

Annex 1 Project Design Matrix (PDM)

Project Name: Capacity Building for Faculty of Veterinary Medicine (FVM), Al Baath University

Target Group: Students of the faculty and Syrian Veterinarians

Target Area: Whole country of Syria Period: December 16, 2003 to December 15, 2006

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><OVERALL GOAL> To accomplish the level up of diagnostic skills of Syrian Veterinarians.</p>	<p>1. Number of reported animal diseases and animal treated (medicated, quarantined and slaughtered) reduce. 2. Number of vaccinated animals increase because of active acceptance of farmers by improvement of credits and evaluation to Syrian veterinarians.</p>	<p>1. Statistics of animal hygiene 2. Reports on outbreaks of animal disease 3. Annual reports of Directorate of Animal Health 4. Statistics of livestock industry 5. Reports of regional diagnostic laboratories 6. Observation of the sites</p>	<p>1. Budget, Personal allocation and administration systems related to animal hygiene do not drastically change. 2. The demand for veterinary services will continue to expand. 3. Proper veterinary service systems are established and maintained.</p>
<p><PROJECT PUPOSE> Improvement and strengthening of veterinary education in Al Baath University.</p>	<p>Attainment of good reputation for new graduate students, and for attendants of training courses at their offices and by farmers</p>	<p>Collection and analysis of data</p>	<p>Qualified staff are arranged and budgetary measures are retained.</p>
<p><OUTPUTS> 1. Educational activities at FVM are enhanced and organized with effective use of equipment. 2. The faculty students gain a good knowledge and practical diagnostic methods. 3. Information and know-how on animal diseases are accumulated and used for education. 4. Educational system for faculty students and also re-educational programs for veterinarians are established.</p>	<p>1.-1) Operation manuals and maintenance manuals are provided. 1.-2) Number of graduation, Master's and Ph.D. theses and scientific publications are increased. 2. Number of items of executed practices is increased. 3. Accumulated information and know-how are effectively applied for education. 4. Sustainable re-educational system is established attaining enough technology, facilities and budgetary measures.</p>	<p>1. Operation manual of major equipment and observation of equipment condition. 2. Repots of practices, Master's and Ph.D. theses, and scientific publications 3. Reports of intensive practices, records of issued certificates 4. Executed training programs, its contents, number of attendants and establishment and performance of training course budget</p>	<p>1. Educational circumstance for students is retained. 2. Related organizations of animal hygiene sectors are cooperative for executing re-education programs for veterinarians.</p>

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NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><ACTIVITIES></p> <ol style="list-style-type: none"> 1. To train students and staff of FVM for application and operation of scientific equipment. 2. To improve student practices on disease diagnosis. 3.-1) To improve diagnostic skills of teaching and laboratory staff. 3.-2) To improve diagnostic skills of important animal diseases for clinical diagnosis and surveillance. 4.-1) To establish training programs of FVM students. 4.-2) To establish sustainable programs for veterinarians. 	<p><INPUTS></p> <p>Syrian side</p> <ol style="list-style-type: none"> 1. Personnel assignment of counterparts and necessary officers <p>2. Provision of facilities and equipment</p> <ul style="list-style-type: none"> - Building of FVM and Central Laboratory for Diagnosis and Research (CLDR) - A new Training Center <p>3. Project implementation costs</p> <ul style="list-style-type: none"> - Ordinary running cost for project - Cost sharing for training courses - Others 	<p>Japanese side</p> <ol style="list-style-type: none"> 1. Dispatch of Japanese experts <ul style="list-style-type: none"> - One long-term expert - Short-term experts (2 to 3 persons per year) 2. Counterpart training in Japan <ul style="list-style-type: none"> - One to two persons per year 	<p>C/P will continue to carry out the project activities.</p> <p><PERCONDITIONS></p> <ol style="list-style-type: none"> 1. Equipment to be applied for education is ready to use. 2. Proper staff are assigned for carrying out the project.

