DISRUPTED STORIES
Disrupted Stories

Eds.
Lotta Brännström
Mustafa W. Nourallah
Gender Studies at Mid Sweden University

Working papers 11 2017

Forum for Gender Studies (FGV) is an interdisciplinary and intercampus platform from which to initiate and co-ordinate Gender Studies at Mid Sweden University. FGV shall contribute to creating a productive research environment, and the activities of FGV shall encompass the entire university. This is the university series of FGV and Gender Studies at Mid Sweden University. All contributions in this number are peer reviewed and proof read before publication.
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Acknowledgements

We would like to acknowledge a number of colleagues who have helped us out anonymously by reading and commenting the papers included in the volume. We would also like to thank Syrian Researchers that helped us spread the information, and Open Campus for contributing to the publication. Our greatest appreciation goes to Lotta Brännström and Mustafa W. Nourallah you are the ones that made this publication possible, but of course and foremost the contributors – thank you for sharing your working papers with us. With Sara Ahmed (2012:13) we would like to state: “To be part of a collection can be to become a collective”.

Katarina Giritli Nygren
HAVE YOUR WRITINGS, STORIES, STUDIES BEEN DISRUPTED?

Mid Sweden University invites students and academics, journalists and writers who were interrupted in their studies by forced migration, exile and/or other adverse circumstances to publish in issue 1/2017 in our working paper series. All topics, from arts and humanities to medicine and science, are welcome and even if English or Swedish is preferable we can also accept other languages. No prior experience with publishing is required although we encourage contributions by those who have already published academically. This call for papers is inspired by The Journal of Interrupted Studies at the University of Oxford. We now turn to scholars who have suffered interruptions in their lives and careers and make space for disrupted writing / stories / studies also under the umbrella of Mid Sweden University. Essays or articles should treat a topic of concern to the author’s expertise and range between 1,000 and 5,000 words. Send your contribution no later than November 15 to lotta.bramstrom@um.u.se or Lotta Bramström, Mittuniversitetet, Holmgatan 10, 851 70 Sundsvall. Please attach a short biography for editorial purpose.

HAVE YOUR WRITINGS, STORIES, STUDIES BEEN DISRUPTED?

Example of the original call with incorrect translation
Introduction

Lotta Brännström & Mustafa W. Nourallah

This issue of the Forum for Gender Studies working paper series is a collaboration between the Forum for Gender Studies and Open Campus, dedicated to scholars who have faced obstacles in their lives and careers. Open Campus is a Mid Sweden University project putting forward the notion that integration applies to all citizens. Its main focus is integration and inclusion activities aiming to promote inclusion and shorten the way to social and work life for immigrants, and to take note of the skills they possess. Since November 2016 Mid Sweden University holds a membership in Scholars at Risk (SAR), the international network of higher education institutions and individuals working to protect threatened scholars. This issue is one way to commit to the values of sharing, to make room for disrupted writing/stories/studies under the Mid Sweden University umbrella.

Disrupted Stories at Mid Sweden University is inspired by The Journal of Interrupted Studies, a University of Oxford journal founded in 2015, which is involved in similar activities. The current issue of our working paper series is interdisciplinary; it consists of contributions from academics, journalists, students, and writers who were interrupted in their studies by forced migration, exile and/or other challenging circumstances.

Involvement in this process has not only been important for the creation of a multi-disciplinary platform for interrupted writing, it has also been a valuable reminder of our personal positionality. We have faced unexpected difficulties, making us more aware of aspects we often take for granted in our academic environment, such as access and language. Originally the plan was to spread the information in six different languages, with people volunteering to translate the material into Dari, Persian and Russian on short notice, in their spare time. Unfortunately, this plan had to be changed. Trying to put together the call, written in different languages with the intention of spreading information without fully understanding its content – and through this becoming highly dependent on others willingness to help – at times led to frustration. For example, at one meeting with recently arrived university graduates where we were to present the call (see previous page), we were met by laughter from the audience. They informed us that the letters we sent out, under the impression that they conveyed information about the call, in fact were utter nonsense. Simply because our computers were unable to handle alphabets other than our own. However, this later developed into a highly productive collaboration between the authors of this introduction, who together
with the Director of the Forum for Gender Studies, Katarina Giritli Nygren, edited this issue.

Mustafa W. Nourallah has a doctoral degree in Business Administration from Tishreen University in Syria. Prior to his arrival in Sweden, he worked with several institutions in the Middle East such as Tishreen University; The Arab Academy for Science, Technology and Maritime Transport, and UNDP. Nourallah is currently working as a project assistant at the Department of Business, Economics and Law. Lotta Brännström has a Bachelor’s degree in Social Sciences from the University of Cape Town in South Africa, a Master’s degree in Sociology from Mid Sweden University, and is currently working as a research assistant in Sociology and at the Forum for Gender Studies, in addition to which she is also the project leader for Open Campus.

The collaboration started in language; Nourallah was asked to assist in the translation of the information sheet into Arabic, and Nourallah quickly became an important part of Disrupted Stories, both as a language resource and by spreading the information in his Arabic network. He proofread and edited the texts contributed, as well as shared summaries of the texts’ content.

While it was a challenging process, it is important to emphasize that this also led to something more than collaboration. It led to positive insights, such as a realization that what we take for granted in everyday life is highly embedded in our own writing and use of language. This will enhance our understanding within different areas when working with immigrants, visiting scholars, and students with a foreign background. Furthermore, collaborations within the university continued to develop across disciplines as we required people with proficiency to validate the papers written in English, in terms of research and content beyond the departments’ field of knowledge. This volume is first and foremost a space for people who have had their writing interrupted. It is a chance for them to be published, and a chance for us as readers to share in their stories. Another rewarding aspect of this project was the feedback we received from the writers, and the effects of Disrupted Stories. For one writer, it reminded her of how much she enjoyed writing. She wrote to tell how happy she was. For another, it triggered the desire to take up his/her studies again saying that “After I finished my article to Disrupted Stories, I sent my degrees to evaluation. I realize that I really want to study again!”

We have selected seven contributions for this issue; the content ranges over a number of different topics. All papers were reviewed and revised, but we would like to stress that assessing their scientific quality is beyond our knowledge as they range over areas we are unfamiliar with, and we might not necessarily support the content or standpoint of the paper. The first three papers presented in the issue are written in Arabic; Rima Dayob discusses positive thinking and issues related to the general impact of positive thinking on the human body. Mai Yaseen, presents a study that
focuses on students. The paper aims to investigate how positive thinking can have an impact on students’ way of thinking and their everyday life.

Two papers focus on different topics related to the Syrian context; Refat Amer discusses the political economy of international conflict in Syria and highlights recent changes in the international economy. The paper goes on to focus on geographic position and the objective and subjective factors which brought the current conflict to Syria. Eiad Alhamed examines the Syrian education system, and illustrates positive and negative aspects. The paper offers three policy options that the next Syrian government could apply, and Alhamed attempts to predict the outcome of the options, to finally recommend one of the options.

Fayyaz Bakirs’ contribution is divided into two parts; the first part is a paper written together with Fakhira Khanam that discusses the development of a shared body of knowledge between the government and low-income communities. This part is structured in a way that is similar to an evaluation report. The second part is written by Bakir alone, and it is structured as a personal letter. The letter captures the personal story behind interrupted research that was presented in the paper.

Ali Alabdallah is a journalist from Syria whose paper is about personal experiences related to immigration and profession. Alabdallah also highlights the importance of letting the voices and experiences of immigrant journalists be heard in Swedish media.

The final chapter is a summary of Sally George Homsatly’s Master’s thesis in Agricultural Engineering. It presents research on the possibility of adding olive leaf to the batch of poultry feed.
The positive thinking

التفكير الإيجابي

Rima Dayob

إن التحدث عن موضوع التفكير الإيجابي هو أمر غاية في الأهمية، نظرًا للدور الكبير الذي يؤديه في تغيير حياة الإنسان. في الواقع الحال، معظم الأفراد يعلمون أن التفكير الإيجابي أمر جيد، ولكن القيمة منهم تدخل في حيويات الموضوع، والتي تتأثر آليًّا وعمليًّا. مبدئيًّا يمكن القول أن إذا أتباع الإنسان منهجية هذا الفكر بشكل دائم، فإن هذا المنهج المقدّر على أخذ الإنسان إلى طريق مختلف تمامًا قد لا يستطيع تصوير مدى رؤيته. تأسيسًا على ما سيق، تود كتابة المقال إطلاق "التفكير الحكيم" على موضوع التفكير الإيجابي.

يرتقي التفكير الإيجابي بمستوى طاقة الإنسان العامة والصحية والنفسية والفكرية والاجتماعية وما يتبع كل ذلك. وعليه، فإنه يرفع من منسوب السعادة لدى الإنسان والسهم يكمن في مقدمة التفكير الإيجابي على إعادة التوازن لأداء أجهزة الجسم والتوازن الهرموني بشكل عام. هذا من الناحية الفيزيولوجية، ويمكن ملاحظة ذات الأمر فيما يتعلق بالحالة النفسية، كونها مرتبطة وتوازناً استنادًا على صحة الجسم وتوازن الهرمونات. وعلى يؤثر التفكير الإيجابي على السلامة النفسية في ذات الوقت، ولدي التساؤل عن أثار اتباع هذه السياسة الفكرية على أفراد المجتمع، يمكننا تخيل الآثار الكلية، عندما يعمل الإنسان على تطوير أدائه البدني والفكري والإبداعي، الذي سيؤثر بدوره على إنتاجه وفعاليته في المجتمع ككل.

من خالل هذه الكلمات المختصرة والسليمة نستطيع القول بأن تحقيق هذا الأمر مستقبليًا، وإنما يحتاج تشريحة التوعية في المجتمعات. على وجه الخصوص، عند صغار السنّ أنه سيقى ملاءماً لإمكانياته طوال حياتهم، كما أنه سيتجاوز لسلوك روتيني وطبع يعد معهم وينقل حتى لأبنائهم فيما بعد. إن طاقة الإنسان لا تنحصر به فقط، بل إنها تمدّد إلى أبعد ويجذب في المجتمع الحيّ، ومن هنا تشير الكتابة لأهمية إدخال كيفية تطبيق الفكر الإيجابي كمنهج تدريسي رئيسي في المدارس لأنه لا يقين شان عن أي مادة علمية أو أدبية.

الأنثو الفيزيولوجي لإيجابية الفكر على جسم الإنسان:

- تنظيم هرمون السيروتونين (ويسمي أيضًا هرمون السعادة) هذه المادة لها دور في التحكم بوظائف الخلايا العصبية التي تعمل على نقل الرسائل إلى الدماغ وتحفيزه على أداء مهمته، أما آثاره على الصحة الجسدية فهي:
  ● صحة القلب وضمان عمله بكفاءة.
  ● كفاءة عمل الأوعية الدموية.
  ● يُؤدي العظام.
  ● يحفز الخلايا على الإنصدام.
  ● يدعم عملية تجدد الكبد.
يحافظ على صحة وتوازن الرغبة الجنسية.

- يؤثر على الصحة النفسية بالإيجاب وينمي هذا دوره موضوع العلاقات الاجتماعية.

- يحفز على إدرار الحليب عند الأم المرضعة، فزيد من شعر الحب والحنان.

- توجه طفلاً.

2- هرمون الإنسوجين
ويسمي أيضاً (هرمون الحب) وهو المسؤول عن العلاقات والترابط الاجتماعي، كلاً بين الأم وطفلها، بين الزوجة وزوجها ويسمي (هرمون العناق). له دور في علاقات الصداقة والشعور بالإمضاء والترابط بين البشر وحتى الحيوانات، ارتفاعه يزيد من الثقة بالآخرين ومن فرص الحوار والتواصل الودي بين الأزواج، وبين الأشخاص على العيين ويجعل على مساعدة الآخرين وأيضًا على التواصل الودي الأسري.

