animal health; and (iii) animal husbandry.

22. The project will support technology dissemination by strengthening agricultural extension units and technical support centres so that they can provide sound technical advice, training and technical backstopping to farmers. Given the need to refine technical packages for land development and orchard and nursery management, and to generate new packages for conservation and integrated pest management, the project will finance four initiatives: (i) a participatory trial programme; (ii) an action research programme; (iii) an applied research programme; and (iv) the strengthening of the research-extension linkage.



23. The project will also address the issue of marketing through the establishment of a marketing office within the Department of Agriculture and Agrarian Reform (DAAR) in Idleb and the appointment of a marketing specialist. The office will be fully equipped and connected to the Internet so that it can monitor the prices of produce of interest. *Maslaha* (district) marketing officers (MMOs) posted throughout the governorate will work with individual farmers, farmers' associations and women's groups to raise their awareness of the need to develop marketing skills in order to realize higher incomes. Through the village development councils, the project will support training workshops and meetings involving associations of producers, processors and traders, so as to foster a greater understanding among all parties of their respective objectives and requirements. Prior to this, MMOs will have as a core activity the formation of marketing associations. This activity will be focused on individual crops or activities supported by other components within the project. The marketing associations will enable farmers to strengthen their bargaining position with wholesalers and obtain a fair price for their produce.

Water Resources Development and Management

24. The project will finance the rehabilitation of traditional Roman wells and the installation of new cisterns to store rainwater for supplementary irrigation of orchards, particularly in their early stages of development. In addition, it will promote a variety of on-farm water-harvesting techniques such as tree basins, micro-catchments and contour guidelines for strip cropping. Based on available data, it is expected that during the life of the project farmers will construct bench terraces on about 8 800 ha, earth banks on 2 000 ha, contour stonewalls on 3 000 ha, contour guidelines on 2 700 ha, stone tree basins on about 2 500 ha and micro-catchments on 1 000 ha.

25. In addition and in line with government strategies to improve irrigation efficiency and decrease the demand on groundwater extraction, the Cooperative Agricultural Bank (CAB) will extend credit to groups or families owning licensed wells to procure and install on-farm drip irrigation systems. The project will provide technical assistance for the selection of appropriate equipment, installation and routine maintenance, and for improved organizational arrangements and water management practices.

Community Development

26. This component includes community development, Women-in-Development and microfinance. The project's community participation approach, which is fairly new in Syria, has as its main principle that the communities themselves will elaborate their own development programmes and action plans according to the project's objectives, strategies, and technical and environmental aspects. This process requires continual dialogue and interaction with project staff members.

27. The project will finance the recruitment of an adequate number of full-time staff to support communities in the development and monitoring of their plans and programmes. Given the number of villages, the project will organize six community development teams (one team for every 25 villages). These teams will be stationed in six districts (*maslaha*), each composed of six staff members (a team leader, one woman and two men facilitators/planners, and two administrative assistants).

28. The project will also finance training courses and study tours in Syria and overseas for the staff to enhance their capabilities in participatory approaches, community development planning, and organization and management of community-based organizations. It will provide for (i) 120 person-weeks of local training and 30 person-weeks of overseas study tours; (ii) complementary local training (1 200 person-days, eight days per village) and overseas study tours (30 person-weeks) for the communities; and (iii) six person-months of the services of international consultants to train the trainers, support the staff in participatory planning and monitoring, and provide on-the-job training for



the staff. In addition, it will enhance community capacities through daily contacts and training by the community development teams.

29. Regarding Women-in-Development activities, the project will strengthen the institutional capacity of the Women-in-Development Unit of the Extension Department of the Ministry of Agriculture and Agrarian Reform (MAAR) so that it can play a more effective role in building the capacity of governorate extension services and advance policy dialogue on gender mainstreaming. Accordingly, the project will finance training courses for trainers in the first and second project years (PYs) for senior staff of the various governorate DAARs, other related agencies and universities. The training courses, for both men and women, will cover such subjects as gender-sensitive community participation (including training on development concepts, communication, facilitation and participatory rapid appraisal methods), gender awareness and participatory approaches for decision-makers and others. In addition, the project will benefit from the IFAD-financed Programme of Action to Assist IFAD Projects to Reach Rural Women in Near East and North African Countries, currently under implementation in Syria and other Near East and North African (NENA) Member States. Programme support will mainly include training of women extension agents and the Village Development Committee (VDC) members on gender mainstreaming and participatory approaches.

30. As for microfinance, the project will establish a microfinance facility for a wide range of potential income-generating production, processing and marketing opportunities suitable for investments by smallholders and rural women. Income-generating activities will be financed mainly through a community-based rural finance pilot initiative similar to the ongoing UNDP-financed Rural Community Development Project in the Jebel Al-Hoss area. The project will use microfinance principles to establish village *sanduks* as an alternative financial institution with flexible and creative lending methods. *Sanduks* have proved to be well suited to the population's needs, cultural backgrounds and principles.

31. *Sanduks* will be established in the context of the overall community participation approach and as a part of the community action plan for the villages. Provisions will be made for specialized staff and field organizers, which will include, in addition to a team leader/manager, a microfinance specialist who will work as deputy team leader/manager; a *sanduk* organizer to supervise the field organizers; an accounting and auditing specialist who will train *sanduk* bookkeepers and audit their books; a women's organizer who will assist women in establishing their own *sanduks*; and ten national United Nations Volunteers. A total of 50 villages will be targeted, and small farmers and rural women will be assisted to form their own *sanduks*.

32. The project will support the establishment of a central *sanduk* with its own resources, which will take over the project's responsibilities at project closure. This central fund will be created following the mid-term review and will, from PY3, gradually assume the responsibilities of project staff, including strategic resource management, training and *sanduk* expansion.

Coordination and Management

33. The project will support the establishment of a project coordination and management unit (PCMU) in Idleb. The details of its mandate and organization are presented in paragraph 43 below and in Appendix VI.

D. Costs and Financing

34. The total investment and incremental recurrent costs of the project, including physical and price contingencies (see Appendix V), is estimated at USD 46.1 million. The foreign exchange component is estimated at USD 23.7 million or about 51% of total project costs. The investment costs totalling USD 32.4 million represent 71% of the total costs. The recurrent costs totalling USD 13.7 million represent 29% of the total costs. Project costs by component are summarized in Table 1.

TABLE 1: SUMMARY OF PROJECT COSTS^a
(USD '000)

Components	Local	Foreign	Total	% Foreign Exchange	% Total Base Costs
A. Agricultural development					
Development planning	84	124	208	60	-
Land reclamation and development	7 083	18 117	25 200	72	59
Arable crop development	182	288	470	61	1
Livestock improvement	470	333	802	41	2
Technology dissemination (extension)	1 488	1 604	3 091	52	7
Technology generation (research)	250	164	414	40	1
Marketing ^b	150	619	769	80	2
Subtotal	9 706	21 249	30 955	69	73
B. Water resources development and management	6 647	373	7 020	5	17
C. Community development					
Community participation and capacity-building	469	329	798	41	2
Women in Development	71	52	124	42	-
Microfinance	1 597	134	1 730	8	4
Subtotal	2 137	515	2 652	19	6
D. Coordination and management	1 106	786	1 892	42	4
Total base costs	19 596	22 922	42 518	54	100
Physical contingencies	1 201	164	1 365	12	3
Price contingencies	1 645	622	2 267	27	5
Total project costs	22 441	23 709	46 150	51	109

^a Discrepancies in totals are due to rounding.

^b Including marketing related to Women-in-Development activities.