This PDM is attached in R/D in Annex 6

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Annex 2
Plan of Operation for the Project, Faculty of Veterinary Medicine, Al Baath University

Activities	Year			Means of verification:
	I	II	III	
Output 1: Educational Activities at Faculty of Veterinary Medicine are enhanced and organized with effective use of the Equipment.				Objectively verifiable Indicators: 1.-1) Operation manuals and maintenance manuals are provided. 1.-2) Number of graduation, Master's and Ph.D. theses and scientific publications are increased.
1. Attain the sufficient skills to use the equipment.	_____	_____	_____	Project report Monitoring report Direct observation of the facility and equipment
1.1. Adjust the equipment and prepare manual of use for each equipment.	_____			Project report Monitoring report
1.2. Train the nominated personnel in the Faculty on the use of the equipment.	_____			Condition of the equipment Prepared operation manual
1.3 Prepare the plan for the routine maintenance.	_____			Record of the training of nominated staff Interview of nominated staff who is responsible to operation and maintenance.
1.4. Register and evaluate the use of the equipment regularly.	_____			Prepared plan and record of implementation Evaluation report
Output 2: The faculty students gain knowledge and practical diagnostic methods.				Result of the examination, reports and thesis Evaluation and reputation by the students and graduated veterinarians Evaluation and reputation by the employer and clients on the graduated veterinarians
2. Improve the practical exercises on diagnoses of animal disease for the students.	_____	_____	_____	Contents of the practical training for the students at the Faculty

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2.1. Prepare the programme of exercises which should be included in the practical curricula.				Appropriate programme are established and implemented.	Contents of the programme of practical exercises in curricula
2.2. Prioritize the animal diseases which should be included in the practical curricula.				Almost all the major important diseases are included in practical curricula according to the prioritization.	Kind and number of animal diseases which can be included in the student practices.
2.3. Prepare the necessary equipment and material to run the exercises.				Sufficient equipment and teaching materials are prepared for practical.	Prepared materials and equipments for the student practices
2.4. Train the teaching staff and technical staff on the procedures of diagnosis.				The teaching staff and technical staff acquire the sufficient skill and knowledge on practical education on diagnoses of animal diseases.	Number of trained teaching staff Subjects of staff training
2.5. Run the practical exercises regularly according to curricula.				Improved practical exercises are regularly conducted.	Participation of the students in the practical exercises Practical examination and its results
2.6. Register and evaluate the practical exercises.				Regular evaluation of the practical exercises are conducted.	Evaluation reports
Output 3: Information and know-how on animal diseases are accumulated and used for education.					
3. Fostering diagnostic capabilities for the staff in animal disease investigations.				Accumulated Information and know-how are effectively applied for education.	Quality and quantity of the accumulated information and know how Teaching materials and program prepared by the obtained information
3.1. Prepare the training courses on laboratory work in different fields (Bacteriology, Virology, Parasitology etc.).				Responsible staff acquire the sufficient diagnostic capabilities for the major important diseases.	Available diagnostic methods for the disease investigation
3.2. Organize the system for routine diagnoses of the most common animal diseases.				Training courses on laboratory diagnoses are established and organized.	Number and contents of the training subjects Number of the participants
3.3. Train the teaching staff and technical staff on the Diagnostic Procedures.				Routine diagnoses of the common diseases are systematically conducted.	Number and contents of the diagnostic reports
3.4. Run the necessary research for the investigation of the diseases.				The responsible staff can conduct the diagnostic procedures.	Standard diagnostic procedures and operation manuals
				The responsible staff can conduct the necessary research and investigation.	Research and investigation reports

