Journal homepage
www.ajas.uoanbar.edu.iq
Anbar Journal of Agricultural Sciences
(University of Anbar – College of Agriculture)

ANALYSIS AND EVALUATION OF THE PERFORMANCE EFFICIENCY OF MICRO-AGRICULTURAL PROJECTS IN LATTAKIA GOVERNORATE - SYRIA DURING THE 2022-2023 SEASON

R. A. Muslim [1]* I. H. Saqr [2] A. S. Ahmed [3]

[1] Faculty of Agricultural Engineering, Lattakia University.
[2] Department of Agricultural Economics, Faculty of Agricultural Engineering, Lattakia University.
[3] Department of Economics and Planning- Faculty of Economics- Lattakia University.

***Correspondence to:** Raneem Ali Muslim, Department of Agricultural Economics, Faculty of Agricultural Engineering, Lattakia University, Syria.
Email: raneem.msalam.93@gmail.com

Article info

Received: 2024-11-20
Accepted: 2025-01-04
Published: 2025-06-30

DOI-Crossref:
10.32649/ajas.2025.152098.1340

Cite as:
Muslim, R. A., Saqr, I. H., and Ahmed, A. S. (2025). Analysis and evaluation of the performance efficiency of micro-agricultural projects in lattakia governorate - Syria during the 2022-2023 season. Anbar Journal of Agricultural Sciences, 23(1): 147-161.

Abstract

The study was conducted in Lattakia Governorate, Syria, during the 2022-2023 season, where the total size of the studied community was 2861 projects. A questionnaire was designed and distributed to a random sample of 303 micro-agricultural projects in the areas affiliated with Lattakia Governorate. Efficiency was evaluated using the three-point Likert scale and applying some economic efficiency indicators. The research aimed to evaluate the performance efficiency of micro-agricultural projects in Lattakia Governorate in terms of economic, environmental, learning, and growth dimensions and identify the most prominent difficulties facing agricultural producers. The results showed a statistically significant relationship at a significance level of 0.05 between the project's economic, environmental, learning and growth dimensions and its performance efficiency. The results of evaluating the studied projects also showed good economic efficiency, with a general average of 2.47 and a relative importance of 82.24%, medium environmental efficiency, with an average of 2.23 and a relative importance of 74.50%, and good learning and growth efficiency with an average of 2.47 and a relative

importance of 82.35%, for the studied projects in light of price fluctuations and limited resources. The research recommended issuing legislation and supportive policies to enhance micro-agricultural entrepreneurship and providing specialized financing institutions for soft loans to small farmers.

Keywords: Performance efficiency, Lattakia Governorate, Micro, Agricultural projects, Financial standards.

تحليل وتقييم كفاءة أداء المشروعات الزراعية متناهية الصغر في محافظة اللاذقية - سورية خلال الموسم 2022-2023

رنيم علي مسلم [1]* إبراهيم حمدان صقر [2] علي سليمان أحمد [3]

[1] كلية الهندسة الزراعية، جامعة اللاذقية.

[2] قسم الاقتصاد الزراعي، كلية الهندسة الزراعية، جامعة اللاذقية.

[3] قسم الاقتصاد والتخطيط، كلية الاقتصاد، جامعة اللاذقية.

