

HMG independent monitoring programme

**Report for Syria Conflict, Stability and Security Fund
(CSSF) – Agricultural Livelihoods Support in Syria**

Syria

Reporting period – First Monitoring Round – Ciheam Bari

Introduction and Background

Upon request from Her Majesty's Government (HMG) of the United Kingdom of Great Britain (UK), IMPACT Initiatives (also referred to as IMPACT) has monitored the HMG-funded *Support to Agricultural Livelihoods Programme* (hereby referred to as 'Ciheam Bari programme'), which provides subsidised agricultural inputs to farmers in moderate opposition-held areas in Idleb and Aleppo Governorates, Syria.

The twofold purpose of the monitoring exercise was to:

- independently collect and analyse data to improve the understanding of the implementation status of the Ciheam Bari programme, and
- give stakeholders, especially beneficiaries, the opportunity to provide feedback on the Ciheam Bari programme.

The information collected through this exercise aims to help identify intervention results and challenges related to the implementation of Ciheam Bari programme activities. Additionally, collected information will support identification of programme elements that require re-adjustment.

Monitoring exercises in Syria are challenging due to the insecure environment. Re-occurring access constraints require that contact between IMPACT monitors, field teams of the Implementing Partner (Ciheam Bari) and beneficiary communities has to be coordinated by the Implementing Partner. Ensuring a safe environment where surveyed participants and surveying staff feel sufficiently secure and comfortable to share information that supports the monitoring process is a priority of this monitoring exercise.

Presentation of the project monitored

The *Support to Agriculture Livelihoods Programme* was launched by Ciheam Bari in March 2015. HMG and Ciheam Bari agreed on the following main objectives for this programme:

- **To increase and improve agricultural production and enable agricultural activities** in opposition-held areas by providing subsidised agricultural inputs to farmers (such as fertiliser, pesticides, seeds, veterinary drugs, small machinery, technical advice, pest control and vaccination services);
- **To enhance national and sub-national governance** whilst developing sustainable support to agriculture in communities in Idleb and Aleppo governorates;
- **To allow local farmers to maintain and expand their livelihoods**, fees paid by farmers for subsidised inputs are deposited into a revolving fund, which is used to purchase further inputs; thereby boosting the sustainability of the programme;
- **To improve the moderate opposition's governance credibility in Syria**, by enabling agricultural service delivery and promoting the access to agriculture in opposition-held areas.

Monitoring Methodology

This IMPACT Initiatives monitoring exercise was designed in cooperation with HMG and Ciheam Bari. Research questions (see Box 1 for research questions), indicators and tools were designed, discussed and decided on in close collaboration between HMG, Ciheam Bari and IMPACT prior to their implementation. IMPACT staff conducted the monitoring exercise from 23 January to 1 February 2017.