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4. Improving techniques of field survey on important animal diseases and their diagnoses.				Techniques of field survey on important diseases are acquired by the staff.	Available techniques of survey on animal diseases.
4.1. To develop disease surveillance structure of reception and processing of samples, diagnoses and feed back of the diagnostic results.				Disease surveillance structure including sample reception and processing, diagnosis and feed back of diagnostic results is established.	Record of sample reception, diagnoses and feedback
4.2. To enhance research activities through diagnostic services and surveys.				The departments of the Faculty actively participate the research activities through the diagnoses and surveys.	Number of ongoing research topics and reports based on the diagnostic services and surveys
4.3. Use the obtained information and know how by the diagnoses, survey and research for the education and training.				The educational information and materials are collected and used for teaching and training.	Number and kind of educational information and materials Prepared lecture notes and teaching materials using the obtained information
Output 4: Educational system for faculty students and also re-educational programs for veterinarians are established.					
5. Developing of continuous veterinarians training program.				Sustainable re-educational system is established attaining enough technology, facilities and budgetary measures.	Implemented training programme and their contents Number of the trained veterinarians Establishment of financial basis for training
5.1. Analyze the status of supply-demand of training subject for veterinarians.				Training program for veterinarians are established and continuously conducted.	Number and contents of established training modules and courses
5.2. Prepare a plan for training courses, trainees, trainers, training subject, training materials.				Training needs and necessary subjects are clarified.	Analysis reports on training needs
5.3. Run the training courses for veterinarians regularly.				Appropriate plan of the training program is prepared with the coordination of relevant organizations.	Document of prepared plan Participation of relevant organizations
				Training courses are regularly organized.	Evaluation reports of the training courses Frequency and subject of training courses Number of participants

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Annex 3

1. Japanese Experts

Long-term Japanese Experts

No.	Name of Expert	Field	Period of Assignment				Remarks		
			From	To	2003	2004		2005	2006
1	Dr. Hiroaki NISHIKAWA	Laboratory Diagnosis	2003/12/16	2006/12/16	-	-	-	-	-

Short-term Japanese Experts

No.	Name of Expert	Field	Period of Assignment				Remarks		
			From	To	2003	2004		2005	2006
1	Dr. Yoshikazu IRITANI	Veterinary Virology	2005/12/24	2006/1/31			-		
2	Dr. Tatsuhiro SUZUKI	Bacteriology	2006/5/23	2006/7/6			-		
3	Dr. Tomoshi NAGATA	PCR Technology for Disease Diagnosis	2006/6/30	2006/7/29			-		

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2. Assignment of Counterpart, and Counterpart Training in Japan

No.	Name of Counterpart	Field	Present Post Post at assignment time	Employment status*	Period of Assignment		Training in Japan		
					From	To	Year	Name of Training Course	Duration
1	Dr. MOHSEN Yaseen	Microbiology	Research Assistant	P	2001	till now	2004	Veterinary Bacteriology	3/1-5/29
2	Dr. Abdul Jabar CHEKH SULIMAN	Biochemistry	Assistant Lecturer	P	2000	till now	2006	Biochemistry	1/22-3/2
3	Dr. Omar AL-ZIABI	Histology Virology	Lecturer	P	2003	till now	2006	Veterinary Virology	1/31-3/31
4	Dr. Mohammad Anin SABBAGH	Parasitology	Assistant Researcher	T	Will be permanent.		2006	Ecto-parasitology	8/20-10/15
5	Dr. Darem Tabbaa	Public Health	Professor Dean	P	1989	till now	2006	Veterinary Education System	8/19-9/2
6	Dr Yaser Al-Omar	Epidemiology	Lecturer	P	2001	till now			
7	Dr. Samer Ibrahim	Microbiology	Lecturer	P	2001	till now			
8	Dr. Mahmud Muhssen	Immunodiagnosis	Research Assistant	P	2000	till now			
9	Dr. M. Mahdi Al-Shahni	Virology	Research Assistant	P	2006	till now			
10	Dr. Omar Al-Madani	Virology	Research Assistant	T	Will be permanent.				
11	Dr. A. Karim Kalb Allouz	Microbiology	Assistant Professor	P	1990	till now			
12	Dr. Mohsen Katranji	Parasitology	Professor	P	1989	till now			
13	Dr. Abdul Karim Khaled	Parasitology	Professor	P	1993	till now			
14	Dr. Ahmad Subuh	Biochemistry	Assistant Professor	P	1998	till now			
15	Dr. A. Aziz Arwana	Meat Hygiene	Professor	P	1987	till now			
16	Dr. Hazem Al-Milli	Biochemistry	Research Assistant	P	2001	till now			
17	Dr. Dr. Emad Adi	Biochemistry	Research Assistant	T	2006	till now			
18	Dr. Azam Krudi	Microbiology/ Virology	Professor	P	1987	till now			