35. The project will be financed by IFAD, AFESD, UNDP, the Government of Syria and the beneficiaries. An IFAD loan of about USD 17.5 million and an AFESD loan of USD 18.2 million will finance 38% and 39% of the total project costs respectively. UNDP financing of USD 1.3 million will be in the form of grant and will cofinance the microfinance sub-component. The Government's contribution of about USD 3.6 million (8%) will finance the costs of salaries. The beneficiaries will contribute USD 5.5 million (12%) through borrowing from the CAB. Table 2 below presents the project's financing plan.

TABLE 2: FINANCING PLAN^a
(USD '000)

Components	IFAD		AFESD		UNDP		Beneficiaries		Government		Total		For. Exch.	Local (Excl. Taxes)
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%		
A. Agricultural development														
Development planning	216	100	-	-	-	-	-	-	0	-	216	1	130	86
Land reclamation and development	7 709	29	16 833	63	-	-	-	-	2 100	8	26 642	58	18 634	8 008
Arable crop development	167	33	284	56	-	-	-	-	59	12	509	1	303	207
Livestock improvement	781	88	86	10	-	-	-	-	17	2	883	2	356	527
Technology dissemination (extension)	2 808	82	436	13	-	-	-	-	177	5	3 421	7	1 724	1 697
Technology generation (research)	442	100	-	-	-	-	-	-	0	-	442	1	172	270
Marketing /b	796	98	17	2	-	-	-	-	0	-	813	2	646	167
Subtotal	12 918	39	17 656	54	-	-	-	-	2 352	7	32 926	71	21 965	10 961
B. Water resources development and management	2 826	34	50	1	-	-	5 463	65	31	0	8 370	18	384	7 985
C. Community development														
Community participation and capacity-building	359	41	103	12	82	9	-	-	330	38	875	2	345	530
Women in Development	84	63	33	25	-	-	-	-	17	12	134	0	55	79
Microfinance	208	12	68	4	1 250	70	-	-	253	14	1 779	4	140	1 639
Subtotal	651	23	205	7	1 332	48	-	-	600	22	2 788	6	540	2 248
D. Coordination and management	1 156	56	249	12	-	-	-	-	663	32	2 067	5	820	1 247
Total Disbursement	17 551	38	18 159	39	1 332	3	5 463	12	3 646	8	46 150	100	23 709	22 441

^a Discrepancies in totals are due to rounding.

^b Including marketing related to Women-in-Development activities.





E. Procurement, Disbursement, Accounts and Audit

36. The procurement of goods and services financed from the proceeds of the loan will be undertaken in accordance with IFAD's procurement guidelines and the procedures of the cooperating institution, both well known in Syria on account of previous projects.

37. Purchase of agricultural and miscellaneous equipment will be grouped into packages to be procured under international or local competitive bidding (ICB/LCB) in accordance with the relevant guidelines. Purchases with an overall value of USD 100 000 or more will be by ICB. Contracts for a value below USD 100 000 will be awarded following LCB, in accordance with government purchasing procedures as applied under previous IFAD projects. International technical assistance will be hired and training provided in accordance with the relevant guidelines through direct contracting and force account respectively. The individuals recruited will have qualifications, terms of reference and conditions of employment satisfactory to the Fund.

38. **Disbursement.** The proposed loan from IFAD of USD 17.5 million equivalent will be disbursed over seven years. Disbursements for expenditures of USD 20 000 or less will be made against statements of expenditure, with supporting documentation prepared by MAAR and made available to supervision missions and auditors. Disbursements for all other expenditures will be fully documented.

39. **Accounts and audit.** The Government will open and maintain a special account in the name of the project, to be held in United States dollars in a bank acceptable to IFAD. The special account will be used for pre-finance IFAD's share of the project expenditure, on terms and conditions satisfactory to IFAD. The special account will be opened with an initial deposit of USD 1.5 million, estimated to be the equivalent of IFAD's share of the first six months of project expenditure.

40. All project accounts, including the special account, and all government accounts and statements of expenditure for each fiscal year will be consolidated and audited in accordance with appropriate auditing principles and practices consistently applied by auditors acceptable to IFAD. The Government will submit certified copies of audit reports to IFAD not later than six months after the end of the fiscal year.

F. Organization and Management

41. A high-ranking project coordination committee (PCC) will be set up with responsibility for: (i) defining the general policy framework of project implementation; (ii) approving the annual workplans and budgets (AWP/Bs); (iii) monitoring project progress principally through the analysis of six-monthly activity reports; and (iv) solving problems and potential conflicts of interest among participating departments. The PCC will be chaired by the Minister for Agriculture and Agrarian Reform and will include the Idleb director of DAAR, all department heads of MAAR involved in project activities, and senior representatives of other bodies, such as the General Commission for Scientific Agricultural Research, the State Planning Commission, the CAB, the Ministry of State for Environment Affairs and the Ministry of Culture.

42. Coordination at provincial level will be ensured through the establishment, as standing subcommittees of the PCC, of a provincial project coordination committee (PPCC). The PPCC will be composed of all heads of agricultural services at the governorate level, the project coordinator and representatives of the Governor, CAB, Directorate of Environment, Directorate of Culture, Directorate of Tourism, Olive Bureau and other relevant agencies. Other members will include two representatives of VDCs, representatives of the other stakeholders and unions (e.g. the Union of Farmers and the Union of Women). The committee, chaired by the Idleb Director of Agriculture, will meet regularly as needed and prior to each PCC meeting.



43. **Project coordination and management unit.** The project will establish a PCMU in Idleb city with responsibility for coordinating project activities to be implemented by DAAR and implementing land reclamation and community development activities. In addition, the PCMU will coordinate preparation of the AWP/Bs and carry out the financial, physical and impact monitoring of project activities.

44. **Supervision.** The project will be supervised every six months. One of the semi-annual supervision missions will be scheduled to coincide with the project's annual review workshop, which will provide an opportunity for the mission to work closely with all stakeholders to identify progress, constraints and perspectives, and to facilitate review and approval.

G. Economic Justification

45. Given the high potential for agricultural development in Idleb governorate and the project's focus on fruit tree development, the project is likely to bring about a net increase of around 80 000 tonnes (t) of olives, 45 000 t of cherries, 30 000 t of figs. In addition a large increase is expected in the production of wheat, chickpeas, milk and meat. The economic internal rate of return (EIRR) is estimated at about 22.3% over 20 years, with the residual value of land development equipment at PY8 estimated at 10% of the investment cost. A 20% increase in costs decreases the EIRR to 20.8%, and a 20% decrease in benefits decreases it to 20.5%. Both levels remain acceptable. The without/with project farm models analysis has shown an average increase in family income after financing of around 120%, with increases ranging from 51 to 186% according to farm size, cropping and degree of rockiness.

46. The participatory planning process for community development activities will enable 152 villages to establish informal VDCs, which will allow them to determine their own development needs and priorities, and participate in planning, implementation and monitoring of activities.

47. The project is expected to benefit women. Through training and increased access to microfinance and markets, women will be able to increase their incomes. The participatory planning process for community development activities will also seek to draw women into the public life of villages and give them a voice in community affairs. Women's role in project activities will instil confidence, increase self-reliance, evidence women's management capabilities and, hence, enhance the credibility of women as active partners in development processes.

48. The institution-strengthening of the Directorate of Agriculture in Idleb will have many short- and long-term benefits. The introduction of participatory methodology and improved extension techniques will serve as model, which can be replicated elsewhere in Syria. Because the use of participatory planning during implementation is new to Syria, lessons learned during project implementation will be valuable in the evolution of future soil and water conservation and extension programmes.