3- هرمون الدوبامين (ويسمي أيضًا هرمون التحفيز) يجعل الشخص يمتع ومنتهيه ليساعد على إطلاق الطاقات في سبيل تحقيق الإنجازات، العمل، الإبداع والنجاح.

4- أيضاً هناك هرمون يدعى هرمون الفينيل إيثامين وهو من إحدى الهرمونات الخاصة بالسعادة.

5- هرمون الغريلين الذي يقلل التوتر ويزيدي الاستراح.

على اعتبار أن التفكير الإيجابي يساعد على الاستراحة فهو أيضًا يساعد الجسم على إفراز هرمون الأندروجين في أوقات الألم لرفع المقدرة على تحمل الألم ويسمي هذا الهرمون أيضًا مسكن الألم.

وها تتشكل لدينا دائرة متكاملة حيث تلعب هذه الهرمونات دورًا إيجابيا في العودة إلى التفكير مجددًا، كي تزدهر إيجابية.

أما بالنسبة للغة علوم الطاقة الحيوية، فجميع مدارسها كالريكي Reiki ومدرسة البرانيك هيلينغ Pranic Healing تتعلق من حقية أن كل شيء هو عبارة عن دبابة طاقية لها ترددات، يختلف طول هذه الترددات من أمر لأخر، تتردد الجمادات طبعًا أقل بكثير من العناصر المتحركة. مشاعر الحب مثلها لها دبابة أخرى وتختلف تردداتها حسب حالةنا، كلما ارتفعت وثرت الحب كانت ذبائحنا أسرع وأقصى، وتولد حالة من الفرح والنشاط واللطف لأن طاقات هذه المشاعر تكون متناسبة مع حالة هذه الدرجة من الحب. في هذا السياق، يمكن الإشارة إلى اللفكر، باعتباره طاقة أيضًا وله ترددات معينة ولكنها تختلف من حالة إلى حالة.
الطاقة: واحتفاظها من حيث الموجات:

في هذه الفترة، تدري الكاتبة لقاء الضوء - بمعنى مبسط - على ماهية الطاقة واحتفاظها من حيث موجاتها. على سبيل المثال، حالة الاسترخاء أو ما قبل النوم وتدعى مرحلة الألفا تدريتها (من 8-12 هرتز) وتكون هذه الدقيقة أقل من حالة الطاقة مرحلة بيتا (12-31 هرتز) وقت العمل والنشاط. المرحلة الثانية من النوم وتكون أعمق نسبياً للمرحلة ثانية (0-4 هرتز)، ومن ثم أعمق حالات النوم وتكون مرحلة دلتا (0-4 هرتز).

في الحقيقة، إن الفكر الإيجابي دائماً ما تكون تردداته متوازنة ومتناغمة لذا فهي تسبب حالة من الاسترخاء والانسجام. أما الفكر السلبي فغالباً ما يكون غير منظم نراء أحياناً سريع جداً في سبيل التوتر والقلق ثم يتطور إلى خوف وإذا ما استمر فإنه يتحول إلى قلق، ويعتبر أن الطاقات المتداخلة تجاذب إذا التوجه الفكري الإيجابي سيجعل مع أمور من نفس نوع طاقته وحماً ستكون خير، جيدة، وصحية.

إن كل عمل تقوم به هو عبارة عن طاقة، ما نقوله، ما نأمله، ما نفكر به. كلها طاقات مصدرة، وما يصدر من الإنسان هو نفس ما يحتويه، أي أن الشخص السعيد يستطيع أن يصدر طاقة تمثل بالغضب أو الخوف، كمثال سيستطيع القول بأن فأهية الفرواة مستحيل أن ينتج عصير ثقاب، ذلك فإننا عندما نركب ما تقوله ونفكر فيه ليكون في المنحنى الإيجابي، فإن طاقتنا ستكون مماثلة للعقار في الساق فإنها تستحق للنفس، طاقة أمان معروفة، وتأثير نسبي ذلك على حيئتنا بالبب ومن ثم تميل الكاتبة إلى تسميتها (بالماء الذاتي)، وإنما، عذارة أمر في غاية بالأهمية الذاتي، يستطيع بأن يعمر ويتفاءل المجد، فيلاجئنا، ويساعد تلك لتأثير الهدر الحياة العامة والخاضعة للأفضل هذا بدوره يدعو للتساؤل بكيفية تطبيق هذه الآليّة العظيمة، وإلى أي مدى تمكن صعوبتها.

هنا تود الكاتبة التأكيد على سهولة هذا الأمر، ولكن الصعوبة الوحيدة تكمن في البداية، عندما يكون الشخص واعياً لما يصدر منه فكرياً وعلياً، ويصبح هذا السلوك عادة مرتبطًا وطبع ملام. في الواقع الحال، يحتاج الأمر الفعالة ترتيب أي سلوك في العقل الباطن ليصبح لا مبكرًا، فعندما يتعلم الفرد قيادة السيارة يحتاج لجهاز عمل، لتسبب.list، كل الحركات المطلوبة للقيادة السلمية، تصبح سلوكاً لا شعوره، فسوف السيارة ويتكون عبر الجوال، واحيان يسرح بتفكيره في أمور أخرى، الذي يتوقد هو العقل الباطن، وليس الفكر الخارجي.

وهنا لدينا الأمر متشابه بالنسبة لعامة التفكير والسلوك الإيجابي.

بعض من طرق التوجه الإيجابي:

1 - السيطرة على الأفكار: إن لم تسيطر على أفكارنا سبالتنا هي بوادرها علينا. معظم جزء الدخول في دورة الأفكار السلبية التي تتجرب بعضنا - على اعتبار أن الشيء بذء، الشيء بذء - لغرض ربما ساعات في هذه اللحظة، وترد وترد المشاعر السلبية معها، وتعقدها، في حالة توتر أو غضب أو خوف. وكل ذلك من لا شيء من فكرة واحدة صغيرة في الغالب. أكثر الأوقات تكون هذه العملية في ذات ذلك بسبب هو الطاقة الجسدية عموماً، وهنا إن شعر الإنسان بأن الأفكار السلبية قد بدأت تتسل للعقل، يجب عليه إيقافها تماماً، والانتقال لفكرة معاكسة أو ماغيرة تماماً. هذه الفكرة يجب أن يشترك فئاده.
معينة. على سبيل المثال، القول بحالة أو تشغيل معين أو هواية أو أي أمر يشكل دافع إيجابي و يرفع من منصب السعادة والحب.

2- السيطرة على تأثير الزمن الفكري: تذكر أحداث مضافة سلبية أو توقع أحداث غير سارة في المستقبل. إن معظم المشاكل النفسية التي وقعت عليها الكتابة عند المراجعين بسبباً الرحبسي كان الذكريات القديمة والمشاعر السلبية المصاحبة لها، وللماضية بأنه.whereabouts تحدث في المكملة الرئيسية والكلمة التي كانت سبباً في كل الألام التي يعانون منها. كان أبسط بكثير، مما يعانون من الحالة الراهة. وفعلًا، تحقيق العلاج عندما أدركوا باستمتعيب هذا الأمر، ولكنهم، وبسبب عدم مساعدتهم وشغبهم لهذه الأحداث ومشاعرها فقد تركوا خلائق السينсуية الطويلة و خزنها كمن يخزن طقوس من الجبين فيكون بعد سنوات طويلة و يعيد جمعهما قد أزداد ويتغلب وتروك طباعه سواء عليها وما عاد يعرف ما هذا الشيء الذي في الداخل ليكتشف أنه قطعة جين بيضاء. كذلك الأمر بالنسبة لمشاعر الخوف من المستقبل بسبب التوقعات السلبية.

وعليه إن دور الأفراد يأتي بالخليص من كلا الأمور الماضي والمستقبل وأن يعيش - الأفراد - اللحظة الحالية التي يمكنها بشكل إيجابي فعال ومحبب. و في حال كان الأمر واجب الإنسان صعباً في البداية، عليه الاستعانة بأخلاقه المساندار، ولكن من المؤكد أن هناك سهولة في التطبيق عندما تتواءج الرغبة والإدراك الكافي.

3- السيطرة على تأثير الأحداث الحياتية: جميعنا نتعرض بحثًا لنا لأملا، جمالية وسيدة وأخرى قد تكون مزعجة أو مقولة أو مؤلمة. قد يقع من المعيد تكون العقلية الأدبية (إنه لا قوة للأملا، تحديد من المعيدات الأخرى) كمثل صغير أن حزن نقص الأمور عند شخصين يكون كلاً من الأفكار، نحن واحد منهم يغضب وينجوى وربما يبدأ برمي الشتائم أو القيام بأفعال غير واعية والدؤاب بأذى الأمربعدو، وينصرف حكيم ويعبأ هذا الأمر قضاء وفكر لا ونيل قدر أن الهم من نهاية إيجابية وأنبى أن يكون الحدث صبراً وتدى يجد أسباب كثيرة خيصة تحتل ذلك. إذا عملنا حزن من نقص مدى تأثير الأحداث علينا عن طريق الزاوية التي نرى منها وطريقة معالجة الأمر فكرًا.

4- الاستمتاع بالرحلة وليس بالوجهة فقط: معظم الأفراد يقضون حياتهم في حالة انتظار حدوث أمر ما كناجح، أو إنجاز مشروع، أو ولادة طفل وعلي ما هناك من أمر عديد كثرة صغيرة وكبرية، فيجدون حياتهم تتطلب خلاصهم، وفي حالة انتظار، وهنا عليهم الانتباه بأن يستيقوهم من هذا الوقت ويعملوا كيف يمددون أنفسهم. فمما ينصحون بذلك سيجدون هناك عدل أكثر من المعاني التي تدعمهم بهذا الشكل الإيجابي ولكن النتلت البعد لم يج كله لروبه ما هو موجود ورقي.

5- الموازنة بين العمل والمرح: من الهم في القيام بالأعمال التي تنجبها ونستمتع بها، لتجلب مهنتنا هو إيجابية. وهذا ما يمكن أن يكون من كم نوع الإنتاج، إن المشاعر الإيجابية في العمل تعطي الحياة الإنتاجية من مختلف أنواعًا شحنة طاقية جيدةً تترو أستيعبها بنفس نوع الطاقة، مثل صغير على ذلك إن قدمًا يظهر طعام ونحن بحالة سعيدة، إيجابية سيكون طعمه وأثره الصوفي على أجسادنا إيجابيًا، ولكن إن قدمًا يظهر زائد الطعام ونفس المكونات ونحن بحالة سعيدة كلاً فضي وأثره الصوفي على أجسادنا إيجابيًا، ولكن إن قدمًا يظهر ذا الطعام ونفس المكونات ونحن بحالة سعيدة كلاً فضي وأثره الصوفي على أجساداتنا إيجابيًا. فعلى أن كل شي م שלו وث م ستعد علينا بالمثل، فلنتبه!
- الإدراك واليقين بامتلاك قدرات هائلة كامنة: كل إنسان لديه قدرات هائلة وإمكانات لا يعرف عنها ولا يستخدم منها سوى جزء بسيط جدًا، نعم الجميع لديه هذه الإمكانات فإذا ما علم الإنسان وأدرك وأنه يمكنه سلسلة وستبدًا بالظهور في حياته، فلنكن حذرًا بكل كلمة نوجه لها ذاكًا، يجب بأنه يكون الكلام الذي نتحدث به أنفسنا ويكون موجهًا لذاتنا دقيقًا وإيجابيًا، لأننا سنحصد قدراتنا بما يعادل نظرتنا وإيماننا بذلكنا وكذلك بما يشاها الصفات والكلمات الموجهة منها إلينا. وعلى فاعنا بتحسينها نقوم بإصلاح الكثير من المعقدات التي كنا قد تلقينها عن طريق الخطأ من الأهل أو الأصدقاء في مرحلة الطفولة، لأنها تكون مغروسة في العقل الباطن ومن دون أن نشعر، وتأثيرها مباشر على حياتنا بشكل عام. إن الاستمرار بتوجيه لغة إيجابية مبتعدين عن انتقاد الذات أو أي لفظ راسخة سلبية تزعزع الثقة بالنفس، ستكون حينها على الطريق الصحيح في إعادة الشفاء النفسي الذاتي.
The impact of the positive thinking on students

أثر التفكير الإيجابي على الطلاب

Mai M. Yaseen

Abstract

The study aims to investigate the impact of the positive thinking on the students. A group of university students have been investigated by asking them seven questions in two different events. 21 days was the time between these two events. In order to record any impact that positive thinking can made, the students have been asked to train themselves to behave positively by saying “I am thinking positively” during these 21 days. The author noticed that positive thinking can lead to a better way of thinking in students’ life.

