

## A. ILDP Scaling Up Approach<sup>1</sup>

1. Scaling up of IFAD achievements is inherently part of ILDP agenda. Two of the three project components namely: micro finance and rangelands improvement are direct scaling up of approaches adopted and tested in ongoing and completed IFAD supported projects in Syria. In addition the underlying approach of community development is a cross cutting theme that is being scaled up using lessons learnt from past country programme experience. Below the conceptual framework developed in IFAD's ongoing corporate work on scaling up has been used to illustrate that the essential ingredients of scaling up is embodied in the basic design characteristics of ILDP.

2. The scaling up pathways under the ILDP is a building block under a broader agenda for scaling in Syria, in the area of rangelands management, rural finance, community development and water management. Similar pathways are being defined under each of the other projects – with necessary adjustments as required by country circumstances. For the sake of overall coordination, a national working group is established at country level, bringing together representatives from various ministries.

3. **Scaling up idea and vision.** In the case of **microfinance** the initial idea was that of UNDP followed by two IFAD-supported projects at a much large scale (see III-E). As a result of the success of the *sandug* initiatives, MAAR decided to scale up the initiative three provinces, using government own resources with an initial amount of USD 3.5 million. ILDP, with other donors and GOS, would support the creation of 140 new village-level sanduqs on a demand-driven basis across all the provinces. The ultimate aim of these combined efforts is to reach a national scale and to cover the whole of rural areas in the country and expand the lending and deposit services to Syria's "unbanked" population, men and women.

4. For **Rangeland Management** it was the IFAD-supported BRDP which initiated the idea of community-based participatory rangeland management; and has at completion rehabilitated 1.3 million ha of rangelands to the benefit of 17,000 families organized in 140 herders associations. The project brought about significant cumulative gains to the Badia rangeland. ILDP aims to scale up this success by with the overall vision to cover, in the medium term an additional 2 million ha.

5. **Drivers for Scaling up.** For **rural microfinance**, the lack of a rural credit delivery system and the huge unsatisfied demand of credit by the rural poor acted as an important driver, calling for rapid action to scale up sanduqs as the most promising solution. This scaling up is a reflection of championships, political and organizational leadership, and values at a high level in GOS (SPC, MAAR, CBS, and MOF). It was also driven by village communities whose enthusiasm for sandug led to its success and local demand for expansion. External catalysts are represented by financial and other support received from IFAD, UNDP, Italian Cooperation, CGAP and others which are significant factors in driving the scaling up of this development intervention. To ensure continuous momentum, the ILDP will provide incentives at policy decision-makers and project staff level, local leaders and beneficiaries, and at institutional level in terms of start-up capital to the *sandug's* own resources; capacity building/training to staff and leaders of *sanadiq* and equal opportunities for women. These incentives would be associated with clear accountability to encourage actors to look at scaling up as a key criterion defining success.

6. In the case of **rangeland management** the main driving factor for the original IFAD intervention was the deterioration in the quality of the range due to overgrazing. This and the absence of a defined strategy regarding the role of local communities in the use of rangeland resulted in a strong drive for scaling up the IBRD experience which tackled successfully these constraints. The scaling up of the rangelands intervention is a reflection of a strong political and organizational leadership mainly MAAR and the project's PSC. Drivers at local level are the provincial governments, the leaders and the members of herders associations, farmers associations, and the communities themselves. Funding received from IFAD and AFESD and the commitments of GOS have been decisive factors in driving the development interventions to scale. An important set of drivers pushing the scaling up process are the incentives that

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<sup>1</sup> This text corresponds to a newly introduced section on scaling under the final design document of the Syria integrated livestock development programme (ILDP). This is currently under design and due for Board submission in December 2010

would be provided by the project at individual, community and institutional level including: significant increase in forage availability; construction and equipping of veterinary centres, mobile veterinary units; distribution of improved Awassi rams; training and technical assistance etc.

7. **Scaling up spaces.** The **legal and policy space for microfinance** are provided through law No. 15 in February 2007, which opened a new frontier in microfinance, the licensing of the First Micro Finance Institution in Syria (FMFI-S), and the ongoing formulation, with donors support, of a National Strategy for micro finance (WP 6). **Cultural space** is provided through acquiring acceptability among communities and the rural poor. *Sanduqs* operate in accordance with Islamic Shariah principles and the Morabaha Islamic financing mode. **Learning space** would be provided through creating a network of *Sanadiq* with IFAD's supported ongoing projects, training and technical assistance, the project M&E system and its knowledge sharing practices (III E). The **institutional / organizational space** is provided by the project's PSC, NPD and PPDs and the Micro Finance Units in the NPD and PPDs which will be responsible for implementing the component, as well the support of GOS. **The financial space** is secured by ILDP, IRDP and NERRDP support to microfinance *sandug*, the MAAR and DRW's own finance mentioned above and the financial contribution of the Italian Government to the scaling up of *sandug* and to the formalization of its legal framework. IFAD, UNDP and Italian Cooperation, and also the KfW, EU, IFC, JICA, UNRWA and CGAP, support the drivers to scale up, by providing a strong **partnership space** through financial and technical support, and to keep momentum and focus of the scaling up process.

8. **The legal space and policy space for rangelands development** is provided by (a) the legal decision (No. 759/V) of February 1996, which mapped and recognised the territories of the cooperatives involved; and (b) legislation regulating dry farming in the Badia, Law no 40 in 1970, and its amendments in 1973 and 2006), whereby the cropping of barley was definitely banned. The implementation of the BRDP and the design of the ILDP is a manifestation of the continuing policy intention of the GOS with respect to rangelands development. **The financial space** is guaranteed by the resources devoted to BRDP and ILDP by GOS and AFESD. The establishment of the Badia Authority and Directorate, the formation of herders associations with full involvement in implementation, and the PSC, NPD, PPDs provide the **institutional space** for scaling up the *Badia* rangelands intervention. Community based RMCs and herders associations provide local acceptability to the participatory approach and **cultural space** for scaling up. IFAD's long standing relations with ICARDA, ACSAD and ICBA provides the **partnership space**. Regular monitoring and evaluation and feedback from communities and field-based staff will be important for learning and adjustments to take place.

9. **Pathways to scaling up.** For **microfinance**, the ILDP will adopt a participatory approach, whereby the local communities will be empowered to organize into interest groups (e.g. *sanduqs*) and build capacities to manage their own development. The expansion path is defined through the promotion to a national level of the successful *sandug* model. The process will be continuously adjusted and improved in accordance with the needs and local conditions. To this effect the component will be implemented in two major stages; a "foundation-creation" stage and a "scaling up" stage. The former will last three years, and the latter will continue until the project's completion. The nation-wide effort would be a continuous process encompassing the combined time horizons of the IRDP (9 years to end-2010), the NERRDP (7 years to end-2014); and the ILDP (8 years). The **sustainability path** is assured through the combined efforts of IFAD, other donors and GOS to create the appropriate legal and regulatory space for the *sanduqs*.

10. **For the rangelands** the component is designed along the lines of BRDP and will be implemented by technical staff of that project, thus following the same institutional approach and organizational pathway, as well as, making use of devoted and capable managerial and institutional drivers. The precise assignment of functions to specific actors at different levels and clear guidance on what they should do, how to do it and what tools to use, are well documented based on BRDP experience, and will ensure success of the scaling up efforts.