H. Risks

49. The project is designed to be implemented through a community-based participatory approach, which will require close collaboration among the project, VDCs and the beneficiaries. Such modes of operation always carry institutional risks including the possibility that participation by VDCs and beneficiaries will be weak and project activities unsustainable. The project is designed to gain the trust and involvement of the communities and beneficiaries and to generate a sense of ownership in project activities, which will minimize the risk of weak participation.



I. Environmental Impact

50. The project has been classified “A” based on the extent and magnitude of potential adverse environmental impacts likely to result from project interventions in land reclamation, land development and changes in farming system. The presence of archaeological, historical and cultural sites, nature reserves, the invaluable sources of biodiversity, and the inherent risks associated with land degradation – due to excessive slope and minimal soil depth – will require adoption of conservation-orientated methodologies and measures to mitigate against possible adverse environmental impact. Project design has incorporated these mitigating measures.

51. The project will introduce a phased approach for land reclamation and development to ensure that (i) only land suitable for changes in production systems according to full land evaluation parameters is actually developed; (ii) development is planned according to the guidelines set for crop suitability and farming systems; (iii) banks of plant biodiversity are located, identified, mapped and afforded *in situ* protection against interference; and (iv) cultural, historical and archaeological sites are identified and their perimeters demarcated to avoid damage or desecration.

52. The project will also introduce, and promote through extension to farmers, new production system packages for both tree crops and field crops based on conservation farming practices, integrated pest management systems, field sanitation techniques and ley farming. The introduction of these practices has the potential to significantly reduce the use of agricultural chemicals, reliance on fertilizer to maintain soil fertility, and economic losses due to pest damage.

J. Innovative Features

53. The project will introduce an innovative participatory approach based on pro-poor targeting and community empowerment and involvement in decision-making to ensure high and sustainable impact. The design of the proposed participatory approach is based on recent experiences, but with a sharper poverty focus. It introduces a two-stage targeting process and a cost-recovery mechanism for land reclamation favouring the poor. In addition, it provides the poor access to productive resources and empowers them to participate in decision-making. The project will target villages predominantly inhabited by the poor, and eligible beneficiaries will be selected by the communities themselves. Project interventions will be based on community action plans and an annual work programme drawn up and agreed upon by the communities.

54. Another innovative feature of the project is its support for the establishment of community-based financial institutions, with their own savings and loan funds, based on indigenous informal institutions called *sanduks*. These self-help and self-reliant microfinance institutions will be developed as alternative financial institutions with flexible lending terms for income-generating activities.

PART III - LEGAL INSTRUMENTS AND AUTHORITY

55. A loan agreement between the Syrian Arab Republic and IFAD constitutes the legal instrument for extending the proposed loan to the borrower. A summary of the important supplementary assurances included in the negotiated loan agreement is attached as an annex.

56. The Syrian Arab Republic is empowered under its laws to borrow from IFAD.

57. I am satisfied that the proposed loan will comply with the Agreement Establishing IFAD.



PART IV - RECOMMENDATION

58. I recommend that the Executive Board approve the proposed loan in terms of the following resolution:

RESOLVED: that the Fund shall make a loan to the Syrian Arab Republic in various currencies in an amount equivalent to thirteen million three hundred thousand Special Drawing Rights (SDR 13 300 000) to mature on and prior to 1 December 2042 and to bear a service charge of three fourths of one per cent (0.75%) per annum, and to be upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board in this Report and Recommendation of the President.

Lennart Båge
President

SUMMARY OF IMPORTANT SUPPLEMENTARY ASSURANCES INCLUDED IN THE NEGOTIATED LOAN AGREEMENT

(Negotiations concluded on 30 October 2002)

1. AFESD will extend a loan (the “AFESD loan”) to the Government of the Syrian Arab Republic (the Government) in the amount of approximately USD 18 200 000 to assist in cofinancing the project on terms and conditions set forth in an agreement to be concluded between the Government and AFESD.
2. UNDP intends to extend to the Government a grant of approximately USD 1 300 000 to assist in financing the microfinance sub-component of the project on terms and conditions set forth in an agreement to be concluded between the Government and UNDP.
3. The Government will make the proceeds of the loan available to the Ministry of Agriculture and Agrarian Reform in accordance with the AWP/Bs to carry out the project.
4. The Government will make available to MAAR during the project implementation period counterpart funds from its own resources in an aggregate amount of USD 3 645 900, in accordance with its customary national procedures for development assistance. For such purpose, the Government will make budgetary allocations for each fiscal year equal to the counterpart funds called for in the AWP/B for the relevant project year and make such allocations available to MAAR annually in advance.
5. The Government will take actions to strengthen the capacity of the women’s development unit in MAAR in becoming an active technical assistance provider and an advocate in the field of women’s equity in the agricultural sector.
6. No disbursements will be made from the loan until the Special Account and the Project Account shall have been duly opened.
7. The following are specified as additional conditions precedent to the effectiveness of the loan agreement:
 - (a) the project manager/coordinator will have been duly appointed by MAAR and approved by IFAD;
 - (b) the PCMU in Idleb will have been duly established;
 - (c) the PCC will have been duly established;
 - (d) the loan agreement will have been duly signed, and the signature and performance thereof by the Government will have been duly authorized and ratified by all necessary administrative and governmental action; and
 - (e) a favourable legal opinion, issued by the State Planning Affairs Commission in form and substance acceptable to IFAD, will have been delivered by the Government to IFAD.

APPENDIX I

COUNTRY DATA

SYRIA

Land area (km² thousand) 2000 1/	184	GNI per capita (USD) 2000 1/	990
Total population (million) 2000 1/	16.1	GNP per capita growth (annual %) 2000 1/	-1.5
Population density (people per km²) 2000 1/	88	Inflation, consumer prices (annual %) 2000 1/	-0.4
Local currency	Syrian Pound (SYP)	Exchange rate: USD 1 =	SYP 46.00
Social Indicators		Economic Indicators	
Population (average annual population growth rate) 1980-99 2/	3.1	GDP (USD million) 2000 1/	16 485
Crude birth rate (per thousand people) 2000 1/	29 a/	Average annual rate of growth of GDP 2/ 1980-90	1.5
Crude death rate (per thousand people) 2000 1/	5 a/	1990-99	5.7
Infant mortality rate (per thousand live births) 2000 1/	24	Sectoral distribution of GDP 2000 1/	
Life expectancy at birth (years) 2000 1/	69 a/	% agriculture	n.a.
Number of rural poor (million) (approximate) 1/	n.a.	% industry	n.a.
Poor as % of total rural population 2/	n.a.	% manufacturing	n.a.
Total labour force (million) 2000 1/	5.1	% services	n.a.
Female labour force as % of total 2000 1/	27	Consumption 2000 1/	
Education		General government final consumption expenditure (as % of GDP)	12
School enrolment, primary (% gross) 2000 1/	101 a/	Household final consumption expenditure, etc. (as % of GDP)	72
Adult illiteracy rate (% age 15 and above) 2000 1/	26	Gross domestic savings (as % of GDP)	15
Nutrition		Balance of Payments (USD million)	
Daily calorie supply per capita, 1997 3/	3 351	Merchandise exports 2000 1/	4 400
Malnutrition prevalence, height for age (% of children under 5) 2000 1/	n.a.	Merchandise imports 2000 1/	3 800
Malnutrition prevalence, weight for age (% of children under 5) 2000 1/	n.a.	Balance of merchandise trade	600
Health		Current account balances (USD million)	
Health expenditure, total (as % of GDP) 2000 1/	2.4	before official transfers 1999 1/	-288
Physicians (per thousand people) 1999 1/	1.3	after official transfers 1999 1/	201
Population using improved water sources (%) 1999 4/	80	Foreign direct investment, net 1999 1/	263
Population with access to essential drugs (%) 1999 4/	80	Government Finance	
Population using adequate sanitation facilities (%) 1999 4/	90	Overall budget deficit (including grants) (as % of GDP) 1999 1/	-0.7 a/
Agriculture and Food		Total expenditure (% of GDP) 1999 1/	24.0 a/
Food imports (% of merchandise imports) 1999 1/	22	Total external debt (USD million) 1999 1/	22 369
Fertilizer consumption (hundreds of grams per ha of arable land) 1998 1/	699	Present value of debt (as % of GNI) 1999 1/	138
Food production index (1989-91=100) 2000 1/	150.6	Total debt service (% of exports of goods and services) 1999 1/	6.4
Cereal yield (kg per ha) 2000 1/	1 350	Lending interest rate (%) 2000 1/	n.a.
Land Use		Deposit interest rate (%) 2000 1/	n.a.
Arable land as % of land area 1998 1/	25.6		
Forest area (km ² thousand) 2000 2/	5		
Forest area as % of total land area 2000 2/	2.5		
Irrigated land as % of cropland 1998 1/	22.1		