المستخلص

هدف الدراسة إلى التحقق من تأثير التفكير الإيجابي على الطلاب. قامت الباحثة بتناول 7 أسئلة على مرتين قبل وبعد فترة التدريب، حيث فصلت مدة 21 يوم بين هاتين المرتين. تم التمثيل المعجزة بين أجوبة الأسئلة خلال المرتين لأجل الوقوف على آثار التفكير الإيجابي على الطلاب. لأجل التدريب على مهارات التفكير الإيجابي تم تدريب الطلاب على التحدث مع النفس وقول "أنا أفكر بطريقة إيجابية" خلال فترة 21 يوم. سجلت الباحثة عددًا من الملاحظات التي تشير إلى إمكانية أن يلعب التفكير الإيجابي دور في تحسين طريقة تفكير الطلاب.

1 BSc in Physiology, Tishreen University, Syria.
لا عبر الكثير من الطلاب التفكير الإيجابي أهمية كبيرة. ففي واقع الحال، الطالب الذي يتميز بتقسيم إيجابي يقرأ بأن هناك عناصر سلبية في حياة كل شخص، لكنه يؤمن بأن أي مشكلة يمكن التغلب عليها. في الحقيقة، إن التفكير الإيجابي - الطالب - الإنسان يقدر الحياة ويرفض الهزيمة، ولن هذا نرى أن الشخص الإيجابي يعي أنه من أجل التغيير من حالة المفكر السلبي إلى الأداء الكامل، يجب على الإنسان أن يتحلى برغبة جادة في التغيير. كما عليه أن يصبح على يقين بأن التفكير السلبي يفتح باب القلق والشك والتشاؤم والدربة لا يقدم ولا بالأنهار.

إن البيئة المحيطة الطلاب التي تنشر ثقافة التفكير الإيجابي لا تشمل للمصاعب والمشكلات، إذ يتم التعامل فيها مع الأخطاء كطريق إلى النجاح، هذا وحتى يصبح بيئة الطلاب بيئة إيجابية فلا بد أن يتوفر فيها ما يشجع الطالب على التفكير الإيجابي.

من أهم العناصر المطلوبة لتعزيز هذا الإتجاه وجود القلق. إن حذله القلق يساعد على تشجيع وتحفيز الطلاب على التفكير الإيجابي وتقديم التوقعات الإيجابية. توفر هذه الثقافة في المجتمع يكون مفتاح التفكير الإيجابي، ومن ثم سيكون - هذا التوفر - أحد العوامل المهمة على إيجاد التفكير النقي الإيجابي الذي يحتاجه من كافه المجالات، تحتاجه في مواصف العمل وفي البيت والمدرسة والجامعة، وفي كل الأنشطة والبرامج. هذا الفكر النقي الذي سوف يخلصنا من خطر الانتقادات المشرعة والانطباعات الافعالية، والأراء العاطفية والمستشار إلى الشائعات وتوزيع الأدوات بدون أمل.

وبايقين، فالتفكير الإيجابي ينطلق من الحقائق ويبحث عن الحول.

ثانياً: أهمية التفكير الإيجابي

على الرغم من أن التفكير الإيجابي هو بداية مهمة في نجاح الشباب، هناك الكثير منهم يتجاهلونه.

وبعيد ذلك لجهله في هذا الجانب، فهم لا يدركون مدى تأثير طريقة تفكيرهم في حل مشكلاتهم حيث أن هناك أفكار غير مجيدة تجول في عقولهم. مما يعزز عدم قدرتهم على إدارة مشكلاتهم وحياتهم. فعرضنا من أن يسيطر الإنسان على مشاكله، سيطر المشاكك عليه، من خلال نظرته وتفكيره الخاطئين. كل إنسان لديه مشكلة ومشكلة صعب أو إنسان هو أمر طبيعي لكن من غير طبيعي أن ندع تلك المشاكك تسير علينا ونتدفعها للاستمرار.

تكمن أهمية التفكير الإيجابي في أن إمتلاك الطلاب لتفكير سليم وإيجابي يفتح لهم أبواب جدد في حياتهم. ذلك عن طريق التفكير الأخلاق، الذي سيتيح لمجالات هولاء الطلاب. عندما يبدع الشباب في تفكيرهم في مجتمع مجالات حياتهم يشعرون بالسعادة. إن التأمل في المشكلة يجعل الطلاب يشعرون بأنهم قوين أكثر إيجابية من الواضح المعايير والجمالية والروحانية.

في الواقع الحال، إن تطهير العقول من الأخبار السلبية يجعل الشباب يشعرون بالراحة. ومن المهم أن يصبحون على يقين أن هناك حل لأعقد المشاكل. يجب أن يعمل الطلاب بذكاء ويبطدون عن
إرهاق عقولهم بتفكير موجه يجبرهم على دوامة لا مخرج منها، فالتفكير أرقى سمة يتم بها الإنسان ويجب أن يتقنه الجميع.

ثالثًا: أهداف التفكير الإيجابي

يهدف التفكير الإيجابي إلى الحد من ظاهرة التفكير السلبي والتشاؤم عند الشباب، وبلاطية التي تساهم في عيش حياة دراسية أفضل من خلال تفكيرهم السليم وإدارتهم لمشكلاتهم بذكاء وصبر. وذلك بعرض شتى الوسائل والطرق التي يصولون إلى تفكير إيجابي وسليم.

عند طريق موضحة جميع النقاط التي يجهلونها، فقد تكون تلك النقاط مفتاح لحياة سعيدة وانتماء ترتيب على الوجه، بعد معاناة طويلة من المشكلات والمشاكل الذين يحولون إلى الضعف والإحباط. في الواقع، إن التفكير السلبي هو سجن للعقل والأرواح، لعكس التفكير الإيجابي الذي هو مصدر قوة ومصدر حرية. مصدر قوة لأنه يساعد على التفكير في الحل حتى يتم إيجاده، بذلك تزداد المهارة والثقة. ومصدر حرية لأنه سيعمل على تحرير الفرد من معاناة وآلام سجن التفكير السلبي وآثاراته.

رابعاً: المقارنة بين التفكير الإيجابي والسلبي

هو الميل الذي يجعل العقل يقبل الأفكار والصور والكلمات التي تbattle كل ما هو معقد بحيث يتوقع الفرد نتائج إيجابية تودي إلى النجاح فيما يريده أو يفكر فيه في المستقبل أو الحاضر. أي ما يبتسم الفرد يصدق أنه يستطيع تحقيقه. أيضاً يمكن القول بأن التفكير الإيجابي يأتي من الإيجابية والتي هي المحافظة على التوازن في إدراك مختلف المشكلات. إنها أساليب توازن في الحياة. يعني التركيز على الإيجابيات في أي موقف بدلاً من التركيز على المشاكل. أن يعني أن يحسن الفرد ظن نفسه، وأن ينظر خيراً للآخرين، وأن يتبنى الأساليب المثلى في الحياة.

وتقول Vera Peiffer: التفكير الإيجابي هو الاعتقاد بقابلية العقل اللاوعي للإلتزام بشكل إيجابي.

في حين ترى وفاء محمد منصبلاً أنه استخدم قدرة العقل الباطن أي اللواعي للتأثير على الحياة العامة بطريقة تساعد على بلوغ الأمال وتحقيق الأحلام. كما يقول سكوت ديفيس فنرولا هو قدرتنا الفطرية للوصول إلى نتائج أفضل عبر أفكار إيجابية.

أما عن المفهوم المعكوس للتفكير الإيجابي وهو التفكير السلبي - أي الشخص المتضامن - فهو عندما يخشى الفرد من المستقبل ويعتقد أنه أقل وأضعف من الآخرين ولا يثق في قدراته ويتوقع الفشل فيما يفعله وينظر لحلوله على أنها شيء بيد المنال. أيضاً التفكير السلبي هو: التشاؤم في رؤية الأشياء والمبالغة في تقييم الظروف والоко. أي هو الوعي الذي يحاول اللاشيء إلى حقيقة مائدة لا شك فيها. ومشكلة هذه أفكار السلبية أنه يتم التعامل معها على أنها حقيقة واضحة ولذلك تأتي أثرها ضعيفة وهي تنص في السوداوية في رؤية الأمور والоко، أيضاً يمكن التركيز على الأفكار السلبية يجعل النتائج السلبية محضة إذ أن قوة التركيز تؤثر دائماً من خلال ما يتم التركيز عليه.
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يشكل أكثر هو غالباً ما يتحقق. لكي يكون تركز الجسم سليم يجب أن يكون مقرئون بالسعي والتخطيط وليس بالتمثلي. ويعرف التخيل بأنه عملية التفكير في فكرة واحتفاظ بها لوقت طويل بما يكفي بأن تثير صورتنا الذهنية استجابة إعفائية.

خامسا: الخصائص العشر للفكر الإيجابي

بعد دراسة سكولوجية عميقة قام بها مركز بيل، قدم مركز بيل التعريفات التالية للخصائص العشر التي يتميز بها الفكر الإيجابي وهي:

- التفاول: الإيمان بالناتج الإيجابي وتوقعها حتى في أصعب المواقف والأزمات والتحديات.
- الحماس: امتلاك أعلى مستويات الاهتمام والطاقة والشغف والتحريض الذاتي الإيجابي.
- الإيمان: وهو الاعتقاد بالذات وبالآخرين والإيمان بالقوى الروحية الأخرى التي تقدم الإرشاد والمساعدة لدى احتياج المرء لها.
- التكامل: الانضمام الفردي بالشرف والانفتاح والعمل والعيش وفق المعايير الشخصية.
- الشجاعة: الإرادة بالقيام بالمغامرات وقهر المخاوف بعيداً عن إشكالية ضمان النتائج.
- القوة: القتاعة بمقدرات وطاقات المرء وإمكاناته.
- التصميم: المضي الشاق نحو الهدف والسبب والغرض.
- الصبر: الإرادة على انتظار الفرصة، استعداد المرء لذاته وللآخرين.
- التفاؤل: الاعتقاد بالذات والتفكير، والقدرة على الموازنة في مواجهة الصعوب والتحديات والازمات اليومية.
- التركيز: الاهتمام الموجه عبر وضع الأهداف وتحديات الأولويات.
الشكل (1): الخصائص العشرة للتفكير الإيجابي

صفات الطالب ذو التفكير الإيجابي:

يتسم الطلاب ذو التفكير الإيجابي بالتواضع والسعادة، وإن البحث عن السعادة هو أمر فطري ولكن البعض يضططر طريقه إليها. وقد وجد الباحثون الاجتماعيون أن الأشخاص - ومنهم الطلاب - الذين يمكن وصفهم بالسعادة وذوي طاقة تفكير إيجابي غالبًا ما يتميزون بقيمهم بعض الأعمال، وفيما يلي مجموعة منها التي أجمع الباحثون على وجودها في الإنسان ذو التفكير الإيجابي:

1. يعبرون عن امتنانهم: إن الطالب ذو التفكير الإيجابي ينصب قدرته على الإحساس بقيمة ما يملك، مما يجعله ممتنًا لما تقدم له الحياة مهما كان سبيطًا، فهو دائمًا شاكر.
2. يزعزعون التفاؤل: الاندفاع الذي يبنيه الطلاب السعداء وعقولهم في الحياة ووقائعهم المستمرة للأفضل تززع التفاؤل منهم، كما تززع طاقة إيجابية من التفاؤل من حولهم.
3. يتجنبون الإفراط في المقارنات الاجتماعية: عادة ما يتميز الطالب الإيجابي عدم مقارنة نفسه وما يملك من حوله، فهو يؤمن بالاختلاف في الأمكانيات والقدرات بين الناس ولا يقع في فخ المقارنة التي لا تصب في مصلحته.
4. ينشطون في العلاقات الاجتماعية: الطلاب الإيجابيون هم أشخاص عادلون على الأغلب فهم وسبب قدرتهم على بث الطاقة الإيجابية محط اهتمام وجذب للعديد من الناس وهم

الخصائص العشرة للمفكر الإيجابي

الثقة

التكاملك

الصبر

التصاميم

التكافل

الهدوء

الاعتقاد

الثبات

الشجاعة

الحرية
يتقبلون هذه العلاقات بكل سهولة، كما يشارك البعض منهم في الأعمال الخيرية بين وقت وآخر.