*Note: Permanent (P) or Temporary (T)

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3. Provision/Procurement/Maintenance of the Equipment

Note:

R/P: Route of Procurement (J: From Japan, L: Local, E: With Expert)
 Frequency of Use (A: Always B: Often C: Sometimes)
 Condition (A: Good B: Fair C: Bad)

No.	Date of Arrival	Item	Description		Model Number	R/P	Amount	Unit Price Currency	S-total	Place of Storage	Frequency of Use	Condition	Remarks
			Manufacture										
1	Apr.-04	Desktop PC	Local			L	1	sp 46,000	46,000 sp	Expert Office	A	G	
2	Apr.-04	Color Printer	HP		HP5100	L	1	sp 8,000	8,000 sp	Expert Office	A	G	
3	Apr.-04	Scanner	LG			L	1	sp 11,000	11,000 sp	Expert Office	A	G	
4	Nov.-05	LCD Projector	Sanyo			L	1	sp 98,000	98,000 sp	Expert Office	A	G	
5	Nov.-05	PC	Fujitsu			L	1	sp 82,000	82,000 sp	Expert Office	A	G	
6	Mar.-06	Micro-dispenser	Nichiryo			L	1	sp 30,000	30,000 sp	Expert Office	A	G	
7	Mar.-06	12-ch. micro pipette	Nichiryo			L	1	sp 65,000	65,000 sp	Expert Office	A	G	
8	Mar.-06	Ultrasonic Washer	ERMA			L	1	sp 46,000	46,000 sp	Expert Office	A	G	
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4. Local Cost implementation/Japan

Unit: JPY

No.	Category	JFY.2004	JFY.2005	JFY.2006	Total
1	Administration (General Affairs)	2,410,000	2,590,000	2,260,000	7,260,000
2	Human Resources Development	1,100,000	910,000	850,000	2,860,000
3	Technical Extension				
4	Improvement of Infrastructure				
5	Technical Exchange Program				
6					
7					
	Total	3,510,000	3,500,000	3,110,000	10,120,000.00

5. Application of Budget/Syrian Arab Republic

Upper: Received Budget as FVM
Lower: Expenditure

Unit: USD

No.	Description	JFY.2004	JFY.2005	JFY.2006	Total
1	Technical Equipment for Staff	200,000	300,000	200,000	700,000
2	Custom Fee for Imported Equipment	0	0	0	0
3	Building construction	50,000	75,000	100,000	225,000
4					
5					
	Total Received Budget	250,000	375,000	300,000	925,000
	Total Expenditure	250,000	375,000	300,000	925,000
	Balance of Fiscal Year				

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Annex 4 Performance and Rating based on the Plan of Operation for the Project, Faculty of Veterinary Medicine, Al Baath University

(Rating Standard)
 A: Attained the original plan sufficiently. C: Not attained the original plan, but progressed to some extent.
 B: Attained the original plan generally. D: Not attained the original plan, and need improve.

(Indicators and Appraisal Standard for activities were originally set at the 1st JCC)
 *Some parts were modified in the JCC held on May 16th, 2006