***المراسلة الى:** رنيم علي مسلم، قسم الاقتصاد الزراعي، كلية الهندسة الزراعية، جامعة اللاذقية، سوريا.

البريد الالكتروني: raneem.msalam.93@gmail.com

الخلاصة

أجريت الدراسة في محافظة اللاذقية– سورية خلال الموسم 2022–2023، حيث بلغ إجمالي حجم المجتمع المدروس 2861 مشروع، وتمّ تصميم استمارة استبيان، وتوزيعها على عينة عشوائية من المشروعات قوامها 303 مشروع زراعي متناهي الصغر في المناطق التابعة لمحافظة اللاذقية، وتم تقييم الكفاءة باستخدام مقياس ليكرت الثلاثي، بالإضافة فضلاً عن تطبيق بعض مؤشرات الكفاءة الاقتصادية. هدف البحث إلى تقييم كفاءة أداء المشروعات الزراعية متناهية الصغر في محافظة اللاذقية، من حيث البُعد الاقتصادي، والبُعد البيئي، وبُعد التعلم والنمو، وتحديد أبرز الصعوبات التي تواجه المنتجين الزراعيين. أظهرت النتائج وجود علاقة ذات دلالة احصائية عند مستوى معنوية 0.05 بين كل من البُعد الاقتصادي والبُعد البيئي وبُعد التعلم والنمو للمشروع وبين كفاءة أدائه، وكما أظهرت نتائج تقييم المشروعات المدروسة وجود كفاءة اقتصادية جيدة حيث بلغ المتوسط العام 2.47 وأهمية نسبية 82.24% وكفاءة بيئية متوسطة بمتوسط2.23 وأهمية نسبية 74.50% وكفاءة تعلم ونمو جيدة بمتوسط 2.47 وأهمية نسبية 82.35%، للمشروعات المدروسة في ظل تذبذب الأسعر ومحدودية الموارد، وأوصى البحث بضرورة إصدار تشريعات وسياسات داعمة لتعزيز ريادة الأعمال الزراعية متناهية الصغر، وتوفير مؤسسات تمويل متخصصة بتقديم القروض الميسرة لصغار المزارعين.

كلمات مفتاحية: كفاءة أداء، محافظة اللاذقية، متناهية الصغر، المشاريع الزراعية، معايير مالية.

Introduction

Micro-agricultural projects are a key driver of economic and social development in many developing countries (7), providing employment opportunities and increasing income for millions of rural households. They are the primary source of income and a key export or import substitution role for the national economy (24). These projects also play a vital role in enhancing food security by increasing food production and access in rural areas (9). They also contribute to reducing poverty and the disparity in development between rural and urban areas (17). Micro-agricultural projects constitute approximately 80% of all farms worldwide (15), representing approximately 12% of global agricultural production (10). More than 2 billion people worldwide rely on small-scale agricultural projects as their primary means of livelihood (19).

Microenterprises in Syria are defined as "projects owned or managed by individuals or families, relying on savings and small loans, and producing goods or services to generate income and improve the standard of living." In light of the successive challenges and changes sweeping the Syrian economy, including increasing population growth, growing economic needs, a sharp decline in the gross domestic product (GDP) by 60% since the beginning of the crisis, deteriorating living standards, and significantly rising poverty and unemployment rates, the agricultural sector in Syria has been subjected to massive destruction during the years of the crisis (7). The area of utilized agricultural land has decreased by 40%. Therefore, it is necessary to rehabilitate small farms and provide incentives for them to revive the agricultural sector, as it is the backbone of the Syrian national economy (23). These projects in Syria, in general, and in the Lattakia Governorate face many challenges, such as limited natural and financial resources, weak infrastructure, and marketing and regulatory restrictions (8). Small farmers also have difficulty accessing modern technology and agricultural services (18), weak communication with markets, and difficulty obtaining market information, among the most prominent challenges facing small farmers (4).

Performance has been defined as the outcome achieved in any field of work, such as the results achieved in the practice of a particular task expressed in specific units of measurement. Performance evaluation has also been defined as measuring project performance by comparing actual performance with past performance, similar performance, or specific performance to identify deviations and their causes and to take corrective action (21). In other words, it is a set of processes conducted to compare achieved results with the objectives previously set by the project to improve future projects (5, 6 and 9). Most scientific studies and research have confirmed that projects that relied on an integrated performance evaluation system achieved better productivity, profitability, and sustainability results than projects that did not pay sufficient attention to this aspect. Researchers attributed these results to the fact that regular performance evaluations helped decision-makers identify problems and find appropriate solutions on time. Among the reasons for the failure of some projects is the lack of sufficient knowledge on the part of managers of the nature of the evaluation process and, more importantly, their lack of knowledge of how to conduct it practically (1).

Moreover, evaluation continually provides new insights and unexpected new information. Therefore, what is known as unexpected results of a program or project are among the most valuable outcomes of the evaluation process. Overall, it can be said that evaluation provides information that helps improve project performance (2), as it is considered one of the most important components and fundamental pillars that projects seek to achieve within the limits of their available resources. This highlights the importance of performance evaluation, as it is considered one of the basic and important guarantees for the continuity of projects in the business world (3).