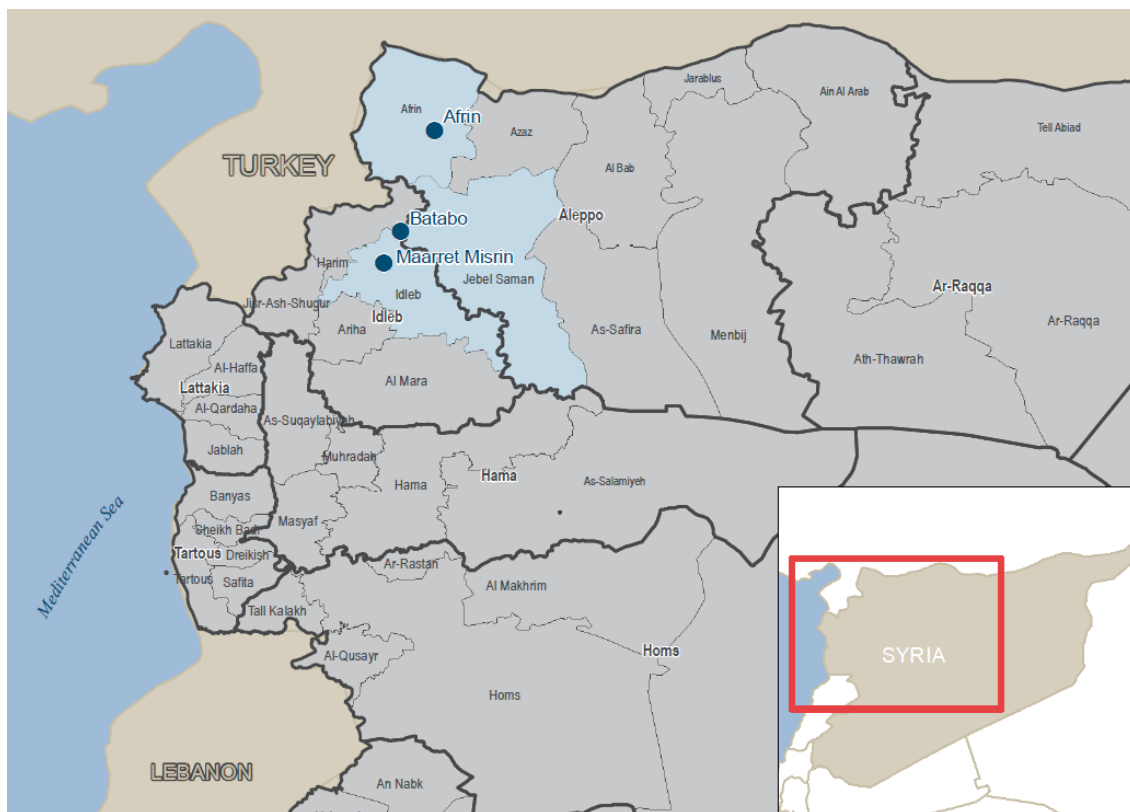
Box 1 – Research Questions

- 1: What is the process for the delivery and distribution of fertiliser? What is the risk of diversion?
- 2: Beneficiary selection – Are inputs going to the right people (people who match the criteria)?
- 3: Development of projects in the groups and associations - how is the viability of ideas being assessed?

Please see Appendix 1 (p.11) for more detailed information on research questions and indicators.

To capture a variety of Ciheam Bari programme activities across various Governorates, the following locations were chosen for conducting the monitoring exercise: Afrin (Aleppo Governorate), Batabo (Aleppo Governorate) and Maaret Misrin (Idleb Governorate) (Map 1). The monitoring exercise in all three locations focussed on (i.) the process of fertilizer storage and distribution¹, (ii.) beneficiary selection, and (iii.) the viability of ideas for new projects within Ciheam Bari staff.

Map 1: Ciheam Bari programme locations where monitoring exercise was implemented.



¹ For reasons of simplicity required due to time constraints, overarching research questions were structured around fertilizer. However, as this reports' analysis shows, space has been given to beneficiaries to also discuss other agricultural inputs such as feed and pesticides.

A general lack of reliable information in a rapidly changing context, notably concerning population figures, does not allow for representative (probability) sampling to be implemented on a regular basis, hence a purposive sampling approach was used. Focus Groups Discussions (FGDs) and Key Informant Interviews (KIIs) were conducted to collect information. Participants for the FGDs and KIIs were selected based on a list of beneficiaries provided by Ciheam Bari.

The indicator matrix, reference document for all assessment tools, is attached in Annex 1. The indicator matrix in Annex 1 contains the three overarching research questions, related outcome and indicators of this monitoring exercise. The outcome of the HMG-funded *Support to Agricultural Livelihoods Programme* has been defined as 'Farmers receiving quality agricultural inputs at an affordable price'.

The monitoring exercise was conducted during three days in Afrin (Aleppo Governorate) and Maaret Misrin (Idleb Governorate) and during two days in Batabo (Aleppo Governorate). The location selection for monitoring was made by Ciheam Bari and has been based on where the programme had been implemented for a longer period of time.

IMPACT Initiatives implemented a total of 6 FGDs with Ciheam Bari staff (including management staff and technical experts²), programme beneficiaries and Local Council members. 3 FGDs were conducted with programme beneficiaries (Afrin: 7 male; Batabo: 8 male; Maaret Misrin: 6 male), 2 FGDs with Ciheam Bari programme management staff and technicians (Batabo: 5 male; Maaret Misrin: 4 male, 1 female), and 1 FGD with Local Council members (Afrin: 3 male, 1 female).

