

## SUMMARY

**PhD thesis title: "RESEARCH ON THE RURAL DEVELOPMENT PROJECT MANAGEMENT IMPROVEMENT. CASE STUDY ""', elaborated by Ph.D. student, Eng. AL MAHAMMAD JAGHAYEF, Scientific coordinator prof. dr. Dr ghici Manea, 2017, USAMV Bucharest**

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The project management is a relatively new subject, with an increased interest from researchers, with numerous studies and papers dealing with concepts, typologies and basic characteristics. However, the rural development project management is a separate area of management, rural development being one of the main objectives of all reforms and projects in agriculture. The paper deals with aspects regarding the management and management of rural development projects through the allocation of this term to agrarian reforms in Syria and Romania. We have retained the designation "projects" to be able to better distinguish features such as: the need, the objective, the factors involved, the duration, the beneficiaries and the results obtained. In this way, some of the characteristics of the Agrarian Reforms, which were specific to the two countries, Syria and Romania, were assimilated in their assertion as independent and willing countries of transformation and in what these "agrarian reforms" contributed to the economic development and each country.

The thesis is structured in five chapters, covering the research area theoretically, methodologically and practically. The structure of the thesis on chapters is presented below.

**Chapter 1, entitled " The stage of scientific knowledge on project management and rural development",** presents the existing approaches in the literature on project definition and project management. For a better understanding and concepts deepening , this chapter presents the characteristics of project management, project management principles and project typology. It also discusses aspects that characterize management functions in project management (forecast, organization, coordination, training and control) as well as an analysis of the state of scientific knowledge regarding the project management both in general and in particular.

With particular reference to the project management of the rural development, it may be mentioned that this requires a close coordination of a team, persons or institutions to carry out interdependent activities with the ultimate goal of providing an instrument of change. According to the literature, the notion of a development project has several definitions, which all underline the existence of an objective / objectives, budget, time period, results. Rural

development is also found in various treaties, with the latest research addressing to rural development as a strategy that involves economic growth in rural areas, and the detailed knowledge of rural communities' problems and their resolution. Project research also highlights the emergence of innovations such as knowledges management and integrated management of projects.

Chapter 2, entitled "**Indicators and analysis methods of project management of rural development**", lists, characterizes and explains the use of all methods and indicators used in the paper. The first part of the chapter highlights the importance of management in rural development through the existence of bodies specialized in the management of rural development activities. These bodies ensure compliance with the rules, carry out tasks, develop strategies, implement development programs and verify the quality of the results, and collaborate with the micro and macro-territorial structures in the field of rural development.

The second part of the chapter characterizes the main indicators of rural development: economic development (GDP and its indicators, labor productivity, education, R & D expenditures, education expenditures, occupied population), poverty and social exclusion, aging society, public health, climate change and energy, production and consumption patterns, human resource management, transport. The statistical indicators used in the paper are: mean, standard deviation, coefficient of variation and the annual growth rate, which were focused on agricultural areas, average and total agricultural production, total and rural population, the main crops and animal species.

The research methods were focused both on the quantitative and qualitative side of the study by extracting a sufficient amount of data and studies with high information content and in the thematic area.

The processed data also comes from studies based on SWOT territorial surveys and questionnaire results, outlining the quantified rural development guidelines, tendencies and measures in the form of implementation / output, result and impact indicators.

Chapter 3 entitled "**Analysis of the rural development project management in the Arab Republic of Syria**" is the first part of the case study, being a comprehensive study of the changes arising from reforms and projects in Syria from gaining the independence until now .

The chapter begins with a short overview of Syria's history, which lists the main aspects of surface, administrative structure, climate, population and economic relations with Romania.

The first analyzed period is the period since gaining independence until 2000, the analysis being focused on agrarian reforms and rural development programs in Syria.

After gaining independence, measures have been taken to improve economic performance and quality of life, the agriculture being considered a priority. The first project of particular importance to agriculture was the agrarian reform since 1958, which was established by Decree-Law No 161/27 September. In order to organize and implement the reform, another 8 Decree-Laws followed, a reform that was meant to solve the problem of food security, in the conditions of an accelerated population growth.

The agrarian reform also resolved problems related to the abusive monopoly of landowners who chose the structure of crops, choosing the main cultures and trade. In order to solve this problem, to increase agricultural production, a triple action was taken: the expropriation of landfills, the nationalization of distribution channels and the guarantee of a credit for the peasants working the land at affordable interest.

In addition to this reform, two projects for the Orontes River and the Euphrates River were started and completed between 1953 and 1973, projects of particular importance for agricultural production in Syria. As a result of these two projects, the cultivation of uncultivated land, the organization of the agricultural land and the landscape, the integration of old and new populations in the same area, the rigorous planning of crop irrigation were carried out.

The development of rural areas, the redevelopment of irrigation areas and the continuing concern for improving the quality and quantity of productions and the social reforms that were adopted by the year 2000 had remarkable results: the impressive population growth from 3.41 million people in the year 1950 to 15.97 million people in 1999, with a rural population of 7.73 million people; obtaining much higher yields on most studied crops influenced by the growth of cultivated areas and the increase in average yields; the livestock population also shows significant increases in most of the studied categories.

Since 2000, a series of economic reforms have begun in Syria, many of them being a continuation of the post-1990 guidelines.

In agriculture, they targeted a state-owned land reform, a bigger initiative in crop choices, and a reduction in farm planning by the state. During this period there were registered increases both in plant and animal production, emphasizing once again the importance of management in the projects carried out and the positive results obtained from their implementation.