Given the importance of the topic of evaluating micro-agricultural projects and the scarcity of studies on it, based on the available information, the research objectives focused on:

1. Evaluating the performance efficiency of micro-agricultural projects from an economic, environmental, learning, and growth perspective; studying the relationship between the performance efficiency of agricultural projects and the economic, environmental, learning, and growth dimensions; and identifying the most important and economically efficient agricultural projects.
2. Identifying the most significant difficulties and unexpected changes facing micro-agricultural projects has caused a gap between actual and desired results.

Materials and Methods

The study was conducted in Lattakia Governorate, Syria, during the 2022-2023 season. The total statistical population size of micro-agricultural projects was 2,861. The simple random sample drawn from the population was divided into sections, Table 1.

Table 1: Distribution of the studied projects in Lattakia Governorate – Syria.

Agricultural Extension Centers		Animal production projects		Plant production projects	Food industry projects (dairy and cheese)
		Cattle farming	Poultry farming	Vegetables	
Ajbala	Douir Baabda	74	400	86	6
	Hmeimim	26	31	39	1
Al-Haffa	Ain al-Tina	69	223	40	87
	Ruwaimiya	54	250	235	-
Al-Qardaha	Bikrama	36	7	25	2
	Ain al-Arous	19	10	33	-
Lattakia	Video	66	7	400	30
	Mashqita	50	10	500	45
Total		1332		1358	171
Total population studied		2861			
Sample size studied		303			

Using the following mathematical relationships and based on statistical laws (sample size in thousands, from which 10% is taken, and sample size in hundreds, from which 20% is taken), the sample size was calculated as follows:

•Sample size from animal production projects = 1332*10/100 = 133 projects.

•Sample size from plant production projects = 1358*10/100 = 136 projects.

•Sample size from food industry projects (dairy and cheese) = 171*20/100 = 34 projects.

Thus, the total sample size from the study = 133 + 136 + 34 = 303 micro-agricultural projects.

Research Variables:

A- Dependent Variable: Project Performance Efficiency

B- Independent Variables:

•The economic dimension of the project.

•The environmental dimension of the project.

•The learning and growth dimension of the project.

• The nature of the project.

Research Hypotheses:

1. There is a statistically significant relationship between the economic dimension of the project and the performance efficiency of micro-agricultural projects in Lattakia Governorate.

2. There is a statistically significant relationship between the environmental dimension of the project and the performance efficiency of micro-agricultural projects in Lattakia Governorate.

3. There is a statistically significant relationship between the learning and growth dimension of the project and the performance efficiency of micro-agricultural projects in Lattakia Governorate.

4. There are statistically significant differences in the performance efficiency of micro-agricultural projects in Lattakia Governorate, depending on the nature of the project.

The research relied on the descriptive analytical approach in describing and analyzing the answers of the sample members on each axis of the questionnaire, calculating the relative importance of each paragraph and evaluating it using the three-point Likert scale (13) by giving the number 1 to the answer (disagree), the number 2 to the answer (neutral), and the number 3 to the answer (agree), and evaluating the answers using the three-point Likert scale, Table 2.

Table 2: Three-point Likert scale levels.

Arithmetic Mean	Degree of agreement	Relative importance (%)	Intensity
1.66-1	Disagree	55.32 -33.33	Low
2.33-1.67	Neutral	77.65 -55.66	Medium
3-2.34	Agree	100 -77.66	High

Three-Level Likert Scale: Renaissance Likert Scale Research, Archives of Psychology, 1932.

Economic efficiency indicators were used to analyze and evaluate the performance efficiency of micro-agricultural projects to achieve the study's objectives. Indicators are generally defined as elements that constitute significant information and data for

the project. They help individuals measure activity results (14 and 22). The appropriate indicators were chosen for the projects studied as follows (11):

1. Profitability ratio based on invested capital = Net profit / invested capital x 100.
2. Profitability ratio based on production costs = Net profit / Annual production costs x 100.
3. Rentability ratio based on invested capital = Net gross product / invested capital x 100.
4. Rentability ratio based on production costs = Net gross product / Annual production costs x 100. Note that net gross product = Net profit - Wages and salaries, if applicable.
5. Payback period = Invested capital / Annual profit achieved.
6. Rate of return on sales = Net profit / Sales value.