29 KIIs were conducted with programme beneficiaries, Ciheam Bari technicians and Local Council members. Of the 29 KIIs, 3 were conducted with female and 26 with male interviewees. Of the 3 women who participated in a KII, 1 worked for the Local City Council in Afrin, 1 worked for Ciheam Bari in Afrin, and 1 worked for Ciheam Bari in Idleb. In all three monitored locations, the 14 programme beneficiaries of the Ciheam Bari programme that participated in a KII were male (Afrin: 8; Batabo: 2; Idleb: 4). In Afrin, 4 KIIs were conducted with Local Council members (3 male, 1 female) and Ciheam Bari staff (3 male, 1 female) each. In Idleb, 4 KIIs were conducted with Local Council members (4 male) and 3 KIIs were conducted with Ciheam Bari Staff (2 male, 1 female). In Batabo, KIIs were exclusively conducted with 2 programme beneficiaries.

In Batabo, 8 out of 10 originally planned KIIs were not implemented due to ongoing airstrikes. Table 1 provides an overview on the number and type of data collection activities by location.

Table 1: Monitoring activity

Location	Day 1	Activity	Day 2	Activity	Day 3	Activity
Aleppo Governorate						
Batabo	23.01.2017	1 FGD with Ciheam Bari technicians 1 FGD with beneficiaries 2 KII with beneficiaries (farmers)	24.01.2017	8 KII with local council members ³		
Afrin	25.01.2017	1 FGD with Ciheam Bari technicians 1 FGD with beneficiaries (farmers)	26.01.2017	8 KII with beneficiaries	27.01.2017	4 KII with members of the Agriculture Committee ⁴

² Also referred to as technicians in the context of this report.

³ These activities were planned but had to be cancelled due to constant airstrikes in the location.

⁴ In all three locations, the agriculture committees have been embedded in the Local Council. Agriculture committees focus exclusively on agricultural issues whereas Local Councils' have a much wider portfolio they work with. Overall, Agriculture Committee members are accounted for as Local Council members.

						4 KII with Ciheam Bari technicians
Idleb Governorate						
Maaret Misrin	30.01.2017	1 FGD with Ciheam Bari technicians 1 FGD with beneficiaries (farmers)	31.01.2017	4 KII with beneficiaries	01.02.2017	3 KII with Ciheam Bari technicians 4 KII with Local Council members

Challenges and Limitations:

During the implementation of the monitoring exercise, teams experienced challenges largely related to remote data collection and the security context in Syria:

- The third day of monitoring in Batabo had to be cancelled due to security reasons. Ciheam Bari programme management unit and HMG were informed. Responding to above mentioned security reasons, IMPACT collected no data from Local Council Members in Batabo.
- Due to the limited number of Ciheam Bari technicians working in visited locations, IMPACT interviewed the same technicians in FGDs and KIIs. Participants should ideally have taken part in one data collection method only, to maximise the availability of diverse information and points of view. Given that FGD and KII questionnaires consisted of different questions, the two sets of interviews nevertheless elicited valuable information. However, the lack of variety of respondents still limits the range of perspectives that could be included in the analysis.
- All beneficiaries interviewed in KIIs and FGDs were male, hence limiting the added value of this monitoring exercise to improve the understanding of female beneficiaries' perspectives. To note, Ciheam Bari staff mentioned one women's association when discussing ideas for new projects (see analysis under research question 3, p.9).
- IMPACT assessment team misinterpreted parts of research question 3 and consequently directed the question at the wrong target group. Hence, no information was collected on 1) how profits are divided/re-invested inside HMG/ Ciheam Bari supported associations and 2) on conflict resolution mechanisms related to gender. To note, Ciheam Bari did not include associations and/ or individual females in the list of beneficiaries to be interviewed, to whom the question should have been directed to.

Findings

Key Findings

Findings from this monitoring exercise suggest that Ciheam Bari staff documents fertilizer storage and distribution through *inter alia* receipts and photographs. The documentation procedure includes several stakeholders including local Ciheam Bari offices, the Ciheam Bari office in Gaziantep, warehouse guards and registered beneficiaries. This minimizes the risk of diversion and enables the recording of payments and fertiliser deliveries. Overall, beneficiaries expressed satisfaction with Ciheam Bari staff and provided services.