a/ Data are for years or periods other than those specified.

1/ World Bank, *World Development Indicators* database

2/ World Bank, *World Development Indicators*, 2001

3/ UNDP, *Human Development Report*, 2000

4/ UNDP, *Human Development Report*, 2001

PREVIOUS IFAD FINANCING

1. Since 1982 IFAD has participated in five agricultural development projects in Syria. Of their total cost of USD 370 million, IFAD has financed USD 89 million, or about 24%. The projects are:

- (i) **Southern Region Agricultural Development Project – Phase I (SRADP-I).** The project cost was USD 76.3 million, and the IFAD loan USD 18.0 million. SRADP-1 was implemented in Dara'a, Quneitra and Sweida governorates, benefiting some 10 000 households (60 000 people). The project, closed in June 1988, succeeded in developing an effective de-rocking technique, and the amount of land reclaimed (37 300 ha) surpassed appraisal expectations substantially.
- (ii) **Southern Region Agricultural Development Project – Phase II (SRADP-II).** The project has an estimated cost of USD 42.3 million with IFAD financing of 18.0 million. It aims to improve the livelihoods of 17 600 households in Dara'a, Quneitra and Sweida governorates and in rural Damascus by increasing cultivable land through the de-rocking of 32 000 ha and improvements in crop and livestock production.
- (iii) **Jebel Al-Hoss Agricultural Development Project (JHADP).** The project aims to improve the living standards of 14 000 small farmers through the de-rocking of 22 000 ha of land, the introduction of terrace cultivation, and the development of field crops in rainfed areas and fruit trees in areas with supplementary irrigation. The project cost is estimated at USD 29.1 million, of which IFAD is financing USD 11.9 million.
- (iv) **Coastal/Midland Agricultural Development Project (CMADP).** The primary objective of the project is to improve the living standards of farmers and rural women in the four governorates of Hama, Homs, Latakia and Tartous by increasing cultivable areas through the de-rocking of about 80 000 ha of land and the establishment of terrace cultivation. The project, which became effective in July 1996, has an estimated cost of USD 117.1 million, with IFAD financing USD 20.9 million.
- (v) **Badia Rangeland Development Project (BRDP).** The project, which became effective in December 1998, has an estimated cost of USD 104.9 million. IFAD's share of financing is USD 20.2 million. The project aims at improving the livelihoods of 16 800 nomadic and semi-nomadic households by introducing a participatory rangeland management system and rehabilitating pasture land in Aleppo, Dara'a, Dir Ezzor, Hama, Hassaka, Homs, Raqqah and Sweida governorates.

2. Three of the above projects are ongoing. The status of IFAD projects in Syria is presented in Table 1.

Table 1: Status of IFAD Projects in Syria

Project Title	Loan No.	Approval Date	Agreement Date	Effectiveness	Original Closing Date	Extension	Status
1. SRADP-I	95	31-03-82	04-08-82	23-05-83	30-06-87	30-06-87	Closed
2. SRADP II	311	09-09-92	05-11-92	10-03-93	31-12-01	30-06-02	Closed
3. JHADP	363	06-09-94	07-10-94	19-01-95	31-12-02	31-12-02	Ongoing
4. CMADP	482	06-12-95	16-01-96	07-07-96	31-12-03	31-12-03	Ongoing
5. BRDP	1073	23-04-98	10-07-98	21-12-98	31-12-06	31-12-06	Ongoing

LOGICAL FRAMEWORK

Narrative Summary	Verifiable Indicators	Means of Verification	Assumption/Risks
<p>GOALS Improve food security and income levels of the target group of farmers and rural women</p>	<ul style="list-style-type: none"> Improvement in poverty-related socio-economic indicators: nutrition, income, education, gender inequalities in valuation of women's labour, participation in community management, and access to education. 	<ul style="list-style-type: none"> Socio-economic surveys and national statistics Impact assessment surveys 	<ul style="list-style-type: none"> Intensification of implementation of economic reform programmes National policies take affirmative actions to promote women's economic and social status
<p>OBJECTIVES</p> <ul style="list-style-type: none"> Increased arable land and improved cropping and animal husbandry of smallholdings. Improved management of water resources from rainwater and springs. Active women's and men's community organizations in the provision of technical and community support services. Operational <i>sandugs</i> with an active lending portfolio for poor women and men. 	<ul style="list-style-type: none"> Increase in agricultural yields and labour productivity of women and men Effectiveness and environmental soundness in the use supplementary irrigation Relevance, effectiveness and sustainability of women's and men's village development committees Number of poor women and men who have increased their incomes as a result of borrowing from the <i>sandug</i> 	<ul style="list-style-type: none"> Baseline surveys PRAs in project area Government statistics in the project area Impact assessment surveys; land-use maps Progress reports 	<ul style="list-style-type: none"> Government strategy for poverty reduction implemented Donor assistance and support materialized and maintained No major natural calamities such as the drought that has affected the country over the last three years
<p>OUTPUTS</p> <p>(a) 20 000 ha of land reclaimed (b) Whole farm plans for a total area of 30 000 ha (c) five operational veterinary centres (d) Paraveterinarians (women and shepherds) operating on a cost-recovery basis. (e) 47 agricultural extension units (AEUs) renovated or constructed and operational in service delivery to women and men farmers</p>	<p>(a) Area reclaimed (ha) (b) Number of smallholdings benefiting from land reclamation and land development in category of less than 2 ha, 2-4 ha, more than 4 ha (c) Number of veterinary centres, technical support centres constructed and status of operation (d) Number and gender of staff in these extension centres (e) Number of women and men, per category of holding, reached by the extension services</p>	<ul style="list-style-type: none"> Supervision and periodic progress reports, monitoring and evaluation (M&E) Published government statistics on processing production Idleb products exported, reported by customs and excise 	<ul style="list-style-type: none"> Civil society allowed and encouraged to play a bigger role in rural development and rural poverty reduction Project staff performance and understanding of participatory and gender-sensitive approaches monitored and continuously strengthened