Activities	Year			[Perform and Outcome]	[Rating]	Means of verification: Project report Monitoring report Direct observation of the facility and equipment
	I	II	III			
Output 1: Educational Activities at Faculty of Veterinary Medicine enhanced and organized with effective use of the equipment.				1-1 Manuals are mostly ready at CLDR and other departments 1-2 5 Master, 2 PHD and 6 publications are done only in the year 2005-2006	A	
1. Attain the sufficient skills to use the equipment.				*The equipments were used very effectively for the followings: 1- staff, carrying out research projects. 2- postgraduate students: carrying out research projects for their thesis 3- undergraduate student teaching: improvement of practical teaching activities. 4- buses: were used effectively in clinical field practice and summer camping practice for the fifth and fourth year respectively. *The number of undergraduate students in each class decreased to 29 to enable students to acquire skills with the equipments, the number of diploma and master and ph.D students were increased also in the last two years	A	Project report Monitoring report
1.1. Adjust the equipment and prepare manual of use for each equipment.				The equipments are in effective use and in a good condition. Operation manuals for major equipments were prepared in all faculty departments	A	Condition of the equipment Prepared operation manual
1.2. Train the nominated personnel in the Faculty on the use of the equipment.				The nominated staff were trained on the use of the equipment and ensured their maintenance.	B	Record of the training of nominated staff Interview of nominated staff who is responsible to operation and maintenance.
1.3. Prepare the plan for the routine maintenance.				Lacking personnel engineer to supervise maintenance of the equipments.it is on going and trying to establish regular maintenance system by engineer which the faculty requested from the Al Baath University. One electric engineer has been assigned.	A	Prepared plan and record of implementation
1.4. Register and evaluate the use of the equipment regularly.				Regular evaluation of usage and maintenance of the equipment is conducted.	A	Evaluation report

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Output 2: The faculty students gain knowledge and practical diagnostic methods.	Number of items of executed practices is increased	Through the new syllabus more diagnostic practices were added to the curricula	Result of the examination, reports and thesis Evaluation and reputation by the students and graduated veterinarians and Evaluation and reputation by the employer
2. Improve the practical exercises on diagnoses of animal disease for the students.	Students can obtain the sufficient practical training on disease diagnoses.	1- The old Curricula contained 107 practical hours (1-5 year) while the new curricula contained 160 practical hours. In the 4th and 5th year the practical classes for disease diagnosis increased more than 10 hours a week in comparison with the old curricula. The grant aid from Japan supported and advanced the progress of the new curricula and the practical skills in animal diagnosis. 2- Shortening the number of students in each practical classes from 40 students to 25 student in each group for improving efficacies of practices.	Contents of the practical training for the students at the Faculty
2.1. Prepare the programme of exercises which should be included in the practical curricula.	Appropriate programme are established and implemented.	Japanese grant aid assisted in introducing new syllabuses in order to increase the practical exercise in animal diagnosis such as epidemiology and internal medicine 3 and preventive medicine and increased the practical hours for reproduction and fertility as well as surgery practical courses.	Contents of the programme of practical exercises in curricula
2.2. Prioritize the animal diseases which should be included in the practical curricula.	Almost all the major important diseases are included in practical curricula according to the prioritization.	According to the importance of infectious disease in Syria, a list of prioritized animal diseases was introduced in the new curricula. Sufficient improvement were noticed in the practical classes	Kind and number of animal diseases which can be included in the student practices.
2.3. Prepare the necessary equipment and material to run the exercises.	Sufficient equipment and teaching materials are prepared for practical.	The equipments and materials were prepared for practical sessions in order to enhance the efficiencies of the practical exercises. These materials were obtained throughout research and diagnostic activities or preliminary surveys.	Prepared materials and equipments for the student practices
2.4. Train the teaching staff and technical staff on the procedures of diagnosis.	The teaching staff and technical staff acquire the sufficient skill and knowledge on practical education on diagnoses of animal diseases.	1- 6 vet assistants were trained in diagnostics of infectious diseases and 3 vet assistants in biochemistry in CLDR. 2- Short-term expert in virology trained 2 vet assistants and one teaching staff and other short term expert in Bacteriology and other in Molecular biology trained 3 assistant and 3 teaching staff. 3- Two vet assistants and 3 teaching staff members were trained in the fields of bacteriology, biochemistry and virology in the scheme of counterpart training and research fellowship in Japan.	Number of trained teaching staff Subjects of staff training
2.5. Run the practical exercises regularly according to curricula.	Improved practical exercises are regularly conducted.	When the new curricula was introduced considerable improvement of regular practical classes were apparent in both laboratory and field clinical training.	Participation of the students in the practical exercises Practical examination and its results
2.6. Register and evaluate the practical exercises.	Regular evaluation of the practical exercises are conducted.	The new self evaluation program of practical contents and its performance and recording system have started since March, 2006 to establish accreditation system for the FVM.	Evaluation reports