The difficult security situation in northern Syria poses a continuous challenge in the timely delivery of inputs, as the passageway between Turkey and the designated areas of delivery in Syria is often not safe, which causes delays in distribution of agriculture inputs. Beneficiaries across all three monitored locations emphasised the urgent need

for improved availability of fertilizer (and feed) per beneficiary, both with regard to more timely delivery and higher quantities. The majority of beneficiaries expressed to be satisfied with the quality of delivered inputs but wished for greater variety, especially with regard to fertilizer.

Distribution procedures reportedly vary between the three locations. In Afrin, beneficiaries are given individual timeslots for collecting their supplies whereas distribution in Batabo and Maaret Misrin is operated through a 'first come first served' approach. Resulting over-crowding has been reported as serious security concern by Batabo beneficiaries.

Most beneficiaries have stated that they believe the beneficiary selection to be fair. However, only few of the surveyed beneficiaries were able to mention all selection criteria. KIs and participants in the FGD in Batabo, even though overall satisfied with the distribution process, hinted at favouritism influencing the selection process.

Although there have not been many complaints according to the Ciheam Bari staff interviewed in all three locations, the complaints that had been received had reportedly been addressed and dealt with in a timely manner.

Suggestions for new projects are made by both Ciheam Bari Gaziantep office (programme management unit) and field offices in charge of programme implementation in Syria, with field office apparently being key initiators for new projects. The decision-making process involves communication between the Gaziantep office and the field offices in order to determine feasibility and relevance in each case.

Relevance:

- The programme implementation is positively perceived by both Ciheam Bari technical experts and beneficiaries. Beneficiaries reported to particularly appreciate the provision of agricultural inputs at a subsidised price. A specific benefit of this approach as highlighted by beneficiaries, was that they felt 'in charge' and empowered by being able to make their own contributions to the overall cost of inputs.

Effectiveness:

- Overall, both Ciheam Bari technicians interviewed during the KIs and the FGDs, as well as the beneficiaries were satisfied with the programme's communication channels and with the interactions between them and the Ciheam Bari Gaziantep office.
- The majority of beneficiaries interviewed during this monitoring perceived the selection process to generally be fair and objective. This is despite the fact that the beneficiary criteria did not seem to be clear to all the beneficiaries interviewed during this monitoring exercise. Batabo beneficiaries mentioned that close acquaintances of the Local Council had been wrongfully included in the beneficiary selection.
- The farmers interviewed during the FGDs and the KIs expressed their overall satisfaction with the distribution of inputs – including fertilizers, fodder and other supplies. However, security concerns were mentioned with regard to how the distribution is organised in Batabo.
- Ciheam Bari technicians interviewed in Batabo mentioned that the number of beneficiaries had recently increased, but not the overall quantity of supplies. The resulting mismatch in supply and demand has caused insufficient quantities being available per beneficiary. Both, Ciheam Bari staff and beneficiaries emphasised that a higher quantity of agricultural inputs per farmer across all three monitored locations would be helpful.

Findings by Overall Research Question

Research Question 1: What is the process for the delivery and distribution of fertiliser? What is the risk of diversion?

Registration of beneficiaries

As described by Ciheam Bari staff in Afrin, beneficiaries are registered in Ciheam Bari records. Ciheam Bari staff provides the beneficiary with a receipt for the quantity he/she is eligible for, and ask him/her to go to the warehouse in order to receive his/her ration. The selection criteria for beneficiaries and the quantity of agricultural supplies they are eligible for are defined by Ciheam Bari staff in the Gaziantep office. At the warehouses, beneficiaries' identification documents are checked to assure the exclusive delivery to registered beneficiaries.

Documentation of storage and the risk of diversion

Most Ciheam Bari staff who participated in FGDs and KIs stated that fertilizer storage, distribution and delivery are documented through photos and documents such as receipts⁵, which are usually forwarded immediately to the Ciheam Bari office in Gaziantep. Overall quantity of documentation of storage – where fertilizers are stored and not immediately distributed – appears to be high. Given that a variety of documentation approaches exist, including photos and receipts, which are immediately shared between Ciheam Bari staff in monitored locations and the Ciheam Bari office in Gaziantep through whatsapp or email, the risk of diversion appears to be low at this stage.