LOGICAL FRAMEWORK

Narrative Summary	Verifiable Indicators	Means of Verification	Assumption/Risks
<p>(f) Operation of six technical support centres (TSCs) to backstop AEU's.</p> <p>(g) 24 women extension officers recruited in the TSCs and providing extension on animal husbandry and crop production to women farmers.</p> <p>(h) Smallholders' production fetches a higher value on the market</p> <p>(i) Set-up for maintaining and operating water structures is sustainable organizationally and financially</p> <p>(j) At least 100 women's and 100 men's community development committees have legal status, provide range of services tailored to community needs, and mobilize own resources.</p> <p>(k) 50 <i>sanduqs</i> established and extending loans to women and men in as equal a proportion as possible</p>	<p>(f) Rate of adoption of technical packages among women and men. Trend in prices of products sold by women and men smallholders</p> <p>(g) Total income generated by women and men from agricultural production</p> <p>(h) Distribution of income on household and agricultural expenditures and savings</p> <p>(i) Value given to women's on-farm labour</p> <p>(j) Decreased reliance of women on wage labour</p> <p>(k) Number of beneficiary households benefiting from water structures in category of less than 2 ha, 2-4 ha and more than 4 ha</p> <p>(l) Percentage increase in crop and orchard yields</p> <p>(m) Number and membership of water users' associations by gender and type of smallholder category</p> <p>(n) Self-financing capacity of water users' associations</p> <p>(o) Number of women's, men's and mixed village development committees formed</p> <p>(p) Percentage of local resources in the committees' budgets</p> <p>(q) Type of activities provided by women's and men's committees and extent they are relevant to women's and men's needs and effective in achieving objectives</p> <p>(r) Number of beneficiaries from the committees' activities by gender and land-ownership category</p> <p>(s) Number of <i>sanduqs</i> established</p> <p>(t) Poverty levels of villages where <i>sanduqs</i> established</p> <p>(u) Membership of <i>sandug</i> committees by gender and by land-ownership category (landless, less than 2 ha, 2-4 ha, more than 4 ha)</p> <p>(v) Total capital of <i>sandug</i>, and percentage mobilized from local community</p> <p>(w) Number of loans by gender and by land-ownership category</p> <p>(x) Rate of repayment by gender and by land-ownership category</p> <p>(y) Increase in household and individual income for women and men</p>		<ul style="list-style-type: none"> • Processors are willing to cooperate with project • Decrees endorse the development of community-based organizations and community-based financial institutions.



LOGICAL FRAMEWORK

Narrative Summary	Verifiable Indicators	Means of Verification	Assumption/Risks
<p>ACTIVITIES:</p> <p>(a) Land development planning through surveys and studies, eco-geographical and botanical studies, land-use mapping, natural resource management plans</p> <p>(b) Whole farm planning</p> <p>(c) Land reclamation with sliding scale cost-recovery mechanism that will benefit smallholders</p> <p>(d) Arable crop development through tree crop establishment, field crops</p> <p>(e) Livestock improvement through herd upgrading, animal health, animal husbandry</p> <p>(f) Extension strengthening through equipment renovation, construction of new units, recruitment of women staff, staff training and technical assistance, research and strengthening of research/extension linkages</p> <p>(g) Marketing support to Olive Bureau, and recruitment of <i>maslaha</i> marketing officers (MMOs)</p> <p>(h) Water resources development through water harvesting, soil and water conservation, water saving measures, training and technical assistance on water management</p> <p>(i) Community development through formation of women's and men's village development committees and strengthening the Women-in-Development Unit to mainstream gender at programme and policy levels</p> <p>(j) Microfinance through the establishment of village-based <i>sandugs</i></p>	<p>(a) Timeliness and quality of studies and plans conducted</p> <p>(b) Number of women and men who participated in land-use planning</p> <p>(c) Financial analysis of land reclamation and development for smallholders</p> <p>(d) Equipment used (hours), by type and by land category (slope and rockiness)</p> <p>(e) Number of seedlings distributed</p> <p>(f) Number of animals artificially inseminated</p> <p>(g) Operational costs of veterinary centres</p> <p>(h) Number of farmers contacted, type of demonstrations given; hours and number of mass media produced and diffused</p> <p>(i) Number of staff appointed and trained, by gender and position</p> <p>(j) Types of training received by staff, by gender and position</p> <p>(k) Number and type of water structures rehabilitated or constructed</p> <p>(l) Capacity of these water structures</p> <p>(m) Number of village development committees formed, by gender and land-ownership category of its members (landless, less than 2 ha, 2-4 ha, more than 4 ha)</p> <p>(n) Number of trainees attending the training programmes organized by the Women-in-Development Unit in MAAR, by gender, position and location of workplace</p> <p>(o) Timeliness and quality of policy research and result dissemination conducted by the Women-in-Development Unit in MAAR</p>	<ul style="list-style-type: none"> • AWP/B, annual review workshops, supervision and periodic progress reports, M&E, mid-term review 	<ul style="list-style-type: none"> • All cofinanciers comply with their financial commitments in a timely manner • Procurement processes are done in a timely manner



QUANTITATIVE INPUTS, TARGETS AND KEY PROJECT FACTORS

OBJECTIVES								INSTRUMENTS			
(USD Millions)								The main instruments used in the implementation of the listed components are :			
								(USD million)	(% base cost)		
COMPONENTS											
A. Agricultural Production		19.9	2.5	2.4	2.2	2.0	1.9	1.9	• Civil Works	7.6	18
B. Water Resources Development and Management		0.34	0.9	1.5	1.6	1.6	1.3	1.1	• Equipment	18.2	43
C. Community Development		0.5	0.5	0.5	0.4	0.4	0.4	0.1	• Vehicles	1.2	3
D. Programme Management and Coordination		0.9	0.2	0.2	0.18	0.18	0.2	0.2	• Studies/Technical Assistance	0.9	2
									• Training	1.13	4
									• Microfinance	1.18	3
PROJECT COSTS		FINANCING			BENEFICIARIES			ECONOMIC ANALYSIS			
COMMUNITY DEVELOPMENT COMPONENT	USD million		USD million	%	<ul style="list-style-type: none"> • Total beneficiaries • 1st priority group = 290 000 • 2nd priority group = 130 000 			Economic Rate of Return (ERR) = 22.3 % base cost			
A. Community Participation	0.875	IFAD	17.5	38				ERR = 20.8% with 20% increase in costs ERR = 20.5% with 20% decrease in benefits			
B. Women in Development	0.134	AFESD	18.2	39	Without/with project farm models: (i) livestock-tree-annual crops – This model is representative of a 2.5-ha farm, of which 0.1 ha will remain rocky. Farmers are expected to improve 1.25 ha, including 1.0 ha of fruit trees (olive and apple trees) and 0.25 ha annual crops; (ii) trees-crops-livestock – This model is representative of a 4.5-ha farm, of which 0.25 ha will remain rocky. The farmers are expected to de-rock 2.25 ha of their land and plant olive, cherry and fig trees on 1.5 ha.; (iii) annual crops-trees-livestock – This model is representative of a 6-ha farm. Farmers are expected to increase their cropping area by de-rocking 2.5 ha, of which 1.75 ha will be devoted to fruit trees including olive, cherry and fig trees; (iv) small farms – livestock-trees-annual crops – This model is representative of a 1.5-ha farm, of which 0.15 ha will remain rocky. Farmers are expected to improve 0.9 ha for fruit trees. Average increase in family income after financing is around 300%						
C. Microfinance	1.18	UNDP	1.33	3				Total cost per beneficiary = 110 USD Total cost of IFAD loan per beneficiary = USD 41			
		Beneficiaries	5.5	12							
		Government	3.6	8							
				100							