5. يهتمون بصحتهم: فالصحة هي مصدر سعادة حقيقي لكل إنسان.

6. يلتزمون في تحقيق أهدافهم: فهم مع كل هذا القدر من الإيمان بأنفسهم وهم يملكونه، والقدر الأكبر من التفاؤل ووقعاتهم المستمرة للأفضل، يستطيعون بكل سهولة التمسك بأهدافهم، والسعي وراء تحقيقها، فهم لا يؤمنون بسبب التراجع التي يراها الآخرون.

الشكل (2): صفات الطالب ذو التفكير الإيجابي
العوامل المساعدة لتجنب الأفكار السلبية:

إن التفكير السلبي يعد مرادفاً للتوجه السلبي الذي يؤدي إلى فقدان الثقة في إمكانية مواجهة المواقف العادية والصعبة، وبالتالي يؤدي ذلك إلى التشتيت. عليه من الضروري تجاهل تلك الأفكار السلبية التي تؤدي بالطلاب إلى التعاسة وعدم النجاح على جميع الأصعدة. لتخلص من تلك العوائق التي تعني نجاح الطلاب لابد من العمل للتخلص من الشعور السلبي التالي:

1. أن يصادق الطالب الأشخاص ذوي التفكير الإيجابي وتجنب المشاكلين لأن التفاوالم التشتيت، أي ينتقل دون الشعور ومع مرور الوقت يصبح مرعباً يصعب التخلص منه.

2. المحافظة على المظهر الخارجي، لأن المظهر الخارجي الجيد يعكس إيجابياً في الداخل ويعزز صحة الثقة بالنفس.

3. التعرف على الأفكار السلبية وطردها مباشرة قبل أن تسيطر على المزاج الطالب وتتحكم به.

4. تحدي الطلاب لأعمال والإنجازات الصعبة ومحاولة إنجازه بدلاً من الهروب منه.

5. الدعم الإيجابي. عندما يبدأ الطالب بإيجابية ويزيد عمله دون كسر أو تأخير سيشعر بالسعادة وتتحسن للمزيد يعمل جديد وتحقيق نجاح جديد مما يؤدي إلى الشعور بالإيجابية والثقة والقدرة على الإنجاز براحة.

6. تجنب الطلاب أداء أعمال كثيرة في وقت واحد لتجنب الضغط الذي قد يفقد التفكير الإيجابي بسبب الإخفاقات السلبية والشعور بعدم القدرة على الإنجاز الناتج عن الضغط وعدم التركيز الاستمرارية والمثابرة لدى الطلاب يعتبر شرط أساسي، لأن البدء بشيء جديد هو أمر صعب ولكن الاستمرار فيه هو الصعب فيجب على الطلاب أن يعود من الإنجابية حتى يصبح التفكير الإيجابي جزء من شخصية الطالب ومع مرور الوقت يصبح شخصية إيجابية.

7. اللغة بالتفصيل عند الطالب والإيمان بقدرته واستخدام اللغة البنية بشكل دائم فدلاً أن يقول "أنا استطيع" يجب أن يقول "كيف استطيع أن أفعل ذلك بدقة"، بدلاً من أن يقول "لقد فعلت " يقول "المرة القادمة سأصبح خطأ الذي أدى لهذا الخطأ". هذه اللغة مهمة لتغذي الشعور بالإيجابي وعدم الثقة بالنفس عند الطلاب.

8. اهتمام الطلاب بغذاء العقل عن طريق قراءة كتب أو مقالات أو الاستماع إلى برامج ترقص عالية للمعلومات تحرك الناجحين الذين حققوا نجاحاً بارزاً تغلبوا على عقبات هائلة، وتتجنب القصص والأخبار التي تتحدث عن المأساة والإرهاق.
طريقة البحث:

تمت 3 جلسات وفق مبدأ "مجموعة التركيز" لمجموعة من طلاب السنة الأولى في كلية التربية، جامعة تزرين، خلال الفترة بين 15 من أبريل/نيسان 2014 حتى 12 مايو/أيار 2014. اعتمدت آليّة البحث على مبدأ يقول أن الإنسان يحتاج إلى 21 يوم ليكتسب عادة سلوكية جديدة. وعليه، ادارت الباحثة الجلسات مع الطلاب بهدف القيام بناقش مفتوح حول موضوع التفكير الإيجابي، وتناولت الأسئلة السبع أدناه، قبل وبعد 21 يوم.

مع العلم، أنه طلب من الطلاب أن يقوموا بالقيام بالتمرينات الأتية بمعدل 14-21 مرة يومياً خلال فترة 21 يوم، ويشمل التمرين على القول: أنا أفكر إيجابياً أو أي جملة معنى ذلك. ثم قامت الباحثة بتسجيل الفروق بالأجوبة من خلال المقارنة بين الأجوبة قبل وبعد:

1. هل أرى نفسي الآن شخص إيجابي؟
2. هل شهدت في مناخ سلبي فأتت السلبية على شخصيتي حين أصبحت راشداً؟
3. هل أؤمن حقاً أنه بالإيمان - بقدرتي - استطيع أن أنجذب أي شيء؟
4. هل أنا ميل إلى التفكير السلبي (متنيل بالكراءرة والتشاؤم ولدي شكوك بقدرتي الذاتية، والخوف على مستقبل؟
5. هل أركز انتباهي على المشكلات في حياتي، موجهة نظرتي إلى ما لا يمكن إنجازه بدلاً من توجيهي إلى الفرص التي قد تكون هناك في جزء ما؟
6. هل يبدو لك دائماً أنه إذا كانت هناك إمكانية لحصول أمر سيء فإن هذا الأمر حاصل لا محالة؟
7. هل تؤمن بقانون الجذب الذي يقول: أن الأفكار الإيجابية تعطي نتائج إيجابية، والأفكار السلبية تعطي نتائج سلبية؟

نتائج البحث:

هناك إمكانية لأن يلعب التفكير الإيجابي دور في تحسين الطريقة التي يفكر بها الطلاب، ويحتاج ذلك إلى الابتعاد عن البيئة السلبية أو الأصدقاء ذوي التفكير السلبي. بشكل عام، يمكن تخصيص نتائج الدراسة بالنقاط الآتية:

1. من الممكن أن يؤدي التفكير الإيجابي إلى تحسين الأداء الدراسي للطلاب.
2. هناك حالة من سيطرة اللاوعي على أفكار الطلاب.
3. يؤدي الوسط المحيط بالطلاب (أصدقاء) إلى التأثير على كيفية التفكير عند الطلاب.
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علا عبد الرحمن محمد، هيفاء عبد العزيز الهذول، زيتة أنور عبد الرحميم، 2014، برنامج تدريبي مقترح لتنمية التفكير الإيجابي وأثره على جودة الحياة، والتحصيل الدراسي لدى طالبات المعلمات بقسم رياض الأطفال جامعة الجوف: دراسة تجريبية
The political economy of the international conflict in Syria

Refat Amer
نظريات التنمية والتقدم الاقتصادي لكل الدول معاً، بصرف النظر عن الخصوص النسبية للدول المشاركية، أي أن الجميع أصبحوا أمام إمكانية التقدم وزيادة الثروة على مستوى العالم بقيم المطلقة مع التأكيد على حقائق أن هذه النظريات لم تتحول إلى مشاريع وبرامج عمل دولية ومصادر من نمو وتقدم اقتصادي في بعض الدول النامية كالصين ودول جنوب شرق آسيا كان لعوامل داخلية بالدرجة الأولى مستفيدة من التقدم العلمي الحاصل عالمياً، مما لا يتوفر في البنية العربية الداخلية.

هذا التحول العميق في بنية وطبيعة الاقتصاد العالم بشكل الأساسي الذي لابد منه في تفسير ما يحدث الآن على الساحة السورية. محاولات اقتصادية كبيرة كان لابد من أن تفرض تغييرات سياسية وثقافية واجتماعية مراقبة لها. محاولات بعثات سياسية جدلية. تلام هذا التغيير العميق في بنية الاقتصادات الدول، حجمها وأرائها وأن كان هذا التحول التفويض قد بدأ مع معاهم الوضوح مع بداية الصراع على سوريا، مأخوذة عن التحول الاقتصادي الذي بدأ مع نهاية العقد الأخير من القرن العشرين، فهو سبورة تراكيب كمية اقتصادية وصلت إلى تحول نوعي مستحيل مع وقوع شكل النهاية الواضح في السنوات الخمس القادمة.

إن ما يحدث من صراع دولة على سوريا، هو تميز لباس سياسي قديم للمنظمة الدولية ما بعد الحرب العالمية الثانية وحيدة جيدة تناسب مع الجسد الاقتصادي الذي يغير جاذباً من حيث الحجم والوظائف والأدوار، يحك ويكيت هذا اللباس منذ خمس سنوات على الأرض السورية.

ثانياً: لماذا على الأرض السورية؟

العوامل الموضوعية والذاتية متعلقة بالعالم العربي الذي لم ينخرط في المعركة كعامل مشترك ومثير كغيره من غالبية دول العالم، وآمنا ك منهم في مأتم ثقفي ملحوظ. عالم موقطع بعيد من صراعات مأوى قومية في حضور مطلع لمنظمة سياسية قوية نسبة هيئة عن المقاتلين والعاديين والخواتين الذين تشكل الدولة التي بدأت مع مرحلة الاستقرار، دول غابت عنآ مشاريع التنمية والخط وال استراتيجيات لمواجهة هذا التحول والاستحقاقات العالمية وضوابط التفاوض والتعاون معها، مما شكّل نقطة فارغ كان من البيئات مثلها، فالطبعة تكرر الفراغ، وسوريا هي في القلب من هذا العالم العربي الموقوف، حكم موقعة وأهميته الجيوسياسية.

العوامل سياسية وثقافية وتاريخية متعلقة ببنية المجتمع السوريا وسيؤدي تكوينه وتطويره، والتي كانت تزعم نظرية تصميم التنظيمات الجهادية السائدة في ظل مواقع دولية ليست في صالح الثورة والشعب السوريا، مما جعل نموها متسارعاً، فاقم من تهدفات الثورة والمطالب الشعبية، بالإضافة للقرارات الهائلة للنظام وحلفائه في خلق وتوظيف هذا التطرف في صالحه، كما يخدم ديمومة القتال والصراع في سوريا.
ثالثاً: أبعاد الموقف الصيني من القضية السورية:

إن ما يحدث في سوريا هو أحد تجليات هذا الصراع الظاهر منه والمبتين بين الصين وأمريكا وتعطيل قرارات مجلس الأمن بما يخص سوريا ليس إلا أحد الجولات المكشوفة في هذا الصراع.