Ciheam Bari staff in Afrin made one contradicting statement regarding storing facilities, stating that no storage facilities exist whereas another Afrin staff referred to the existence of a warehouse, which has been donated by the Agricultural Committee. To note, storage length appears to be different between the three locations with Maaret Misrin Staff particularly emphasising that fertilizers are almost immediately distributed (within 1-2 days after delivery) whereas Ciheam Bari staff in Afrin and Batabo appears to store the fertilizer for longer.

Delivery of agricultural inputs

Ciheam Bari staff and the majority of beneficiaries emphasised that the delivery of fertilizers according to the seasonal rhythm and related input requirements of the agricultural year is a key challenge in all three sub-regions and should be improved. Lack of security and difficulties at the border while importing the fertiliser from Turkey into Syria poses a major obstacle in timing the delivery according to the needs of the farmers.

Considering the challenges on the passageway, one Ciheam Bari technician in Maaret Misrin suggested that fertilisers could be stored in a warehouse in Idleb in order to enable timely distribution to farmers. One beneficiary suggested to mitigate the implications of border difficulties for the timely delivery and distribution of fertilizers by providing farmers with fertilizers for two agricultural cycles at a time, instead of only one agricultural cycle, as currently done. However, it should be noted that fertiliser storage can present challenges such as increased risk of diversion.

Distribution of fertilizers and related security concerns

One notable detail lies in the administration of distributing fertilizers to beneficiaries in the three locations. Whereas beneficiaries in Afrin are allotted timeslots to prevent over-crowding, beneficiaries in Batabo and Maaret Misrin receive inputs on 'first come first served' basis. The 'first come and first served' approach has been criticized by beneficiaries in Batabo in KIs and FGDs due to security concerns related to over-crowding. On the contrary, Maaret Misrin beneficiaries expressed a high level of satisfaction with the overall administration process of fertilizer distribution including the 'first come first served' approach. Overall, the situation in Maaret Misrin appears to be stabilizing – especially compared to locations in the Aleppo Governorate. This is further underlined by farmers in

⁵ Monitors in Afrin (Aleppo) and Maaret Misrin (Idleb) were shown relevant documents. Monitors in Batabo were not shown relevant documents.

Maaret Misrin considering to expand their activities, which could be interpreted as an additional indicator for increasing stabilization in this sub-region.

Quantity and quality of distributed agricultural inputs and overall satisfaction of beneficiaries

Almost all beneficiaries in all three locations suggest that the quantity of fertilizers and feed available per beneficiary should be increased. This observation has been confirmed by several Ciheam Bari staff. The quality of provided inputs has been described positively by most beneficiaries, although a few farmers in Afrin mentioned poor quality of feed.

Two beneficiaries from Afrin asked for a higher variety in types of delivered fertilizers and pesticides. One farmer in Batabo stated that sometimes Ciheam Bari fertilizer prices are similar to market prices. In Maaret Misrin, one participant suggested that Ciheam Bari would ideally provide subsidized fuel for tractors and provide veterinary medical supplies and pesticides (especially poison to kill voles/field mice).

With regard to feed availability, which was vividly discussed in the FGDs in Batabo, it became evident that available per capita quantities have drastically decreased recently as the number of beneficiaries has multiplied by more than 4 with available feed quantity not having increased. No underlying reasons for the steep increase in beneficiaries in this particular location have been outlined during the interviews.

Beneficiaries expressed satisfaction with Ciheam Bari staff, which has been described as modest and transparent across all three monitored locations. Services provided by Ciheam Bari were perceived as relevant by beneficiaries in all three locations.

Research question 2: Beneficiary selection – Are inputs going to the right people (people who match the criteria)?

Beneficiary selection

To ensure that only beneficiaries who match the selection criteria⁶ receive agricultural inputs, Ciheam Bari field offices register the potential beneficiaries' requests and send them to the Gaziantep office. The staff in the Gaziantep office examines the requests based on pre-defined criteria. Ciheam Bari has developed a detailed number of criteria to select and prioritize beneficiaries. The criteria consist of detailed categories that are connected to a scoring system. Within that scoring systems, potential beneficiaries score points. The scoring system helps to prioritize the selection of beneficiaries and the quantities of fertiliser, fodder and other inputs distributed per beneficiary. To verify the selection of beneficiaries, local Ciheam Bari staff depends on the agricultural committee (which is part of the Local Council in all three monitored locations) to ratify potential beneficiaries' properties. Potential beneficiaries will only turn into Ciheam Bari accepted beneficiaries the moment their names are approved by the Agricultural Committee. The list with the approved names of beneficiaries is used by local Ciheam Bari staff to distribute agricultural inputs.