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Output 3: Information and know-how on animal diseases are accumulated and used for education.	Accumulated information and know-how are effectively applied for education.	Quality and quantity of the accumulated information and know how Teaching materials and program prepared by the obtained information.
3. Fostering diagnostic capabilities for the staff in animal disease investigations.	Responsible staff acquire the sufficient diagnostic capabilities for the major important diseases.	Available diagnostic methods for the disease investigation
3.1. Prepare the training courses on laboratory work in different fields (Bacteriology, Virology, Parasitology etc.).	Training courses on laboratory diagnoses are established and organized.	Number and contents of the training subjects Number of the participants
3.2. Organize the system for routine diagnoses of the most common animal diseases.	Routine diagnoses of the common diseases are systematically conducted.	Number and contents of the diagnostic reports
3.3. Train the teaching staff and technical staff on the Diagnostic Procedures.	The responsible staff can conduct the diagnostic procedures.	Standard diagnostic procedures and operation manuals
3.4. Run the necessary research for the investigation of the diseases.	The responsible staff can conduct the necessary research and investigation.	Research and investigation reports
3.5. Improving techniques of field survey on important animal diseases and their diagnoses.	Techniques of field survey on important diseases are acquired by the staff.	Available techniques of survey on animal diseases.
3.6. To develop disease survey structure of reception and processing of samples, diagnoses and feed back of the diagnostic results.	Disease survey structure including sample reception and processing, diagnosis and feed back of diagnostic results is established.	Record of sample reception, diagnoses and feedback
3.7. To enhance research activities through diagnostic services and surveys.	The departments of the Faculty actively participate the research activities through the diagnoses and surveys.	Number of ongoing research topics and reports based on the diagnostic services and surveys
3.8. Use the obtained information and know how by the diagnoses, survey and research for the education and training.	The educational information and materials are collected and used for teaching and training.	Number and kind of educational information and materials Prepared lecture notes and teaching materials using the obtained information

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Implemented training programme and their contents Number of the trained veterinarians Establishment of financial basis for training				
<p>Output 4: Educational system for faculty students and also re-educational programs for veterinarians are established.</p>	<p>sustainable re-educational system is established attaining enough technology, facilities and budgetary measures. Activities related to the educational system at the FVM students was also covered in output 2.</p>			
<p>4. Developing of continuous veterinarians training program.</p>	<p>Training courses for field vets were conducted as following: 1- 2004 : parasitology (16 vets for 5 days), clinical pathology- bacteriology (18 vets for 5 days) and epidemiology (14 vets for 5 days) special epidemiology (23 vets for 2 days). 2- 2005 : epidemiology-immunodiagnosis (18 vets for 5 days), biosecurity (18 vets for 5 days), clinical pathology-bacteriology (15 vets for 5 days) and parasitology (17 vets 5 days). 3- 2006: four training courses for vets are in plan and 3 of them has been done</p>	<p>A</p>	<p>Number and contents of established training modules and courses</p>	
<p>4.1. Analyze the status of supply-demand of training subject for veterinarians.</p>	<p>Currently the faculty administration staff are seeking co-operation from the Ministry of Agriculture and the Syrian Vet Association to provide a list of a demanded training courses which can be held at the CLDR.</p>	<p>A</p>	<p>Analysis reports on training needs</p>	
<p>4.2. Prepare a plan for training courses, trainees, trainers, training subject, training materials.</p>	<p>We are providing training courses to vets from all over Syria whom interested in improving their laboratory and technical skills in order to keep in touch with recent advances in science and technology. These courses are well planned to cover the diagnostic techniques for the most important animal infectious disease in Syria.</p>	<p>A</p>	<p>Document of prepared plan Participation of relevant organizations</p>	
<p>4.3. Run the training courses for veterinarians regularly.</p>	<p>Annually four training courses for vets have been carried out and this year the training courses were carried out during Autumn with partial contribution of local relevant organizations and participation of Lebanese vets from South Lebanon to re-qualified them.</p>	<p>A</p>	<p>Evaluation reports of the training courses Frequency and subject of training courses Number of participants</p>	

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