Agricultural policies and development programs have had a number of positive effects in Syria, of which the most important being the achievement of a high level of meeting the conditions for food security. At the same time, the development of rural areas included infrastructure, education and agricultural consultancy services. The effects of these policies were,

unfortunately, not only positive, existing also a reversal of development and liberalization, the most important negative effect being the excessive fragmentation of agricultural property, often hindering the exploitation and automation.

The third chapter ends with the characterization of the crisis period, from 2011 until now, when political dissensions had a devastating effect on Syria's economy. With this crisis a huge regression occurred, quantifying and mitigating the damage being impossible for both the state and the bodies overseeing Syria's development. The crisis in Syria is continuing, and the effects of this conflict affect the whole country, the economy being almost completely destroyed, the population being forced to leave from the face of the conflict and the state losing important international alliances.

Chapter 4 "**Analysis of rural development project management in Romania**" is the second part of the case study, the research is aimed specifically to Romania's direction. The structure of the fourth chapter is similar to the third chapter, the analysis being made over time, following the positive or negative impact of the rural development projects, the main ones being the Rural Law of 1864, the Agrarian Reform of 1921, the 1945 Agrarian Reform, The Collectivization Program (Cooperativization) of Agriculture, Law 18 on the Land Fund of 1991, Romania's Accession to the European Union in 2007.

In the first part of the chapter a brief presentation of Romania is made by characterizing the natural conditions and the economic conditions.

The chapter continues with the analysis of the structural rural development projects from 1864-1921, the reform of 1864 resulting in the appropriation of 406,429 peasants with 1,654,964 hectares. The objectives of this reform were the appropriation of the peasants, the liberation from the work they had to carry out to the landowner, the strengthening of the national state. The effects of agrarian reform have put their mark on the size of agricultural holdings, on rural economic relations, and on peasants' life.

In the period 1870-1906, the agrarian programs at the national level produced the development of the land renting, the rent in money, the price of grazing, and the cost of working day with the arms. But the inconveniences of the agrarian reform were that the peasants were unable to pay taxes and land compensations.

The revolt of 1907 had the effect of adopting measures to improve the peasantry's life. A new law on agricultural contracts was adopted, the bank for rural credit and the Rural House was set up and the tenants were abolished.

The 1921 Agrarian Reform according to Corneanu I. "was the largest in the Modern History of Romania and contributed to the general development of the country, to the consolidation of the Great Union of the Romanian Unitary State, to the modernization of agriculture, and which made essential transformations in life social policy ".

Generally speaking, the agrarian reform of 1921 was a significant step forward in the country's development process. It gave impetus to the development of capitalism in agriculture. The reform has significantly diminished the estate of the landlord, weakened the economic power of the landowner and reduced the role played by this class in the political and social life of interwar Romania. The amounts received as redemption allowed the landlords to pay their debts, but also to employ more wage labor.

The 1945 reform meant taking measures such as: wage regulation and the setting up of economies; the law on the price and the merchandises' circulation; the law on the suppression of illicit speculation and economic sabotage; the law on setting up the public control bodies; law on the circulation of agricultural products (T taru A.).

In the period from 1949 to 1962, the Agrarian Section of CC, of PMR, elaborated and implemented the Collectivization Project. The following period was characterized by: excessive and centralized planning of cultivated surfaces, of number of animals, average crop yields and animal categories; a monopoly for the market of products of plant and animal origin through mandatory prices; through the obligation of agricultural cooperatives to produce agricultural works with tractors and agricultural machinery belonging to the state (Lup A, 2007).

Period 1961-1989. The post-cooperative period is characterized by an increase in the number of tractors and agricultural machinery, by the use of chemical and pesticide fertilizers, and the increase of irrigated agricultural area. These measures and through the use of selected hybrids and varieties have led to an increase in agricultural output.

The period after 1989 meant for Romania structural changes in all areas of economic, social and political life. This period is characterized by the implementation of the Land Fund Law 18/1991, the restitution of the right to property on agricultural and forestry land, the Pre-accession Program of Romania to the European Union and the Integration Program in the Structures of the European Union.

The period 1990-1999 is considered a period of regress, with large declines both in the plant and animal sector, in the machinery and agricultural machinery, trade and also population decline.

In order to prepare Romania for the accession to the European Union during the period 2002-2006, in the field of agriculture, the National Plan for Agriculture and Rural Development was made with the following priorities: increasing the competitiveness of processed agricultural products; the development of rural development and agriculture infrastructure; the development of rural economy and human resources. In support of the achievement of these objectives, the SAPARD Program was initiated, through which invested 1,348 million were Euro, contributing indisputably to the rural development and to the improvement of living conditions in rural areas. With the accession to the European Union, the National Strategic Plan for Romania was drawn up, from which draw up the objectives of the National Rural Development Program (NRDP) for the years 2007-2014 and 2014-2020. Although the effects of the regression period are still felt (split area to small areas with a subsistence farming and a hierarchy controlled by holdings that have very large areas) in the vegetal sector, development programs show remarkable increases in production. The livestock sector is still having declines, as well as decreases among the population, the only increases being the increases in imports to exports. EU accession has had positive and negative effects, one of the most important negative effects being the loss of a significant percentage of the younger labor force and the second one would be the alignment of prices with those of developed countries in the context of uneven growth in the expenditure / income report.

In chapter 5, entitled "**Conclusions and proposals**", the final conclusions on the theoretical and practical research are presented along with own proposals and contributions.

We aimed in this paper a synthesis approach to project management from a theoretical and practical perspective that provides a transparent picture of the changes brought by political projects and agrarian programs over almost two centuries for both Syria and Romania . Through this extensive and elaborate research, we consider the research relevant for the studied field. The project's management is an area of interest for both Romania and Syria, in full development, to which we contributed by studying the specialized literature in the theoretical part of the research and by capturing the current realities of the agriculture and economy of both countries, in the practical part.