Across all three monitored locations, beneficiaries appeared to lack detailed knowledge of selection criteria. However, beneficiaries interviewed during the FGD in Batabo and two KIs in Maaret Misrin were able to name a few of the selection criteria, such as owning land or widows being given priority. Other beneficiaries in the same FGDs were not able to name any selection criteria and did not know how the selection process works. Nevertheless, the majority of the beneficiaries stated that they believe the selection process to be fair and based on objective criteria.

Is it possible for Local Council or others to influence this unduly?

In KIs, the vast majority of beneficiaries in all three monitored locations stated that they do not think that the Local Council can influence the selection of beneficiaries unduly. However, farmers who participated in the FGD in

⁶ The criteria for the selection of beneficiaries are designed by Ciheam Bari team in Gaziantep and include type of household – full household, widow, etc.; number of children, number of animals, or hectares per farm.

Batabo mentioned that “sometimes” close acquaintances of local council members are included in the selection process, and although in most cases the truly deserving beneficiaries are selected, nepotism from local council members “happens always”. As for example, it was mentioned during the Batabo FGD that “some people do not even own a chick, yet they are registered and take feed for 100 sheep”.

This level of favouritism has not been mentioned in FGDs and/or KIIs in any of the other two locations. However, one beneficiary in Afrin explicitly stated in his KII that he believes the selection process to be unfair. He suggested that a committee⁷ should be formed to examine the applicant’s circumstances and on the basis of this evaluation every individual’s quantity of agricultural inputs should be determined. It should be noted that IMPACT monitors only spoke to beneficiaries who may be less likely to perceive the selection process as inappropriate than applicants that were rejected (given that they were by definition successful in securing assistance through this process).

How are people complaining/feeding back if selection is not appropriate and what does Ciheam Bari/ the Local Council do?

Only a few general complaints and no official complaint by beneficiaries with regard to the selection procedure in particular, had been reported by Ciheam Bari staff and Local Council members by beneficiaries. One Ciheam Bari technician in Afrin explained that they have faced complaints from beneficiaries for the late arrival of fertiliser and on the quality of fodder. According to the Ciheam Bari staff, the complaint was discussed and presented instantly to the Gaziantep office, which contacted the fodder factory.

As reported by Ciheam Bari staff in Batabo, a complaint about feed has been submitted to the warehouse clerk, who contacted the management unit in Gaziantep. The solution applied was to replace the type of feed. During the monitoring exercise, beneficiaries in Batabo mentioned that the Ciheam Bari staff is always available via Skype in case of problems.

Four local council members in Afrin indicated they had not received any complaints, apart from one about the short registration period for farmers to qualify as beneficiaries last year, to which the implementing partner responded by extending the registration period to ten days. One local council member in Maaret Misrin explained they received a complaint from a farmer who has not been chosen in the beneficiary selection, so the local council members visited him and explained to him that he did not meet the selection criteria.

Research question 3: Development of projects in the groups and associations - how is the viability of ideas being assessed?

Generating and assessing the viability of new project ideas

Overall, ideas for new projects appear to originate in Ciheam Bari field office. However, occasionally, the Ciheam Bari Gaziantep office seems to propose new project ideas as well.

Four Ciheam Bari technicians in Afrin reported that they discuss ideas and their feasibility between themselves, and then present them to the entire team of Ciheam Bari in each location. Once they agree on a project, they send their suggestions to the Gaziantep office for approval. One Ciheam Bari staff confirmed this process is followed all the time, and added that they conduct a feasibility study to examine a projects’ economic feasibility, social development potential and the possibility to secure required raw materials. However, Ciheam Bari staff who participated in Batabo FGD stated that the administration in Gaziantep is not always responding to their proposals. In Maaret Misrin, FGD with Ciheam Bari staff confirmed that project ideas and feasibility studies are conducted at the local level before being send to the Gaziantep office. Ciheam Bari staff in Maaret Misrin referred to many projects including the *Village Women Project* and the *Dairy Products Project*.