Results and Discussion

Evaluation of Project Performance Efficiency from an Economic Perspective: The results of Table 3 indicate that the micro-agricultural projects studied enjoy high economic performance efficiency. The overall average for the scale was 2.47, with a high relative importance (82.24%). This indicator reflects the extent to which farmers are keen to utilize available agricultural resources at the lowest possible cost, given the current limited availability of agricultural resources, both in terms of the decline in agricultural land area and the scarcity of available water resources. Conversely, it is a strong incentive and motivation for investment in micro-agricultural projects, given their significant role in improving families' standard of living and meeting their food needs.

Table 3: Results of evaluating the economic efficiency of projects' performance using a three-point Likert scale.

Statement	Arithmetic Mean	Agreement	Importance (%)	Severity
Using the project's available agricultural resources correctly and at the lowest cost.	2.84	Agree	94.61	High
Always strive to rationalize water consumption by all available means.	2.17	Neutral	72.39	Medium
Rely on current market prices when pricing products.	2.60	Agree	86.58	High
Always ensure that the products produced meet high-quality standards.	2.61	Agree	86.91	High
I employ trained labor to harvest the crop (plant production), raise animals (animal production), and prepare processed food products.	2.13	Neutral	70.85	Medium
I employ qualified personnel to select the appropriate times for production operations and the correct quantities of raw materials.	2.05	Neutral	68.32	Medium
I utilize crop waste to feed the raised animals.	2.33	Neutral	77.56	Medium
I utilize animal waste to fertilize the cultivated crops.	2.22	Neutral	74.15	Medium
Storing products in case prices drop.	2.29	Agree	76.46	High
The project is a good source of income and has contributed to improving the family's standard of living.	2.57	Agree	85.81	High
The rising costs of raw materials (seeds, fertilizer, feed, and food processing materials) have significantly impacted the project's profitability.	2.83	Agree	94.17	High
Family members have a significant role in the project's operations and activities.	2.54	Agree	84.82	High
The project contributes to meeting the family's food needs (achieving self-sufficiency in food products).	2.63	Agree	87.57	High
The production process can be expanded and further developed if a good profit is achieved.	2.74	Neutral	91.20	Medium
The overall average of the scale	**2.47***	Agree	**82.24****	High

Evaluation of Project Performance Efficiency from an Environmental Perspective: The results of Table 4 indicated that the micro-agricultural projects studied had an average environmental performance efficiency. The overall average for the scale was 2.23, with a medium relative importance (74.35%). This indicates the need to educate farmers about the importance of relying almost entirely on the natural agricultural waste available to them, whether for fertilization or animal feed, to benefit from it on the one hand and to reduce the cost of purchasing it on the other. Furthermore, it is necessary to emphasize the need for farmers to be careful when using unhealthy

chemicals, to use them according to the correct standards, at the appropriate times, and when urgently needed, i.e., when diseases require pesticides or animal medicines. This is to obtain a healthy food product (plant or animal) that is safe for human consumption. This will positively impact public health in the long term, both in terms of time and in terms of project development and increased size (15).

Table 4: Results of evaluating the environmental performance efficiency of projects using a three-point Likert scale.

Statement	Arithmetic Mean	Agreement	Importance (%)	Severity
Agricultural waste is consumed and invested in healthy and safe ways.	2.33	Agree	77.78	High
The project has a positive impact on the village's environmental conditions.	1.99	Neutral	66.23	Medium
Pesticides, fertilizers, and chemicals are used in healthy ways.	2.40	Agree	80.09	High
The project plays a role in producing healthy and safe food.	2.75	Agree	91.53	High
The project contributes to reducing the spread of disease.	1.68	Neutral	56.11	Medium
Overall average of the scale	**2.23***	Neutral	**74.35****	Medium

Evaluating project performance efficiency in terms of learning and growth: The results of Table 5 indicate that the micro-agricultural projects studied enjoy a high growth rate. The overall average for the scale was 2.47, with a high relative importance of 82.35%. This is a positive indicator of the farmer's desire to benefit from agricultural scientific expertise and communicate with extension centers to obtain proper guidance and advice for agricultural work, such as methods for using pesticides, fertilizers, and veterinary medicines. Conversely, it indicates the extent to which the farmer has acquired sufficient experience in agricultural work and avoided the incorrect agricultural practices he engaged in during the project's early years. This indicates the significant social impact of micro-agricultural projects, consistent with previous studies (20).

Table 5: Results of evaluating project performance efficiency in learning and growth using a three-point Likert scale.