SUMMARY COST AND FINANCING TABLES

**Disbursement Accounts by Financiers
(USD '000)**

	IFAD		AFESD		UNDP		Beneficiaries		Government		Total		For. Exch.	Local (Excl. Taxes)	Duties and Taxes
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%			
Civil works	3 682.7	40.3	-	-	-	-	5 463.1	59.7	0.0	-	9 145.9	19.8	425.4	8 720.4	-
Land development equipment	-	-	16 841.8	100.0	-	-	-	-	0.0	-	16 841.8	36.5	16 336.6	505.3	-
Communication and office equipment	1 638.1	100.0	-	-	-	-	-	-	0.0	-	1 638.1	3.5	1 581.7	56.4	-
Vehicles	-	-	1 316.9	100.0	-	-	-	-	0.0	-	1 316.9	2.9	1 277.4	39.5	-
Studies	231.0	100.0	-	-	-	-	-	-	0.0	-	231.0	0.5	105.8	125.2	-
Technical assistance	605.1	88.1	-	-	81.8	11.9	-	-	-	-	687.0	1.5	645.4	41.5	-
Training	1 206.5	100.0	-	-	-	-	-	-	-	-	1 206.5	2.6	422.7	783.8	-
Research contracts	131.6	100.0	-	-	-	-	-	-	-	-	131.6	0.3	-	131.6	-
Microfinance seed money	-	-	-	-	1 250.0	100.0	-	-	-	-	1 250.0	2.7	-	1 250.0	-
Salaries	-	-	-	-	-	-	-	-	3 645.9	100.0	3 645.9	7.9	-	3 645.9	-
Travel allowances	271.8	100.0	-	-	-	-	-	-	-	-	271.8	0.6	-	271.8	-
Operation and maintenance	9 783.8	100.0	-	-	-	-	-	-	0.0	-	9 783.8	21.2	2 914.0	6 869.8	-
Total	17 550.7	38.0	18 158.7	39.3	1 331.8	2.9	5 463.1	11.8	3 645.9	7.9	46 150.2	100.0	23 709.1	22 441.2	-



Expenditure Accounts by Component - Totals Including Contingencies
(USD '000)

	Agricultural production							Water Resources Development and Management	Community development			Coordination and Management	Total	
	Development Planning	Land Reclamation and Development	Agricultural Extension	Arable Crop Development	Livestock Improvement	Technology Dissemination (Extension)	Technology Generation (Research)		Community Participation and Capacity-Building	Women in Development	Microfinance			
I. Investment Costs														
A. Civil works														
Water resources infrastructures	-	-	-	-	-	-	-	6 428	-	-	-	-	6 428	
Soil and water conservation	-	-	-	-	-	-	-	1 300	-	-	-	-	1 300	
Buildings	-	102	-	-	202	940	-	97	-	-	-	77	1 418	
Subtotal	-	102	-	-	202	940	-	97	7 728	-	-	77	9 146	
B. Equipment														
Heavy equipment	-	16 589	-	253	-	-	-	-	-	-	-	-	16 842	
Service equipment	-	7	-	-	146	700	109	270	93	18	7	8	1 638	
Subtotal	-	16 596	-	253	146	700	109	270	93	18	7	8	18 480	
C. Vehicles	-	244	-	31	86	436	-	17	50	103	33	68	1 317	
D. Studies														
Studies	163	-	-	-	-	-	-	-	-	-	-	68	231	
Technical assistance	39	-	-	-	-	70	-	270	133	82	-	45	687	
Subtotal	202	-	-	-	-	70	-	270	133	82	-	45	918	
E. Training	13	7	-	67	191	277	193	89	112	129	22	42	1 207	
F. Research contracts	-	-	-	-	-	-	132	-	-	-	-	-	132	
G. Microfinance seed money	-	-	-	-	-	-	-	-	-	-	-	1 250	1 250	
Total	216	16 949	-	351	626	2 423	434	743	8 115	332	61	1 413	32 449	
II. Recurrent Costs														
A. Incremental salaries and allowances														
Incremental staff	-	2 120	-	67	19	283	-	6	109	341	17	253	3 488	
Permanent staff	-	-	-	-	-	-	-	-	8	-	-	-	430	
Subtotal	-	2 120	-	67	19	283	-	6	117	341	17	253	3 918	
B. Operation and maintenance (O&M) and supplies														
Civil works O&M	-	15	-	-	55	-	-	-	60	-	-	-	140	
Heavy equipment O&M	-	7 224	-	80	-	-	-	-	-	-	-	-	7 304	
Other equipment O&M	-	-	-	-	49	-	-	-	-	9	2	6	147	
Vehicles O&M	-	334	-	12	135	683	8	26	78	158	45	107	1 977	
Supplies	-	-	-	-	-	31	-	37	-	35	9	-	216	
Subtotal	-	7 573	-	92	238	715	8	63	138	202	56	113	9 784	
Total Recurrent Costs	-	9 693	-	159	258	998	8	70	255	543	72	366	13 701	
TOTAL PROJECT COSTS	216	26 642	-	509	883	3 421	442	813	8 370	875	134	1 779	2 067	46 150
Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Foreign Exchange	130	18 634	-	303	356	1 724	172	646	384	345	55	140	820	23 709





ORGANIZATION AND MANAGEMENT

A. Project Organization and Executing Agencies

1. The Ministry of Agriculture and Agrarian Reform (MAAR) will be responsible for project implementation. The core components of the project will be implemented by two separate directorates of the Ministry: agriculture, livestock and marketing extension and water resources development activities through the Directorate of Agriculture and Agrarian Reform (DAAR) in Idleb; land reclamation and development, community development and microfinance through a project coordination and management unit (PCMU) to be established. The project strategy requires effective beneficiary participation and involvement of communities and thus services of specialized and experienced organizations in this field, such as specialized non-governmental organizations (NGOs) or consultants if necessary.

B. Management and Coordination

Project Coordination

2. A high-ranking committee will be set up with the primary responsibility for: (i) defining the general policy framework of project implementation; (ii) approving the annual workplans; (iii) approving and subsequently supervising the allocation of the corresponding annual budgets; (iv) monitoring project progress principally through the analysis of six-monthly activity reports and the papers drafted at the end of each review or programming workshop; and (v) solving problems and potential conflicts of interest among participating departments. The project coordination committee (PCC) will be chaired by the Minister for Agriculture and Agrarian Reform and membership of the Idleb Director of Agriculture and Agrarian Reform (DAAR), all department heads of MAAR involved in project activities together with senior representatives of other bodies, such as the General Commission for Scientific Agricultural Research (GCSAR), the State Planning Commission (SPC), the Cooperative Agricultural Bank (CAB), the Ministry of State for Environment (MSE) and the Ministry of Culture (MC). The PCC will have the right to co-opt such other members and to form such executive subcommittees as it deems necessary for the conduct of its business. The PCMU will act as the secretariat of the PCC and the project coordinator/manager (PCM) will be a member of committee and serve as its secretary. The PCC will meet quarterly to discuss project implementation and to consider proposed solutions for arising problems.

3. Coordination at provincial level will be ensured through the establishment, as standing subcommittees of the PCC, of a provincial project coordination committee (PPCC). This committee will be composed of all heads of agricultural services at the governorate level; PCMU, and representatives of the Governor, CAB, Directorate of Environment, Directorate of Culture, Directorate of Tourism, Olive Bureau and other agencies that have a role in the project implementation. Other members will include two representatives of village development committees, representatives of the other stakeholders and general unions, such as the Union of Farmers and the Union of Women. The committee will be chaired by the Idleb Director of Agriculture and will meet regularly as warranted and prior to each PCC meeting. The PCM will be a member, and the PPCC and PCMU will serve as its Secretariat.