لقد أتاحت العمولة فرصة كبيرة للصين بنمو اقتصادي تراوح بين 6 إلى 12 بالمائة خلال العقود الأخيرة، بينما كان هذا النمو يترارا ما بين 1.5 إلى 2.5 بالمائة في العالم الغربي.

تحول الاقتصاد الصيني إلى ثاني أكبر اقتصاد في العالم بعد الولايات المتحدة ويشير غالبية الدراسات على أن استمرارها على هذه الوثيرة سيعجل منها أكبر اقتصاد يعرف بحلول 2025 في العالم، مع أهمية التأكيد هنا على أن العوامل ذاتية كانت المسؤول الرئيس هذا النمو ومنها توفير اليد العاملة الرخيصة، المعرفة والمدرة بالإضافة لسياسات اقتصادية ملائمة وتشريعات وقوانين جاذبة للاستثمار الأجنبي المباشر. هذا الإنجاز الاقتصادي الضخم، والقوى الكامنة المستقبلية للاقتصاد الصيني الموجه للتصدير يفسر على أنه يلعب دور سياسيا يناسب مع هذا الحجم والنمو الاقتصادي، فهي بحاجة لتغيير التوازنات الدولية القائمة منذ الحرب العالمية الثانية واعادة هيئة المنظمات الدولية، الأمم المتحدة،منظمة التجارة العالمية، صندوق النقد الدولي، البنك الدولي للإنشاء والتمويل وتغيير معادلة الطبقة الأحاد. هذا النمو الصيني الأخطوطي والتراجع النسبي الأمريكي كان لابد أن يوجب بمحاولات الصين للحصول على دور أكبر في المسرح العالمي ومشاركة فاعلة في إدارة السياسات الدولية، فكانت الصراع على سوريا إحدى الجولات الهامة والأساسية للصين في تغيير المعايير والر准时ات الدولية، وفي الصراع الأمريكي. لقد دخلت المنتجات الصينية الأوساط العالمية بسهولة وأنشأت الكثير من المنتجات الأمريكية حتى في сайتها الداخلية. ولدى استمرار هالة في أوراق الجزيرة الأمريكية جعل منها أكبر دائن للولايات المتحدة في العالم مما يشير إلى صعوبة استمرار التوازن السابق مع الولايات المتحدة بدون تغيير نوعي يصب في مصلحة الصين ودورها.

تشكل سوريا بالنسبة للصين موطئ قدم في منطقة حامة جيوستراتيجية غنية بمصادر الطاقة، التي تعتزم عليها بنسبة أكثر من 50 بالمائة من إراداتها. كما يسمح الموقع المهم لسوريا بنقل بضائها من المعاني السلطة إلى أوروبا بقيادة روسيا لتجاوز 10 أيام بينما هي بحاجة إلى 40 يوماً من الصين إلى أوروبا. بدأت الصين بوضع مخطط استثماري في سوريا منذ بناء 600 معمل ومصنع لمتانت الشركة في مدينة إددرة الصناعية، تنتج العديد من السلع الصناعية وتم تصديرها فورياً من الموانئ السوريا إلى الأسواق العالمية كما كان مخططاً لها. كأن أرامكو تثير إلى أن بيعها إلى 600 مليار دولار كاستثمارات في العقد القادم، ومشروع تميز الحصة الأكبر منها، لتحقيق ذلك لا يد لها من تواجد في سوريا الواقعة من إيران التي تربطها بسوريا وحيدة مصالح.
إن التحول القادم في الاقتصاد العالمي من الاعتماد على النفط لجهة الاعتماد على الغاز كمصدر نظيف للطاقة متوجهًا باتجاه كبير في سوريا كما تشير عمليات البحث الأخيرة التي قامت فيها الشركات الروسية وفي دول الخليج العربية من سوريا وتحديدا قطر والسعودية وإيران يدفع الصين ويغربها باتجاه تأمين هذا المصدر والمشاركة في إدارته.

إن النظام السياسي الصيني لم يعد ينتسب بطبعية اقتصاداته الرأسمالية مما يذكر بتحولات سياسية كامنة داخل الصين تسعى الولايات المتحدة لاستفادة منها في خلق أوضاعها الداخلية، مما استدعي القيادة الصينية للتدخل وإن لم يكن عسكريا في منطقة الشرق الأوسط ومجالات الحيوى الأمريكي، لرد استباقياً عن احتلاله الأمريكي المباشر في شؤونها الداخلية بحجة حق الانسان التي تستخدمها أمريكياً في تحقيق مصالحها الدولية. تتجلى ذلك الرد الصيني الروسي المشترك في مجلس الأمن بمعارضة ومشاركة المواقف الأمريكية بما يخص القضية السورية وذلك بهدف خلق قواعد تعب جديد في المنظمات الدولية بما فيها منع الولايات المتحدة بالتدخل في الشؤون الداخلية للدول بما كانت الأسباب والترانع. تعتقد القيادة الصينية أن اقتصادها القوي، مع تطور السلاح الروسي المتقدم وتعامل دول الريكس في الساحة السورية في فترته تغير الأدوار والوظائف المنظومة بمنظمة التجارة العالمية وصندوق النقد ومؤسسات الأمم المتحدة التي تتحكم فيها الولايات المتحدة وإعادة التوزيع في السياسات الدولية لصالح تشكيك عالم متعدد الأقطاب.

تتخوف الصين من أن انتصار الثورة في سوريا قد يؤدي إلى امتدادها في باقي البلدان العربية الإسلامية المجاورة مما قد يعطي حافز للآليات الإسلامية داخل الصين للتحرك وخلق الضغط. إن الدور الأمريكي في تأريخ الأوضاع الداخلية الصين من خلال الضغط في موضوع حقوق الإنسان ومسألة الأقلية ودعمها للحركات الشعبية وتغذيتها لظام الحكيم في الصين بمواجهة الحريات وحقوق الإنسان بشكل حرجاً وتحديداً للقيادة الصينية كان لأمر من الرد عليه من خلال تنفيذها في الصراع على الأرض السورية. إن الضغط الأمريكي على الصين من خلال منظمة التجارة العالمية وصندوق النقد الدولي غير صريحين الصيني المسؤول عن تحرير اليوان الصيني والأسهم على رخص المنتجات الصينية علماً بعلق من الطفرة الاقتصادية الصينية تحت خطر التراجع فيما لو نجحت أمريكياً بفرض هذا التحري بين الوقت الذي لم تعد الصين ذات الكثافة السكانية العالمية بوارد التنافس عن سياسات سعر الصرف المتحركة مادياً نموها الاقتصادي متعمداً بالدرجة الأساسية على التصدير، وهي لذلك تيوخ حرب مواجهة غير مباشرة مع أمريكيا في سوريا.

وأخيرًا أن تحول الأولويات في السياسة الأمريكية من منطقة الشرق الأوسط والهادي ودول جنوب شرقية النفوذ التي هي المجال الحيوي الصيني، كان لأمر للصين من تحدى أمريكيا والرد عليها في منطقة الشرق الأوسط وعلى الأرض السورية.
العلاقة الروسية في الشرق الأوسط: أبعادها الاستراتيجية وتأثيرها.

خسارة روسيا كقوة إقليمية وردستها في الشرق الأوسط،زنقة تحت تأثير أحداث تبين أبعادها من الإستراتيجية الروسية في هذا القطاع. من أهم الأبعاد الرئيسية الأخلاقية للغاز إلى أوروبا من خلال إنشاء خط النقل العربي لنقل الغاز من قطر والسعودية إلى الأردن وسوريا ومن ثم إلى أوروبا. من خلال إعادة الإنتاج، والمزيد خط النقل الأمريكي نابوكو. وهو مشروع أوروبى روسي تم إنشاؤه في عام 2004 وتم التوقيع عليه في أنقرة عام 2009 لربط الخط الغاز في أوروبا الوسطى وتركماستان عبر نقل قرويين بأوروبا من خلال خط أنابيب زعوح إلى أذربيجان - تركيا - باكستان - الربيعية - النمسا، لفك ارتباط واعتماد الجمهوريات السوفيتية السابقة على روسيا تتيح الاعتماد الأوروبي على الغاز الروسي على أن يتم تسليم الدفعة الأولى من الغاز إلى أوروبا عام 2014. ولكن روسيا أنشأت المشروع فخلقت مشكلة قانونية للدول المتعايشة على شكل قرويين تتعلق بأنها روسيا التي تصب في هذا البحر. القانون الدولي الذي شرع الحق في المشاركة، هذا من جهة، ومن جهة أخرى أدى إنشاء روسيا عقود البيع التركمانية حتى عام 2018 بالإضافة إلى ذلك تحولت روسيا في نقل الغاز الروسي عبر البحر الأسود إلى تركيا - اليونان، ولكن أمريكا والغرب يشعرون أن الهدف الإيراني هو الهدف من نابوكو ولكنه خيار غير محدد حتى الآن بسبب عدم رغبة إيران بدخول الخط في الأراضي التركية، الدولة المنافسة لها إقليماً ومشاريع البترولية优惠政策 الإيرانية في الملف السوري.

تسعي روسيا للاستفادة القصوى من توفر صناعاتها العسكرية وتسويقها في مناطق النزاع، وقد كانت جزءاً من سوريا مقراً مجانياً لصناعاتها العسكرية وقامت على أثرها عقود بيع سلاح دول عديدة حول العالم. سعي روسيا لفرض عقوبات جديدة في منطقة الشرق الأوسط، دعا على الحصار المفروض عليها أمريكا وغرباً بعد دخولها أوركانتا. الهدف من الضغط الأمريكي لجهاز الامتثال الأمريكي لحظر الإعانات في روسيا وخوف النظام الروسي تطبيق تمويل العمل الأمريكي على مسألة حقوق الإنسان في روسيا. ومن المعتقد أن النظام الذي يعتبر من منظمة الحكم الذي تتحكم في حكومة الأعمال المتحدثة حائرة في الاتفاق الروسي المتعارض مع مصالح الولايات المتحدة.

حاجة الاقتصاد الروسي المعتمدة خدمة الدولة فيها. على مدار النفط والغاز بين 60-50 بالمائة، مما دفع الروس إلى دخول سوريا والمنطقة لضمان تواجد قوي من منابع النفط والغاز، والمساحة في أطراف دولها. فمن خلال الهيمنة على سوريا لعبت وسرعان توجيدها فعالتهم ضغط على السعودية وإيران وطرد تلك الدول التي تحتوي على أكبر إمدادات الطاقة العالمية، بالإضافة إلى مكاسب سوريا المستقبلية، بما يتدفق إلى المصالح الروسية. تدرك روسيا بأن الغاز هو العامل الأساسي في الصراع الدولي المستقبلي على الطاقة، وهي الدولة التي تتربع على عرشها حالياً وحائرة لتأمين مستلزمات هذا البقاء مستقبلية.
الخطر الحقيقي والأكبر على وحدة روسيا وقوة الدولة فيها هو الإرهاب الإسلامي الموجود في أراضيها ويجوبها ولن تسمح بانتقال عدوى هذه المنظمات إلى أراضيها من خلال مواجهته والقضاء عليها في سوريا. وتفيد الأرقام الواقعة من المصدات الروسية وجود 4000 مقاتل في صفوف داعش من المشيرين الشرقي. تضمن روسيا أبرز مصادر للنفط والغاز إلى الاتحاد الأوروبي 60% المائة من صادرات الغاز الروسية تذهب إلى السوق الأوروبية. هذه النسبة تشتمل 25% من واردات الغاز إلى الاتحاد الأوروبي تمثل ثلاثة خطوط بحماية من أوراناتيا وثمانية خطوط من بيلاروسيا وخطط القاتم في العلاقات الروسية-الأوروبية يدفع بالروس لإيجاد خطوط إمداد أمنة. كان للتدخل الروسي في سوريا أهمية تسوية كبيرة لسلاطة الموقول وفقاً على كلا الميلاد، وفيصبح السلاح الروسي المتطور في مركز الاهتمام من قبل العديد من الدول على مدى سنوات قليلة من الأسلحة التي كانت روسيا بحاجة لتصريفها.