Statement	Arithmetic Mean	Agreement	Importance (%)	Severity
Cooperation and coordination are carried out with extension units in the project area to benefit from extension seminars and field days.	2.10	Neutral	69.86	Medium
There is a constant desire to learn new information in the project's field.	2.63	Agree	87.68	High
The project has contributed to increasing my experience and avoiding incorrect agricultural practices.	2.59	Agree	86.47	High
I have learned from the project innovation and development.	2.45	Agree	81.63	High
I always strive to improve and increase the quality of agricultural products.	2.58	Agree	86.14	High
Overall average of the scale	**2.47***	Agree	**82.35****	High

The results of Table 6 show a statistically significant, medium-term positive correlation between the economic dimension of the project and the efficiency of the project's performance. This means that the performance of the agricultural project is affected by the surrounding economic factors, whether in terms of the availability of agricultural resources needed by the project, the costs of raw materials, agricultural production requirements, product prices, etc. On the other hand, it has an economic impact on the country by providing new and additional job opportunities to obtain additional income, thus improving the family's standard of living (20).

Table 6: Significance of the association between project performance efficiency and the economic dimension of the project.

Variable	Correlation coefficient	Statistical significance
Economic dimension* Project performance efficiency	*0.61	0.000

The results of Table 7 indicate a statistically significant, medium-term positive correlation between the environmental dimension of the project and the efficiency of project performance. This represents one of the weaknesses of micro-agricultural projects. Project management must consider environmental conditions and terms of their impact or being impacted by the project activity when engaging in agricultural production activity to obtain better results.

Table 7: Significance of the association between project performance efficiency and the environmental dimension of the project.

Variable	Correlation coefficient	Statistical significance
Environmental dimension* Project performance efficiency	0.52*	0.000

The results of Table 8 show a strong, statistically significant direct correlation between the learning and growth dimension of the project and the efficiency of project performance. This means there is a close relationship between the extent of the farmer's availability of sufficient experience and the extent to which he keeps up with modern and advanced agricultural information and technologies and the mechanism of practicing his agricultural work and achieving the optimal results he seeks to achieve.

Table 8: Significance of the association between project performance efficiency and the learning and growth dimension of the project.

Variable	Correlation coefficient	Statistical significance
Learning and Growth Dimension* Project Performance Efficiency	0.80*	0.000

The results of Table 9 indicate the presence of statistically significant differences in the efficiency of project performance, according to the nature of the project, which prompts us to accept the fifth hypothesis, i.e., that micro-agricultural projects vary in terms of (work plan, work tools, and work materials), according to their nature in terms of plant production, animal production, and food industries. Therefore, there will be a close relationship between the extent of availability of agricultural work requirements compatible with their nature and achieving optimal results.

Table 9: Analysis of variance for the performance of agricultural projects according to their nature.

Variance	Sum of squares	Degrees of freedom	Mean squares	F-value	Statistical significance
Between Groups	1.371	2	.680	11.50	0.00
Within Groups	17.886	300	.060		
Total	19.258	302	-		

The most prominent difficulties faced by the studied projects: The results shown in Figure 1 indicate that approximately 41.6% of the studied projects face numerous difficulties, such as the high costs of raw materials and production requirements. These are among the most prominent difficulties farmers face in agricultural production regarding the escalating prices of fertilizers, pesticides, feed, veterinary medicines, fuel prices, transportation costs, and other tools and equipment required for agricultural activity. Meanwhile, 28.7% of the studied sample lacks sufficient agricultural resources for agricultural production operations. One of the most prominent problems is water, which must be available in sufficient and continuous supply. During the field survey, it was found that farmers who own artesian water sources also face difficulties in fully utilizing them due to the lack of electricity. This is consistent with a scientific study (20), which demonstrated that small and micro-enterprise owners face problems manifested in the lack of water, electricity, and energy sources. Conversely, the percentage of farmers suffering from low profitability did not exceed 6.9%, while the lowest percentage of marketing obstacles was 5%. This is due to the nature of micro-agricultural projects, which operate within a narrow and limited scope, and therefore, marketing difficulties will be minimal.