⁷ As suggested by the KI, this committee would be set-up and run by local communities (civil society) to cooperate with Local Councils with regard to the beneficiary selection.

Concluding Remarks

The Ciheam Bari programme has been perceived well by the vast majority of beneficiaries with many of them referring to Ciheam Bari services as very important. Overall, beneficiaries are satisfied with their interactions with Ciheam Bari staff, which they described as modest and friendly.

Priority areas for improvement include:

- Improving the timing of fertilizer delivery,
- Adapting the distribution process in Batabo to the insecure environment, and
- Increasing the quantity of delivered agricultural inputs, especially of feed and fertilizers, across all three locations in general and in Batabo in particular. The need for higher quantities in total and per farmer has been emphasised by Ciheam Bari staff and beneficiaries across all three locations.

Most beneficiaries stated they consider the selection process for beneficiaries to be fair. However, in KIIs and the FGD in Batabo, beneficiaries hinted at the Local Council favouring close acquaintances in selections. Only few beneficiaries were able to name all selection criteria, which should be addressed to ensure fully informed opinions of all beneficiaries.

Ciheam Bari field teams referred to new project ideas that could be supported by Ciheam Bari, including one association run by women. Given that only male beneficiaries were interviewed during this monitoring exercise, future monitoring exercises would ideally include female beneficiaries. Female beneficiaries could possibly be recruited through the above mentioned association run by women.

Annex 1 Indicator Matrix

Research questions	Related Outputs	Indicator measured	Indicator type
Overall Research Question 1: What is the process for the delivery and distribution of fertiliser? What is the risk of diversion?			
What is the process for the delivery of fertilizer? What is the risk of diversion?	Farmers receiving quality agricultural inputs at an affordable price.	1.1. Type of documentation for fertiliser delivery to Ciheam Bari preceding storage and distribution to beneficiaries	Qualitative
		1.2. Type of documentation for fertiliser storage preceding distribution from Ciheam Bari to beneficiaries	Qualitative
		1.3. Type of documentation for fertiliser distribution to beneficiaries	Qualitative
		1.4. Satisfaction rate of Ciheam Bari field team regarding the distribution of fertiliser to beneficiaries	Quantitative
		1.5. Satisfaction rate of beneficiaries regarding the distribution of fertiliser	Quantitative
Overall Research Question 2: Beneficiary selection – are inputs reaching the right people? – i.e. beneficiaries that match selection criteria?			
Is it possible for the Local Councils to influence this unduly?	Farmers receiving quality agricultural inputs at an affordable price.	2.1. Type of documentation outlining beneficiary selection criteria	Qualitative
		2.2. Local Council perception of beneficiary selection criteria and its implementation	Qualitative
		2.3. Beneficiaries and Ciheam Bari field team perception regarding the influence of other parties on the beneficiary selection	Qualitative
		2.4. Type of documentation for complaints mechanism that is in place to monitor the satisfaction of beneficiaries and address dissatisfaction	Qualitative
		2.5. Satisfaction rate of Ciheam Bari field team and beneficiaries regarding follow up of complaints	Qualitative

How are people complaining / feeding back if the selection is not appropriate and what does Ciheam Bari / the Local Council do?		2.6. Satisfaction rate of beneficiaries regarding communication with Ciheam Bari	Qualitative
		2.7. Perception of Local Council and Ciheam Bari field team regarding complaints mechanism and communication between Ciheam Bari and beneficiaries	Qualitative
		2.8. Number of beneficiaries interviewed who perceive the selection process to be fair and objective	Quantitative
Overall Research Question 3: How is the viability of the ideas for new projects within Ciheam Bari being assessed?			
Is there a clear understanding on how decisions will be made and how wages and shares of profits will be divided? Is this agreed in advance of anything starting? Is there a clear process for dealing with personal issues?	Farmers receiving quality agricultural inputs at an affordable price.	3.1. Type of documentation for a process to assess viability of ideas for projects within Ciheam Bari	Qualitative
		3.2. Type and use of guidelines, templates, financial documents, and forms for decision making processes within Ciheam Bari	Qualitative
		3.3. Ciheam Bari field team's perception regarding the clarity of the decision making process and financial distribution of wages and shares of profits	Qualitative
		3.4. Type of documentation of process solving HR related problems to the satisfaction of the involved parties	Qualitative