Project Management

4. **Project coordination and management unit** - The project will establish a PCMU in Idleb with responsibility for coordinating project activities and implementing land reclamation and community development activities. In addition, the PCMU will coordinate preparation of the AWP/B; carry out the financial and physical monitoring of project activities against the AWP/B; maintain



project accounts; submit reports in accordance with the requirements of PCC and of project loan documentation; collate, prepare and submit replenishment claims in accordance with the established procedures and project loan conditions; administer project studies, workshops and reviews.

5. The PCMU will be headed by a PCM who will be a senior administrator appointed by the Minister for the duration of the project and will be fully accountable to PCC for coordination of project activities and implementation of the assigned tasks in accordance with the approved AWP/B. This will streamline and assist in the timely and coordinated implementation of the project. A deputy PCM and seven units will assist the PCM, including: (i) provincial services coordination; (ii) community development; (iii) microfinance; (iv) land reclamation; (v) planning; (vi) M&E; and (vii) administration and finance. The deputy PCM will be directly responsible for all implementation activities of the PCMU and report to the PCM.

C. Implementation Arrangements and Responsibilities

6. **Community development.** The community development unit (CDU) will be in full charge of all the activities related to the project's participatory approach and planning, women's development and community capacity-building. An experienced technician (sociologist, anthropologist or economist) will head the unit. The main functions of the unit will be to coordinate preparation and implementation of the community action plans (CAPs) with other concerned technical units, and to support, supervise and control the district planning teams. A staff of seven at headquarters and six district teams, each composed of six staff members, will support the unit.

7. **Microfinance.** The microfinance unit (MFU) will be responsible for the establishment and organizational development of *sanduks*. The unit, comprised of five members (a manager, deputy manager, accountant, *sanduk* organizer and women's organizer), will be based at the project headquarters. Though autonomous in nature, the MFU will work in close coordination with the CDU and the village development committees. Aside from specific duties related to the respective speciality of each of the five members, major responsibilities of the MFU include: (i) preparation of annual workplans and overseeing of implementation; (ii) mobilization of community involvement in the sub-component and consensus-building; (iii) overseeing of *sanduk* management; (iv) appraisal of credit applications; (v) identification of training required (in so far as income-generating activities are concerned); (vi) monitoring of the use and repayment of loans; and (vii) forum for problem-solving.

8. At the village level, once a village has been selected as the site of a pilot *sanduk*, elections will be held among shareholders to elect a *sanduk* leader, an accountant and a secretary. These three staff members constitute the *sanduk* management unit (SMU). Each two SMUs will have a national United Nations Volunteer assigned to them whose task will be to ensure that guidelines set by the MFU are accurately applied. During the first three years of the project, 10 SMUs will be established.

9. To ensure that proper coordination is in place, especially given the importance of creating formal linkages with the network of *sanduks* at Jabel al-Hoss, the following coordination mechanisms will be established: (i) a national *sanduk* committee (NSC) with membership from JHADP and the sub-component. The task of the NSC will be to create and formalize ties between the network of *sanduks* at Jabel al-Hoss and that to be created at the targeted area; (ii) a national microfinance management and coordination committee to be created with membership of all concerned parties, including representatives of the sub-component, the JHADP, al-Fardos, the CAB, the Ministry of Agriculture and Agricultural Reform, the Ministry of Economy and the State Planning Commission. The task of this committee will be to coordinate all matters related to microfinance interventions in Syria, including such matters as legal coverage, organizational and administrative uniformity, and the avoidance of contradictory policies and procedures.

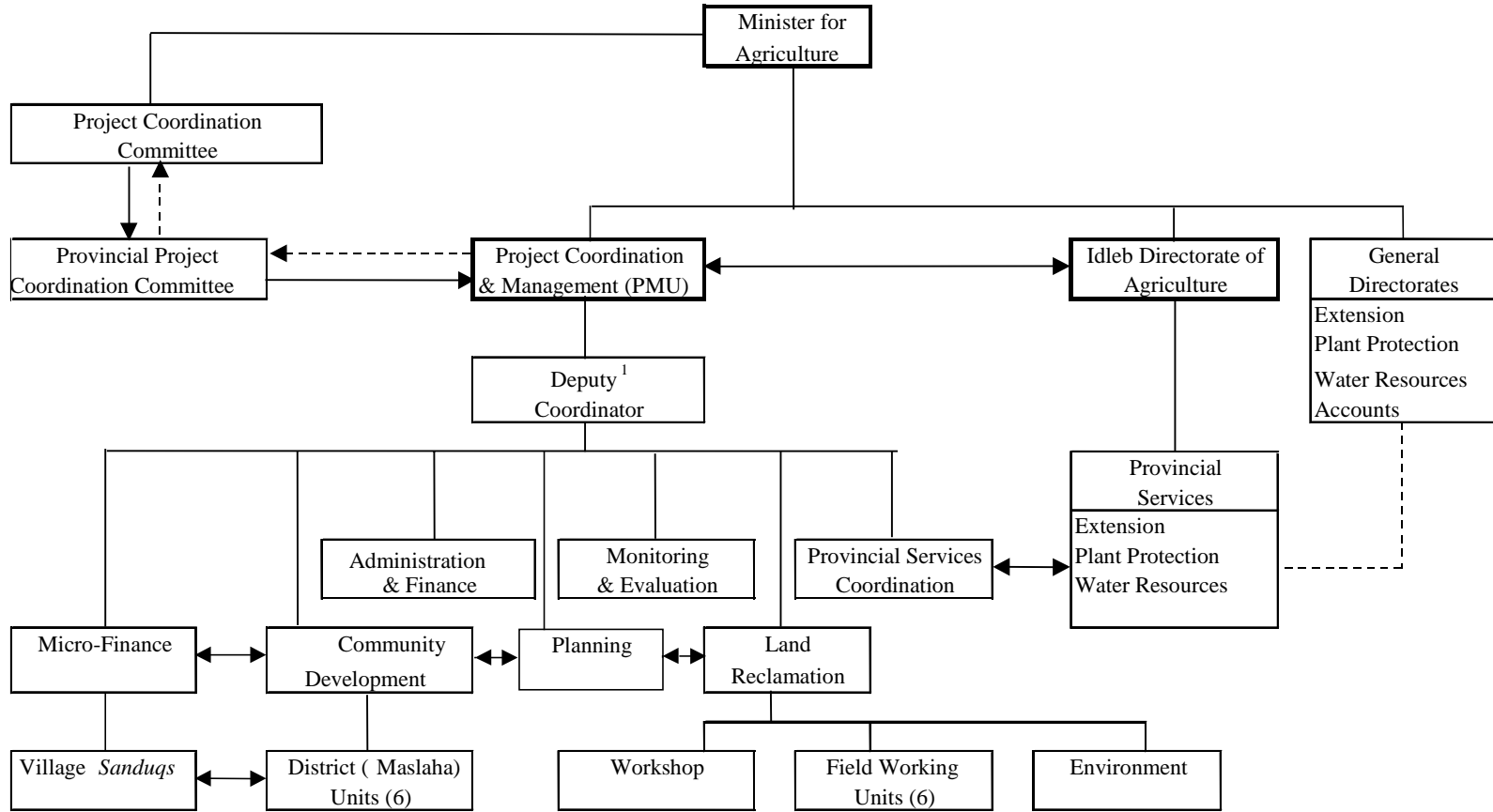


APPENDIX VI

10. **Land reclamation.** The land reclamation unit (LRU) will be responsible for de-rocking operation, land development, and the maintenance and repair of all the heavy equipment. Six field working units (FWUs) and a workshop will support the unit. Each FWU will be assigned to a specific area to work in close coordination and cooperation with the district community development teams and village development committees. The land reclamation and development activities will be carried out according to natural resource management plans of the sub-catchment and whole farm plans developed in consensus with the communities involved and the individual farmers respectively. The LRU will prepare its AWP/Bs in harmony with the community action plans and annual work programme of each district.