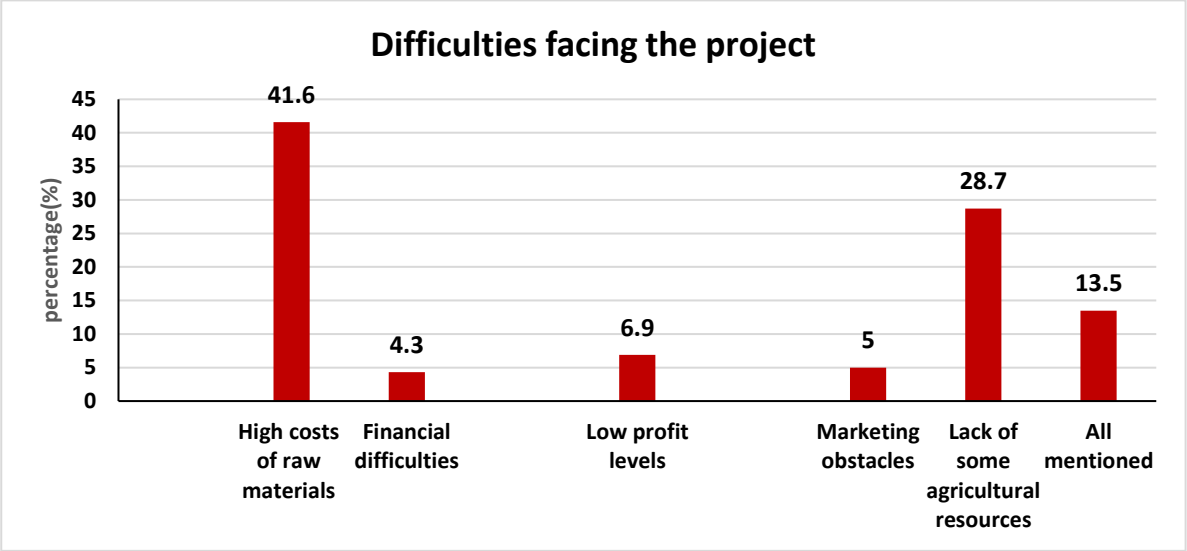

Figure 1: Relative distribution of the studied sample according to the difficulties faced by the project.

The results shown in Figure 2 indicate that more than a third of the studied sample (35%) experienced sudden and unexpected changes in prices, whether in (raw materials, agricultural products, land, etc.), the most prominent of which was price fluctuations, instability, and escalating increases, which amounted to (35%). Meanwhile, (30%) of the studied sample also encountered unexpected and unplanned changes in costs, meaning that the costs incurred by farmers during the implementation of the agricultural project did not match the costs set in the project's business plan, meaning there is an increased risk element. Meanwhile, there was a small percentage, not exceeding (6.9%), due to the natural conditions that the country was exposed to in 2023, especially in Lattakia Governorate.