لقد غير التدخل العسكري الروسي في سوريا من المعادلة الرائدة التي حكمت الصراع على سوريا من هيئة أمريكية على صناعة القرار بطريقة غير مباشرة إلى المشاركة الروسية الفاعلة والمؤثرة، والغامضة بما يخدم مصالحها، بما لا يعارض مع الخطط الأساسية للسياسات الأمريكية الجديدة في منطقة الشرق الأوسط. لقد عملت روسيا من خلال الطرق الروسية على ضمان تغيير موقف الغرب منها بشأن الملفات القائمة في أوراناتيا والقزم بما يخدم مصالح الروس وفق الصحراء الاقتصادي عالم الحدود على طالفة المفاوضات مع الغرب بما يخص ملفات الأمن الدولي وتت subsidi منظمات الصواريخ وال核 بالولاية الروسية على الحدود المتاخمة لروسيا بتحقيق العرب عن التدخل في الدول المكونة للمنطقة الشرقية والاستراتيجي الروسي. دول الاتحاد السوفيتي السابق. عمدت روسيا من خلال تدخليها العسكري في سوريا إلى فتح الحصار الاقتصادي العربي عليها، الذي سبب تراجع في النمو الاقتصادي وتدوير قيمة العملة الروسية بفعل العملة الصعبة، وعجز في الموازنة العامة للدولة، وترجيع كمية الاحتياطي النفطي. إن إيران المحاذية مشتركة مع أميركا وروسيا لتحسينها من خلال تدخلها في الشرق الأوسط، وتركز على انتقال الحذر من محاولاتها ولا تزال على تشكيلها وتحريكها في عهد اليمن بعد أن تدخلت أورانة عزاء على تشكيل دفاعها، ويهودوا إلى العالم ل Encore إيران والغرب، بما يساهم في تحقيق الهدنة والسلام للآسيا، وإن روسيا وبدون أن تحقق الحد الأدنى لمساهمتها وتوأمة السلاح للأمريكي واوران، وبدون أن يفتح ساحة نجوم وجعلت دورها أكبر وأقوى وأكثر فاعلاً.

لقد استمرت القيادة الروسية أن التفرد الإيراني بالقوة الروسية، وتدويرها الضمني مع أميركا، وعلى الأخذ بعد تحقيق الاتفاق النووي، سيجلل الاستعمار الروسي والصيني في الورقة الدولية بدور مكاسب، لصالح إيران والغرب مما ملك عليهم الاختيار التوقيت المناسب، بما يعطي التفرد الإيراني وتحجيمه.
خامساً: أبعاد الموقف الأوروبي والأمريكي في القضية سورية

انهار الاتحاد السوفيتي لأسباب اقتصادية بالدرجة الأولى، بسبب أعمدة على الموارد الطبيعية، بينما المعرفة التي هي أساس النمو الاقتصادي في عصر العملة لم يدخل في صلب أنتاجه، فتككت نتيجة ذلك المنظومة الدولية المشكلة بعد الحرب العالمية الثانية وإنهار القوى القارية وال.Ordinal والباردة لصالح التفرد الأمريكي في الساحة الدولية، مما شكل حافزاً ودافع للأتحاد الأوروبي للاستقلال السياسي عن السياسة الأمريكية في الشؤون الدولية والوجه نحو بناء منظوره الاقتصادي في مناخ تنافسي دولي.

لقد دخل المنتج الأولي في تأسيس أقتصادي مع المنتج الأمريكي وتوقَّع عليه، يُبَعَد أن توقَّع أوروبا عن دعم المنتجات المجمعة الصناعي العسكري الإبراهيمي، خاطرة النمو الاقتصادي الأمريكي المسؤول عن كل التقدم في عمليات الاكتشاف العلمية في المجالات الحيوية الأخرى التجارية والمدنية للصناعات المدنية. بدأت أوروبا بالتنقل عن الدعم المفرود عليها سابقًا من أيام الحرب الباردة، وتحت مبرر محاربة الإرهاب الشيوعي، فكان الرد الأمريكي على هذا التوجه الأوروبي الجديد هو: اتخاذ سياسات اقتصادية ليبيرالية مخالفة لسياسات الليبرالية السائدة سابقًا في الدول الأوروبية وأمريكا، من خلال تخفيض الضرائب على المنتجات للحد الأدنى، مما ساهم في تغيير جدري في السياسات الضريبية وتحول في سياسة الدعم التي توفرها الدولة للمواطنين في الصحة والتعليم وغيرهما. بهذا التخفيض من حجم الضرائب على المنتجات جعل المنتج الأمريكي أكثر قدرة على المنافسة مع المنتجات الأوروبية وضعف صانعها سياسات الأوروبية أمام خيارات ضريبية بين الاستثمار في سياسات الرفاه الاجتماعية لمواطنيها من خلال سياسات ضريبية نسب عالية وبين التحلي عن تلك السياسات والتنزل عن دور الدولة في تحقيق الوفاء الاجتماعي، وهذا ما يُختلف السياسة الأمريكية في تعارض مع مصالح أوروبا الاقتصادية مع نهاية العهد الأخير من القرن العشرين وبداية القرن الحادي والعشرين، بحاجة أوروبا لأمان والسلام والتنافس في بيئة اقتصادية دولية تحكمها معايير التنافسية والجودة وتستثمر التحالفات السياسية والبرامج العسكرية. تنافس بعدها، بقرار الحرب الباردة واستمر إلى أن أخذ الصراخ على سوريا ركزًا على سياسة الأمن القومي جديده في مهارة الإبراهيم السياسي الذي يغذى بالمصالح الأمريكية في إعادة تشغيل المجمع الصناعي العسكري بطاقته الكاملة وفرض دعم أوروبى على أي تطورات الأزمة المدنية دولية، من تطورات الأزمة السورية وتفاقمها وانتشارها عبر أزمة اللاجئين وإرهاب الحركات الإسلامية الجهادية التي أخذت من أوروبا أهدفاً لعملياتها، مما سبب التدخل الشعبي الأوروبي في التحالف الأمريكي الأوروبي لمواجهة الإرهاب الإسلامي وإغضاب أوروبا لمقاطعات المصلحة الأمريكية كما كان أيام الحرب الباردة في مواقع الخطر الشعبي.

التفوق التنافسي للمنتج الأوروبي والمنتج الصيني والتفوق الاقتصادي كثير من دول جنوب شرق آسيا وصعود الاقتصاد البرازيلي والهندى الذي يرى في نفسه في المعادلات الاقتصادية العالمية الجديدة أدى إلى تراجع حجم الاقتصادány American عاملاً من 30 بالمائة إلى 17 بالمائة حاليًا مما نفع
بالولايات المتحدة للاستفادة من حالة التوتر والصراع التي يشهدها العالم على خلفية محاية الإرهاب الإسلامي، وبناءً على ذلك الطرب على صناعاتها العسكرية، وتشييد مجمع الصناعي العسكري بطلقته الاقتصادية الكاملة وتبنيها الاتهام في قيادة العالم لعقود قادمة، بعد أن شكلت الصين خطر يهدد هذا الدور.

أن الاقتصاد الرأسمالي العالمي لم يتفادى الأزمات الاقتصادية والمالية الدورية، بحاجة دايمة إلى منتج أمريكي جديد يحدث طلياً عالمياً عليه، يحفز النمو في الاقتصاد العالمي كله بوده، سيء خذل الاقتصاد الأمريكي والعالمي، حالة من كم. لقد ضربت الرأسمالية كنظام اقتصادي، اجتماعياً وسياسياً، على اعتقادات ومهارات وطاقات ساعدت علىً تجاوز أزماته الدورية، ولكن المستقبل العالمي الذي أصبح مرداً للأشكال الاقتصادية العالمية نتيجة للعلومية، وتطور تكنولوجيا المعلومات والاتصالات والممارسات الدولية، يتداخله وبدل الاقتصاد الدولي وتتمه وزيادة الاعتماد المتبادل والدور الرئيسي للإمارات، والإمارات فين الأمر円itical، والحكومات والمنظمات الدورية دفع الصين ودول البرتغال والدول الصناعية، حديثاً كروسيا وغيرها إلى السعي إلى تشكيل وتشوه في المنظومة الاقتصادية والمالية العالمية، تحقيق استقلال أكبر.

عن التبعية للاقتصاد الأمريكي وأزماته المالية وعملته السيطرة عالمياً، وهذا يفسر أيضاً تحديد دول البرتغال وراهم الصين للمواقف الأمريكية على الأرض السورية.

السياسة الأمريكية الجديدة في الشرق الأوسط المبينة على عدم التدخل كطرف مباشر في الصراع، سياسة ناعمة تغير الصراعات من بعيد فقد كانت بحاجة لدور روسي يبني الأزمة السورية تحت التعامل والتشكيل، وأخيراً الوقت ترد توريتا روسي وأناها يمكن استخدام نفس السياسات التي اتبعتها في توريد المشتقات السوفيتية سابقاً في أفغانستان من خلال فتح معركة طويلة للسوفييت مع المرابطين.

الجهادية الإسلامية، القاعدة الأذكى، اقتصادياً يخفق أسرار النفق، إلى 7 دولار للبرميل، الواضح، حاولت أمريكا مع روسيا، بنفس السير، من خلال توريتتها في محاية التطرف والإرهاب الإسلامي في سوريا وسعر 30 دولار للبرميل النفط، ولكن الانسحاب الروسي الأخير دل على حبيبة وتوفيق صانع السياسة الروسية عن مثلها الأمريكي، أدى استبع الدروس من تجربة الاتحاد السوفيتي السابق في أفغانستان بينهم المعادلات الدولية والإقليمية وآثرك أهمية الاستفادة من نقاط الضعف والترفع الاقتصادي في منطقة الشرق الأوسط، خرج بالتوقيت المناسب، و بكسب، أو التحلى السوفيتي، في سوريا له قيادته وإدارته، بصرف النظر عن مواقفها الأخلاقية التي تدين هذا التدخل وغيره من التدخلات الأمريكية في العالم التي لم يكن لها من دفع غير الدفاع عن مصالحها.
Analysis of the Education System in Syria: A Call to Action

Eiad Alhamed

Abstract
This paper is a research-based report that aims to prompt policymakers in Syria to reform the education system. First, the paper examines the Syrian education system’s history – from 1967 to the present day. The purpose of examining history is to illustrate the positive and negative aspects of the education system and to identify the best measures to reform it post-war. Second, the paper recognizes and analyzes stakeholders of the Syrian education system and explains how the quality of education impacts those stakeholders. Third, the paper offers three policy options that the next Syrian government may apply, attempts to predict the outcomes of those options, and recommends one of them.

Introduction
Opinions clash regarding the importance of education for social and economic development. While the quality of a given country’s education system positively correlates with the degree of the said country’s development, a question remains: does a high quality education system drive growth, or does growth produce a high quality education system?

E.A Hanushek, D. T. Jamison, E.A Jamison, and L. Woessmann conducted research in 2008 to answer this question. They found that a highly skilled labour force drives up economic development by roughly 0.66% each year. This is true under the condition that the effectiveness of education shall be measured by students’ productivity, not the quantity of years students spend in education. The authors concluded this after analyzing global economic growth using information about student attendance solely, then, counting in students’ acquired cognitive skills. This study was conducted between the mid-1960s and 2000, and it included comparisons of economic growth for 50 countries.

Based on this finding, it is fundamental to shed light on the reality of the education system in Syria. Perhaps changing the components of the system may introduce improvements on Syrian society. These changes should consist of ideological and technical elements. This paper pinpoints those elements from a macro perspective.
Background and Stakeholder Analysis

Part of the reformation that the Al Baath regime carried out in Syria when it gained power, was restructuring the education system. In 1967 the regime’s government established a new system composed of 3 main levels (primary, middle, and secondary school), in addition to vocational education, tertiary education, and higher education. To a certain extent, Al Baath’s vision of a free-for-all education has succeeded; education in Syria under the Al Baath regime has been, and continues to be, free until this day, including higher education. When the government introduced this education system, it set a goal to end illiteracy by 1991. In spite of the fact that this goal was not met, the illiteracy rate in Syria plummeted from 42% in 1987 to 29% in 1997 (State University).