11. **The Idleb Directorate of Agriculture and Agrarian Reform.** DAAR will be responsible for all activities related to agricultural extension, marketing extension, livestock development and water resources development. These activities will be carried out through DAAR's existing organizational structure and technical units, which will be strengthened by the project.

Organization



(1) - Includes Planning and Women's Development Support Sections



MONITORING AND EVALUATION

1. The PCMU will be responsible for project monitoring in accordance with the provisions to be established by the Loan Agreement. In line with the participatory approach adopted for the project design, a participatory M&E system will be set up to provide opportunities for reporting and feedback reflecting the beneficiaries' views. The monitoring programme will be focused on the rate of implementation against planned as set out in the community action plans (CAPs) and in the AWP/B. A set of key input and output indicators will be developed based on AWP activities. A list of proposed indicative indicators is presented below.
2. The participatory M&E system will be developed based on the findings of baseline surveys. There are limited data available to be used as baseline, particularly on the socio-economic and eco-geographic conditions of the project area. Accordingly, a baseline survey will be funded to identify the key socio-economic attributes of the target population and establish the main socio-economic indicators of reference concerning villages and households/farms targeted. These data are necessary for the future impact evaluation of the project.
3. In addition, another baseline and eco-geographic survey will be carried out to establish soil characteristics (physical and chemical properties), extent of natural erosion, parameters and environmental factors to be used as benchmark to compare against the findings of a monitoring programme. These surveys will be conducted by regional and international consultants respectively, with technical backstopping provided by such specialized institutions as ICARDA and ACSAD. Consolidated reports containing the soil and topographic surveys will be prepared by the Administration for Natural Resource Management Research in the GCSAR or other specialized agencies. The mapping of historical, cultural and archaeological sites will be the responsibility of the Directorate for Ruins and Museums at central and governorate levels. All baseline surveys and studies will be carried out in PY1 or earlier through Special Operations Facility financing.
4. **Mid-term review (MTR).** A MTR will be conducted at the end of PY 3 to assess the progress, achievements and constraints of project implementation and make recommendations for the remaining period of disbursement. In particular, the MTR will review the need for expansion of the project area; review the performance, technical and financial viability and impact of dam construction, water-harvesting measures and microfinance operations; and evaluate the suitability of continuation of these activities during the remaining life of the project. Special attention will be paid to an in-depth review of the community participation approach, performance of the village development committees, the effectiveness of planning and budgeting procedures, and the flow of funds management.



INDICATIVE PERFORMANCE AND MONITORING INDICATORS

Sub-Component/ Activity	Performance Indicators	Impact Indicators
Land Reclamation	<ul style="list-style-type: none"> • Number of farms reclaimed; • Area of farms reclaimed; • Number of beneficiary households; • Use of equipment for de-rocking (hrs) by land category and by type of equipment; • Annual use of equipment by type; • Annual O&M cost of equipment by type; • Number of women and men consulted about land-use planning per target community; • Number of beneficiary households with less than 2 ha, 2-4 ha and more than 4 ha, per target community. 	<ul style="list-style-type: none"> • Increased cultivable area (ha); • Increased productivity; • Change in women's agricultural workload.
Land Development	<ul style="list-style-type: none"> • Number of farms planned and treated; • Area of farms equipped with various types of soil and water conservation measures; • Number of beneficiaries (households and individuals); • Number and capacity of cisterns and Roman wells; • Unit cost (per m³, per m² or per unit) for each type of soil conservation structure and cisterns/Roman wells; • Number of beneficiary households with less than 2 ha, 2-4 ha, and more than 4 ha, per target community. 	<ul style="list-style-type: none"> • Volume of soil erosion reduced; • Increased soil fertility; • Area treated (ha) and maintained; • Annual volume of water stored in cisterns; • Savings on supplementary irrigation water; • Change in women's workload.
Crop Establishment	<ul style="list-style-type: none"> • Reclaimed and developed area planted by annual crops (ha); • Reclaimed and developed area planted by tree crops (ha); • Number of beneficiary households with less than 2 ha, 2-4 ha and more than 4 ha, per target community. 	<ul style="list-style-type: none"> • Increased cultivated area (ha); • Change in nutrition and diet of household members; • Total income generated from crop establishment; • Distribution of income among women and men is equitable; • Decrease in women's reliance on wage labour.
Mini dams	<ul style="list-style-type: none"> • Number of dams constructed; • Dam height and embankment volume; • Reservoir capacity; • Annual volume of water stored in the reservoir and used; • Annual volume of sediment transported into reservoirs; • Seepage through the reservoirs; • Quality of water at reservoirs. 	<ul style="list-style-type: none"> • Annual volume of water consumed; • Number of beneficiary livestock; • Area/number of trees supplied with irrigation water; • Savings on purchased irrigation water; • Decrease in groundwater pumping.
Water Users' Groups (WUGs)	<ul style="list-style-type: none"> • Number organized; • Number of members; • Irrigation area managed. 	<ul style="list-style-type: none"> • Number and frequency of group meetings; cost of rehabilitation works proposed and implemented; • In kind contributions as a percentage of rehabilitation cost; • Proportion of area managed by WUGs;



INDICATIVE PERFORMANCE AND MONITORING INDICATORS

Sub-Component/ Activity	Performance Indicators	Impact Indicators
Community Development	<ul style="list-style-type: none">• Number of VDCs established and operational;• Men and women members of village development committees;• Number of subprojects that address community priorities planned and implemented;• Community action plans that address women's priority needs;• Number and frequency of VDC meetings in each village;• Project investments per village; and per beneficiary in each village.	<ul style="list-style-type: none">• The proportion of adult village population reached by VDCs;• The proportion of village population benefiting from implemented subprojects;• Number of activities managed by women's and men's VDCs;• Increased percentage of local financing out of total operation costs.
Microfinance (<i>Sandug</i>)	<ul style="list-style-type: none">• Portfolio at risk (balance of loans in arrears to outstanding loan amount);• Operating cost ratio;• Capital adequacy ratio (equity to liabilities and equity to outstanding loans);• Type of enterprises financed and financial returns;• Number of women in the <i>sandug</i> leadership.	<ul style="list-style-type: none">• The proportion of households reached;• The proportion of <i>sandugs</i> established;• The proportion of women in the membership and in the number of borrowers;• The loan sizes provided by activity and by gender;• The size of the financial contribution of members (share capital, both initial and additional, and savings collected);• Proportion of target households having access to credit;• Viability of <i>sandugs</i>;• Viability of new enterprises;• Decrease in women's reliance on wage labour.
Project Coordination and Management Unit (PMU)	<ul style="list-style-type: none">• Director and staff appointed;• Equipment procured;• Special Account established;• Inception and annual review workshops held;• Basic office procedures established;• Technical assistance and NGOs recruited;• AWP/B prepared;• Periodic progress reports submitted;• Integration of women staff in project communication and decision-making;• Proportion of financial resources allocated to reaching out to women in all project components.	<ul style="list-style-type: none">• Development of institutional capacity capable of supporting longer-term development.
Extension	<ul style="list-style-type: none">• Number of women and men reached by extension services per village;• Large proportion of extension topics addressed to women relate to animal and crop production;• Number of women and men paraveterinarians trained.	<ul style="list-style-type: none">• Increased income generated from crop and animal production;• Distribution of income among women and men is equitable;• Women paraveterinarians operate a financially viable enterprise.