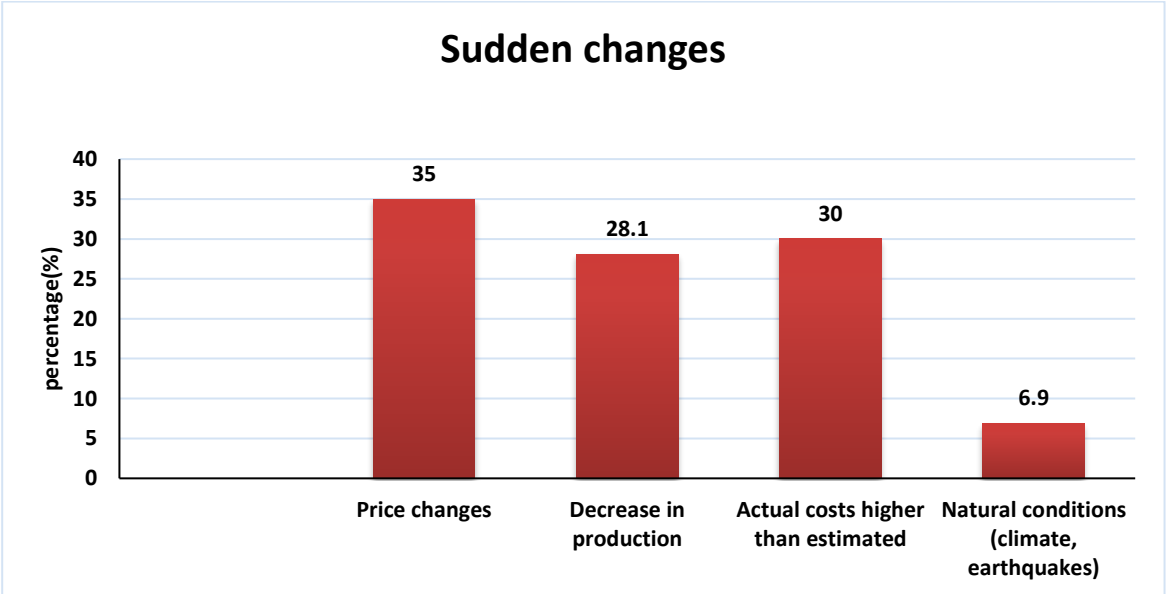

Figure 2: Relative distribution of the studied sample according to sudden and unexpected changes

Study of the economic returns of the projects studied: The results of Table 10 indicate high establishment costs for micro-agricultural projects. Plant production projects had the highest value, reaching 40,515,000 Syrian pounds. Food industry

projects recorded the highest annual production costs, reaching 33,803,000 Syrian pounds. Revenues, meanwhile, reached the highest value in livestock production projects, reaching 44,200,000 Syrian pounds.

Table 10: Total investment costs and annual revenues for the studied sample.

Project Nature	arithmetic mean		Total annual production costs (Syrian pounds)	Sales value (annual revenue) (Syrian pounds)	Net profit (Syrian pounds)
	Initial investment costs (Syrian pounds)	Annual operating costs (Syrian pounds)			
Plant Production	40515000	18630784	22290784	37500000	15209216
Animal Production	26100000	29300000	30400200	44200000	13799800
Food Industries	24418500	33168000	33803000	44016000	10213000

The results of Table 11 indicate that plant production projects outperform animal production and food industry projects in terms of profitability coefficient, rent coefficient, the period required to recover invested capital, and the rate of return on sales. This indicator encourages investment in plant agricultural production, followed by animal production projects and food industries, which witnessed a significant decline due to the lack of energy sources necessary for operation, such as electricity and fuel.

Table 11: Evaluation of the project's overall efficiency using economic efficiency indicators.

Indicator	Project Type	Value
Profitability Ratio Based on Invested Capital (%)	Plant Production	26
	Animal Production	25
	Food Industries	18
Profitability Ratio Based on Production Costs (%)	Plant Production	68
	Animal Production	46
	Food Industries	30
Revenue Ratio Based on Invested Capital (%)	Plant Production	30
	Animal Production	29
	Food Industries	21
Revenue Ratio Based on Production Costs (%)	Plant Production	81
	Animal Production	53
	Food Industries	36
Payback Period (Years)	Plant Production	1.86
	Animal Production	2.54
	Food Industries	2.28
Rate of Return on Sales (%)	Plant Production	41
	Animal Production	31
	Food Industries	23

Conclusions

Micro-agricultural projects are one of the proposed solutions to address the low-income problem of families in Lattakia Governorate, a primarily agricultural governorate. Micro-agricultural projects have a significant social impact in acquiring experience and knowledge and focusing on new information and modern technologies. In contrast, cumulative agricultural experience plays a significant role in improving work outcomes. One of the most prominent weaknesses of micro-agricultural projects in Lattakia Governorate is the lack of good management, planning, and organization in agricultural work, negatively impacting their performance efficiency. The nature of the project's activity significantly impacts its performance efficiency. It can be argued that micro-agricultural plant projects may be the best option in the Lattakia Governorate for sustainability, environmental impact, and risk. However, local needs and market demand must be considered when making the final investment decision. Permanent agricultural consulting significantly improves agricultural performance by avoiding poor agricultural practices.

Supplementary Materials:

No Supplementary Materials.

Author Contributions:

Author 1; methodology, writing—original draft preparation, Author and Author writing—review and editing. All authors have read and agreed to the published version of the manuscript. Author 2: Provide lots of comments and feedback on the research.

Funding:

This research received no external funding.

Institutional Review Board Statement:

The study was conducted following the protocol authorized by the Head of the Ethics Committee at Lattakia University.

Informed Consent Statement:

No Informed Consent Statement.

Data Availability Statement:

No Data Availability Statement.

Conflicts of Interest:

The authors declare no conflict of interest.

Acknowledgments:

The authors sincerely thank the editor-in-chief of the respected Anbar Journal of Agricultural Sciences and the professors who evaluated the research and provided important comments.