The Syrian government’s development plan included insuring full attendance of male students at the age of primary school by 1980 and females by 1990. For male students, 100% attendance rate was successful in 1980, but for female students, the percentage of attendance was 85%. In secondary school, the figures had plunged to 67% for male students, and 35% for female students. In certain rural regions, the percentage of female student attendance was as low as 8%, as opposed to major cities such as Damascus in which female student attendance and completion rate of primary level was 49%.

While the development plan of the Syrian government has yielded good results, education in Syria remains limited with respect to aspects such as budgeting, teacher-student violence in primary and middle schools and ideology. These shortcomings, among others, have hindered the development of Syrian society.

The Human Development Report of 1991, published by the United Nations Development Program, stated: “the basic objective of human development is to enlarge the range of people’s choices to make development more democratic and participatory. These choices should include access to income and employment opportunities, education and health, and a clean and safe physical environment. Each individual should also have the opportunity to participate fully in community decisions and to enjoy human, economic, and political freedoms” (G. Rist., 2008).

In the period 2011-2016, education in Syria has deteriorated. According to UNICEF, March 14 2016, about 2.1 million children inside Syria and 700,000 children outside Syria have been unable to attend school. Furthermore, “Protecting education, March 09, 2015”, estimates that one million children in Syria are in danger of dropping out, and reported that 25% of Syrian schools are out of service. While it may not be easy to predict when the civil war will end, it may be possible to diagnose the flaws in Syria’s education system, foretell the decisions that the next Syrian government may make, and identify those decisions’ implications in the short and long-term.
Whatever the Syrian government decides to implement will impact Syria’s stakeholders in education. Stakeholders who are affected by the education system consist of state institutions, students, teaching faculty, and society. Students and teaching faculties are directly involved in education. They directly influence it and are directly affected by it. On the other hand, society is an indirect stakeholder; it does not directly affect education but has a certain influence. Finally, state institutions have varying levels of influence. For instance, the Ministry of Education, the Ministry of Higher Education, and the Ministry of Culture are parts of the education system and have immediate effects over it. On the other hand, the Ministry of Industry, the Ministry of Economy and Trade, and the Ministry of Finance can be considered indirect players.

1- **State Institutions**


  The Ministry of Education is in charge of designing and implementing mandatory education (primary, middle, secondary), vocational education, and tertiary education. The Ministry of Higher Education is in charge of university and institutional education. Lastly, the Ministry of Culture is in charge of informal education.

  Both ministries of Education and Higher Education ensure that education in Syria is funded and accessible to the public free of tuition. Higher education’s share of total education spending in 2009 was 24.22% (Nation Master, 2009). Although the government fully funds education in Syria, the total educational budget per capita, in 1999, was only $190. This places Syria in the 18th position out of the 20 countries from the Middle East and North Africa region that were examined in this index by Looklex Encyclopedia, 2016.

  Regarding languages, up until the late 1990s students had the choice between studying English or French as a second language at the time of enrolling in middle school. However, starting from 2000, schools started teaching both English and French simultaneously. By 2005, schools had started teaching English to students at the primary level.

  The Ministry of Culture in Syria supplements the roles of the Ministry of Education and the Ministry of Higher Education. The Ministry of Culture is responsible for creating opportunities for Syrian citizens to engage their intellectual capacities on a regular basis. In each province, there are Cultural Centres created by the Ministry of Culture.
These centres are home for intellectual events. They are accessible to any citizen who wishes to share his/her intellectual achievements.

The Ministry of Culture cooperates with local schools to arrange student events. Interested students are provided with means of transportation and are able to attend and benefit from these events. The role that the Ministry of Culture plays in educating Syrian citizens is reciprocal with the Ministries of Education and Higher Education. The more educated the citizens are, the more likely they are to contribute to the cultural centres and benefit younger citizens. Conversely, the more effort that the Ministry of Culture invests into facilitating learning opportunities for the young, the more likely they are to reproduce their knowledge later on.

• (B) The Ministry of Industry, the Ministry of Economy and Trade, and the Ministry of Finance have stakes in employment. Syrian citizens who graduate from vocational institutions begin working in industrial areas, trade professions, and governmental clerical work.

• (C) The Ministry of Local Administration and Environment, the Ministry of Agriculture and Agrarian Reform, and the Ministry of Oil and Mineral Reserves

The first two manage Syria’s environmental landscape. Syria’s economy relies primarily on agriculture. Therefore, these ministries create job prospects for citizens who graduate from agricultural and environmental programs. Also, they cooperate with the ministries of education and higher education in designing these programs. The latter has a heavy weight in the economic sector since Syria’s oil reserves as of 2015 were 2,500 billion barrels of crude oil (EIA, June 24 2015). This sector expects to hire graduates of petroleum engineering every year. These graduates are expected to have the skills to solve future energy problems and be able to cooperate with other sectors to find/develop alternative energy solutions.

• (D) The Ministry of Social Affairs and Labour plans in accordance with the ministries of Education and Higher Education to set the requirements for entering public programs according to the country’s demands in each sector. It is also responsible for creating jobs that suit the skills of graduating students of higher education. But most importantly, the Ministry of Social Affairs and Labour is in charge of designating teachers, hence, the quality of these teachers’ influences the quality of students who join the labour workforce later on.

• (E) The Ministry of Information collaborates with the ministries of Education and Higher Education on issues regarding updating the
curricula. In the early 2000s, middle schools in Syria began teaching computer science. The subject of computer science does not yet have a heavy weight in the grading scale, but the collaborating ministries are making sure that the update is taking place and that it shall continue.

- **(F) The ministries of Electricity, Housing and Construction, Tourism, Transportation, Health, and Communications and Technology** depend on the outcome of the collaboration between the ministries of Education, Higher Education, and the ministry of Social Affairs and Labour. Their collaboration determines the designation of the labour force to one of the sectors that are run by these ministries.

- **(H) The Ministry of Justice, and the Ministry of Interior Affairs** are impacted by education through law schools and political science schools. Graduates of these schools take on governmental jobs. Their work and policies influence the social infrastructure, including the education system e.g. budgeting.

2- **Students**

51.6 % of the population in Syria are aged 0-24 and 31.95% are between 0-14. (The World Fact book, 2016). In other words, students make up a large segment of society. The Syrian government has been providing education for the population at a budget of $199 per capita. Being unsustainable as it is, students end up confronted with the reality of having to supplement their educational needs by resorting to private tutoring. The average cost for private tutoring in the year 2000, per student, was $480. This is 241% of the government’s annual budget for education. Besides the economic impact of these figures on Syrian families, students have to dedicate more time for tutoring hours, which can have other implications on their overall well-being.

Another flaw in the Syrian education system is that the concept of Critical Thinking is not acknowledged. The style of teaching is rather indoctrinating. Students, at most educational levels, are not encouraged to question ideas. “In the Syrian education system of the mid-1980s, the concept of examining a “truth” in an effort to confirm or refute it was largely unknown, and, in any event, was often viewed as an unacceptable challenge to authority. If the teacher’s instructions and assertions are questioned and refuted, other centres of authority – the family and the government – might then be asked to submit their truths to objective examination and testing. Because research possesses limited intrinsic value, the inadequate research and laboratory facilities were infrequently used” (country studies.us)
Violence is a further flaw in the education system. UNICEF reported in 2009 that 70% of children aged 2-14 had experienced both physical punishment and psychological aggression, 12% of children in that same age range had experienced psychological aggression only, and 5% experienced physical punishment only. This means that 87% of all Syrian children experienced at least one form of abuse. These numbers are not surprising, since corporal punishment in Syria is considered the norm. This is worrying because it may communicate that violence can be an acceptable method to solve problems. When teachers and parents rely on physical and/or mental aggression to enforce certain behaviour, they may be unintentionally contributing to producing an aggressive society.

3- Teaching Faculties
In Syria, all teaching faculty members must register with Teacher Unions. Teacher Unions are composed of legislative and executive bodies that administer the affairs of teaching faculties, such as transportation and budgeting.

Schoolteachers in Syria receive fixed salaries as state employees. Each employee received $166-$300 a month before 2011. Fixed salaries in a continuously inflating economy have forced teachers to work overtime to make up for the income deficiency. Most importantly, low salaries for teachers correlate with a low quality of education. “Research shows that the better teachers are paid, the greater the student outcome. The Global Teacher Status Index indicates that in many countries people think that teachers deserve to be paid more – even in countries like Finland that already have excellent results”, (Huffington Post), 2013.

While policies and economic factors affect teachers, and consequently the quality of their output, teachers also affect education depending on the quality of the education that they receive as they prepare for their careers in teaching.

4- Society
As observed earlier from The World Fact book, 2016, the population of Syria is 17,185,170, 51.6% of the population are aged 0-24, and the median age is 24.1. Since Syria’s society is relatively young, education makes up a high stake topic. Today, those 24.1 year olds, who comprise the majority of society, are the most recent players in the education system. Therefore, their skills will have the highest impact on society.

Unemployment rates in Syria from 2006 to 2010 swung between 8.3% and 10.9%. It may be worth mentioning that unemployment has spiked up
to 35.8% in 2016 as a consequence of the civil war. However, pre-war figures may indicate that Syria has been having a challenge with unemployment (Tradingeconomics.com, 2016).

Three Scenarios for the Post-war Syrian Education System (Policy Options)

Note: (This analysis does not discuss the necessity to rebuild damaged schools during war time – it assumes that the rebuilding process will be a natural part of Syria’s recovery. This analysis rather discusses the core issues in the education system itself).

1- Progressive Reformation (Recommended)

In this scenario, the government should keep the aspects in education that have been working well, remove those that have not been working well, and add what can be deemed useful. The reformation should produce an education system that is capable of constructing a civil society, and training a skilled labour force that would drive Syria’s development. This plan consists of the following measures:

A- Keeping Education Free, for All Levels: This will ensure capitalizing on the human resources of Syria. Even before the civil war, the fact that education has been free has insured that Syrians had the opportunity to enter universities based on their own merits, rather than their families’ incomes.

B- Keeping English and French as Mandatory Languages in the Curricula: According to A. Kar, August 29, 2013, learning new languages in childhood alters the structure of the brain as it creates new neurological paths. Besides these micro-level changes of intelligence, the ability of speaking these languages will serve the Syrians in their efforts to connect on a global level – with English being the language of the international medium and French being the language of Syria’s most recent colonizer.

C- Redefining Literacy: The definition of literacy, in Syria, is the ability of individuals over 15 years of age to read and write. According to this definition, the literacy rate in Syria in 2016 has been 86.4%. This definition has not been adjusted to suit the 21st century; it assumes historical requirements of success – reading and writing. Should modern day definitions of literacy apply to Syria, the 86.4% literacy rate may fall considerably. According to NCTE February, 2013, “Active, successful participants in this 21st century global society must be able to

- Develop proficiency and fluency with the tools of technology;
- Build intentional cross-cultural connections and relationships with others so to pose and solve problems collaboratively and strengthen independent thought;
Design and share information for global communities to meet a variety of purposes;
- Manage, analyze, and synthesize multiple streams of simultaneous information;
- Create, critique, analyze, and evaluate multimedia texts;
- Attend to the ethical responsibilities required by these complex environments.”

The Ministry of Education in Syria must adopt this definition of literacy to better identify the mission of education and to be able to take the suitable measures to achieve this mission.