References

1. Agri and Econ. (2022). Evaluation of Project Performance in the Agricultural Sector. Journal of Agriculture and Economics, 15(2): 45-67.
2. Ahmed, A. F., and ALmosabbeh, I. A. (2024). An economic analysis of the role of agricultural foreign trade and exchang rates in the growth of agricultural output in iraq (1990-2020). Anbar Journal of Agricultural Sciences, 22(2): 1260-1272. https://doi.org/10.32649/ajas.2024.184479.
3. Anderson, E. W., Fornell, C., and Lehmann, D. R. (1994). Customer satisfaction, market share, and profitability: Findings from Sweden. Journal of marketing, 58(3): 53-66. https://doi.org/10.1177/002224299405800304.
4. Barrett, C. B. (2008). Smallholder market participation: Concepts and evidence from eastern and southern Africa. Food policy, 33(4): 299-317.
5. Blocher, E. J. Stout, D. E., and Cokins, G. (2010). Cost Management: A Strategic Emphasis, 5th ed., McGraw-Hill Co.
6. Erzaij, K. R., and Aljanabei, D. M. (2016). Performance Evaluation of the Investment Projects during the Implementation Phase (Najaf province as a case study). Journal of Engineering, 22(8): 54-74.
7. FAO. (2021). Food and Agriculture Organization of the United Nations Reconstructing the agricultural sector in Syria. Published report. Rome, Italy.
8. Ghanem, S. (2025). Characterization Of Some Mollisols Properties In The Coastal Region (Lattakia - Syria). Journal of Life Science and Applied Research, 6(1). https://doi.org/10.59807/jlsar.v6i1.157.
9. IFPRI, I. (2018). Global food policy report. Washington, DC: International Food Policy Research Institute, 10: 9780896292970.
10. Khaddam, M. (2004). Theoretical Foundations of Investment, Damascus, Ministry of Culture, Syria, 215 ppVoyer, P. (1999). Tableaux de bord de gestion ET indicateurs de performance. PUQ.
11. Kinney, M. R. (2006). Cost Accounting, Business Press, United State.
12. Likert, L. (1932). A Method for Researching Behavioral Scales, Archives of Psychology, Page 140.
13. Lorino, P. (2003). Méthodes et pratiques de la performance: le pilotage par les processus et les compétences. Ed. d'organisation.
14. Lowder, S. K., Skoet, J., and Raney, T. (2016). The number, size, and distribution of farms, smallholder farms, and family farms worldwide. World development, 87: 16-29. https://doi.org/10.1016/j.worlddev.2015.10.041.
15. Noori, N. S., Hameed, B. H., and Mohammed, M. Kh. (2024). An economic evaluation of the performance efficiency of conservation agriculture and food security projects using logistic regression in iraq for the 2022-2023 season. Anbar Journal of Agricultural Sciences, 22(2): 1033-1049. https://doi.org/10.32649/ajas.2024.184466.
16. OECD. (2018). Financing Agricultural SMEs in Africa. Paris.
17. Rapsomanikis, G. (2015). The economic lives of smallholder farmers. Food and Agriculture Organization of the United Nations, Rome.

18. Rigg, J. (2006). Land, farming, livelihoods, and poverty: Rethinking the links in the Rural South. World development, 34(1): 180-202. https://doi.org/10.1016/j.worlddev.2005.07.015.
19. Rukhsana, K., and Ahmed, M. (2017). Microenterprises in Agriculture: A Pathway to Rural Development. Development Studies Research, 4(1): 45-60.
20. Sensoy, B. A. (2009). Performance evaluation and self-designated benchmark indexes in the mutual fund industry. Journal of Financial Economics, 92(1): 25-39. https://doi.org/10.1016/j.jfineco.2008.02.011.
21. Soliman, D. M., and Yehia, Y. A. E. R. (2021). Socioeconomic effects of some agricultural and rural micro-enterprises funded by the local development fund. Egyptian Journal of Agricultural Research, 99(4): 435-451. https://dx.doi.org/10.21608/ejar.2021.105157.1168.
22. The World Bank. (2022). Agricultural Development in Syria: Opportunities and Challenges. Published Report. Washington, DC, USA.
23. World Bank. (2020). Pathways to Prosperity: An Inclusive Rural Transformation. Washington, DC.C.