D- Increasing Budget: With Syrian educational expenditures hovering around $190 per capita, it might be unlikely that the education system could produce desirable output. This becomes more important when technological advancement is taken into consideration. A budget increase may facilitate the integration of technology into Syria’s educational institutes. This is critical because not only technology can improve students’ learning, “Technology also changes the way teachers teach, offering educators effective ways to reach different types of learners and assess student understanding through multiple means. It also enhances the relationship between teacher and student. When technology is effectively integrated into subject areas, teachers grow into roles of adviser, content expert, and coach. Technology helps make teaching and learning more meaningful and fun.” (Edutopia.org, 2008).

A budget increase may also lead to higher salaries for teachers. As shown in the stakeholder analysis, teachers’ performance is more likely to improve as their salaries improve. Finally, a budget increase will allow teachers to implement active learning to cater to students’ different learning styles.

E- Increasing Emphasis on Vocational Education: The Syrian government should carefully identify the skills that citizens should develop based on the country’s needs after the war ends. Given Syria’s young population, 51.6% being aged 0-24 and the fact that after the war the country may be starving for labour, it makes sense for a good fraction of this relatively large segment of the population to enrol in vocational education. In Germany, there is a vocational branch of secondary level education that students can choose to attend. In this branch, students study similar subjects to other secondary schools, however, this branch puts higher emphasis on vocational training and active learning. After students complete their required courses, they simultaneously enrol part-time at a vocational school and apprenticeships,
until the age of 18. (C. Reeg, September 1, 2015). Focusing on vocational education after the war can allow the middle class to flourish again.

F- **Switching the Language of Instruction in Higher Education to English:** Universities must start using the English language as the language of instruction. This is not to advocate dependency on western cultures, but to address and resolve the fact that research in Syria has been hindered because Syrian researchers are not familiar with academic English.

G- **Addressing Violence in Schools, and Establishing a New Reward and Punishment System:** The government should order the Ministry of Education to establish new rules about what an acceptable punishment is, and what an effective reward should be. Research conducted between 1991 and 1998 on discipline and motivational strategies shows improvements in student performance when they were trained to identify the negative and/or positive outcomes of their actions. “Natural rewards and consequences provide an environment in which the student accepts responsibility, not only for the chosen behaviour, but also for the resulting reward or consequence” (ematusov.soe.udel.edu, May 27, 1998) Corporal punishment must end, and the Ministry of Education ought to train teachers how to implement the best motivational practices that research has deemed effective.

H- **Recruiting Diverse Teachers:** The Ministry of Education must aim for diversity in the teaching faculty at all educational levels. Since cultural and religious tolerance has been an issue in Syria in recent years, diversifying the teaching staff can be the first leading-by-example step in re-introducing tolerance to the minds of Syrian youth. A diverse teaching force will add to the students’ perspective and help add to their understanding of the world, according to E. Graham, May 16 2014.

I- **De-emphasizing Religion:** It is not easy, nor recommended, to radically remove religion as a subject in schools. However, certain changes may bring about positive results. Schools may give students a choice about which religion/s they would prefer to study. Also, the Ministry of Education may instruct teachers to present religion as spirituality, rather than a fundamental belief system.

J- **Introducing “Critical Thinking”:** The current system relies on indoctrination and forbidding the challenging of authority. To remedy this shortcoming, it is necessary to introduce the concept of critical thinking in schools to encourage students to think outside the box. This may not immediately transform Syrian society, but it may be one step in the right direction. It may stimulate the creative minds that otherwise migrate outside Syria to countries that support and reward their creativity.
2- **Business as Usual**

The Syrian government may decide to keep the education system as it is, unchanged, or to implement small changes with negligible impact. This approach may bring about serious implications on the social infrastructure in Syria, including the continuation of the poor educational output and the continuation of the brain drain phenomena.

3- **Counterproductive Reformation**

After the war is over, it may be tempting to sacrifice certain elements of the education system to focus on other sectors. States do this to direct budgets and efforts into ostensibly more important activities, such as trade. Depending on “who” is going to rule Syria after the war, these counter-productive changes consist of the following:

A- **Budget cuts:** Policymakers in even the most developed countries may tend to target the education budget as a technique for dealing with economic hurdles. According to cbpp.org, January 25, 2016, “States (in the U.S.A) cut funding for K-12 education — and a range of other areas, including higher education, health care and human services, as a result of the 2007-09 recession, which sharply reduced state revenue. Emergency fiscal aid from the federal government helped prevent even deeper cuts but ran out before the economy recovered and States chose to address their budget shortfalls disproportionately through spending cuts rather than a more balanced mix of service cuts and revenue increases.” In the United States, 31 States implemented education budget cuts between  2008 and 2014. These cuts varied from 0.9% (New Hampshire) to 23.3% (Arizona), and according to the figures of the 29 other States, the mean budget cut was % 9.56 (cbpp.org, January 25, 2016), If anything, this is an indicator that governments, no matter how progressive, are likely to cut educational budgets first and that the next Syrian government may follow suit.

B- **Hiring Low-Skilled Teaching Staff and Neglecting Diversity:** The current state of chaos may make the hiring process of teaching staff challenging. Especially when the “better-educated” teachers have mostly migrated out of Syria. The government may take the easy route and decide to loosen the hiring process to make it easier for citizens to acquire jobs and to attempt to recover the economy as soon as possible. However, this may be counter-productive in the long-term, because poor teachers are more likely to produce poor students, and those poor students will become the workforce that Syrian society will depend on in the long-term.

C- **Establishing Religion-rich Curricula:** Should Islamic fundamentalists rise to power in Syria, they may reform the curricula in a way that gives heavy weight to religion and Islamic history rather than sciences. This approach
would be an ineffective use of resources and time. This is not to demean
religion, but to emphasize that religious practice should be a freedom, not a
mandatory exercise. Should the Al Baath party remain in power, or should
power shift to a new secular regime, strengthening religious courses may
be unlikely, but remains a possibility. When the Al Baath party first rose to
power, it did not attempt to soften the teachings of the Sunni-Islamic creed.
M. Faour, a senior associate at the Carnegie Middle East Center in Beirut,
Lebanon, attempted to explain this approach on February 26, 2014. He
argued that the Syrian regime “aims first and foremost at suppressing
doctrinal divisions among the different Muslim groups in favour of
integrating them under an Arab nationalist political banner. The fact that
this Arabist tradition remains culturally linked to Sunni Islam matters little
to them, and the ruling group sees no benefit in challenging the country’s
conservative Sunni Islamic civil leaders over an issue like primary
education. Thus the officially secular government does not object to the
Islamic education textbook for grade twelve, which promotes the “Islamic
approach as the closest to the civilization of tomorrow.”

Summary
Although the current education system in Syria – established by the Al Baath regime
has had successes, such as reducing illiteracy rates and keeping education free, it
remains unable to fully meet the requirements of social development and requires
reformation. The government may apply the following progressive reformation
plan:
A- Keeping education free, at all levels
B- Keeping English and French as the mandatory languages in the curricula
C- Redefining “literacy”
D- Increasing the budget
E- Increasing the emphasis on vocational education
F- Switching the language of instruction in higher education to English
G- Addressing violence and coming up with a new reward and punishment
   system
H- Recruiting diverse teachers
I- De-emphasizing religion
J- Introducing critical thinking
Failure to introduce these measures is likely to result in undesirable long-term
consequences. These consequences include, but are not limited to, unemployment,
poverty, ideological radicalism, poor health, and recurrent wars. The next Syrian
government may feel inclined to take different measures that may yield nominal
economic development at the expense of education. Such measures may perhaps
treat the symptoms of the Syrian crisis in a short time span, but are likely to aggravate the crisis in the long-term. The progressive reformation plan presented in this paper is aimed to resolve core issues in the Syrian social structure. Should the next Syrian government desire real progress for Syrian society, it is advised to consider bringing this reformation plan to reality.

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Governance Scorecard: A Tool for Strengthening Inclusive Governance

Fayyaz Baqir, Visiting Scholar Tilburg University, Holland (f.baqir@vut.nl) and Director, Akhter Hameed Khan Resource Centre, Islamabad, Pakistan (fbaqir@gmail.com)

Fakhira Khanam, Honorary Chief Executive Officer, Akhter Hameed Khan Resource Centre, Islamabad, Pakistan (fakhirakhanam@gmail.com)

Abstract
This Paper is based on the experience of the Akhter Hameed Khan Resource Centre’s (AHKRC) project for ‘Social Accountability of Municipal Services Delivery in Peshawar City’. The project made an effort to introduce, test and sustain a citizen centric policy and performance oversight practice in Peshawar Town-I. The AHKRC developed a participatory methodology for identifying the issues faced by citizens through media monitoring; assessing the severity of issue by ranking the quality of services through a scorecard, presenting evidence-based solutions developed in collaboration with local academics and experts through, policy briefs, and technical and social review of municipal service, and holding roundtables between key stakeholders to negotiate solutions. The centrepiece of this practice was the use of a Governance Scorecard (GSC) as an engagement tool to receive community feedback on the quality of municipal services and build trust between communities, elected representatives and TMA staff. It helped the project meet its aims of ‘performance assessment and accountability of state functionaries’, and ‘advocacy for demand oriented development planning’. The paper provides critical insights about the use of GSC in developing a shared body of knowledge for trust building between communities, elected representatives and Town Municipal Administration (TMA) and promoting inclusive governance at local level.

Relevant SDSN thematic area: Global Governance and Norms for Sustainable Development Challenges of Social Inclusion: Gender, Inequalities, and Human Rights

Key Words: Inclusive Governance, participatory development, sustainable municipal services
**Background**

Civil society intervention is perceived as a panacea for dealing with lack of social accountability and exclusionist governance in view of public policy failures. Civil Society’s secret to success has been presented in various names: participatory development, right based development, trickle down and bottom-up approaches, social entrepreneurship, social capital formation, self-help groups and inclusive governance to mention a few. What makes it succeed again has various explanations: micro scale, below market costs, responding to local priorities, economies of scale, social accountability and community economy. What needs to be taken into account is the fact that there exist similar stories of successes in the public and private sectors in pursuing the goal of inclusive development². Civil society also has a major share of failures in achieving these goals as well.

A probe deeper into the nature of the relationship between the state, civil society and disadvantaged communities, reveals that there are multiple possible modes of interaction between the communities on the one hand and state, market and civil society (also known as the third sector, second sector and first sector) on the other. Pakistan has in place legal and fiscal provisions for providing basic services to the poor, but lacks a development administration capable of engaging the communities in development processes. Our contention is that it is not the location of an enterprise within a specific sector; but the nature of relationship between the communities and external agents that determines the outcome. These relations relate to three vectors - power (in the form of legislation), pelf (in the form of provision of fiscal resources) and people (in the form of their engagement in decision-making); and three spaces - cooperation, confrontation and collaboration. The third sector provides the necessary condition for access to services in societies having weak or non-existent development administration; and invocation of the third vector and utilization of the third space provide the sufficient conditions. Based on this concept a Governance Scorecard (GSC) was designed and tested as a tool for providing sufficient conditions for improvement of basic services in an urban settlement.

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² It is important to note here that Dr. Akhter Hameed Khan, Director of a public sector organization Pakistan Academy for Rural Development (East Pakistan) received Ramon Magsaysay Award for participatory rural development work for poverty alleviation and Tasnim Siddiqi received the same award for providing shelter to the poor by regularizing 50 per cent of informal settlements in Karachi through a government body: Sindh Katchi Abadi Authority (SKAA). Iqra, a chain of primary schools has done similar work in the education sector.
Community participation in development and governance in post-colonial societies is seen as a problem of accessing opportunities and realization of human freedom (Sen: 1999). This perspective sees human development as enlarging the range of human choices. These choices are made in the matrix of relationships defined by the modern nation state, markets, civil society and communities. There are divergent theoretical and empirical findings on the nature of state in post-colonial societies leading to diametrically opposed views on accessibility of state to communities.

Classical Marxists and post-colonial critics considered state to be inaccessible to the low income communities. Classical Marxian framework looked at the state as an instrument of exploitation and oppression of one class by another (Marx and Engels: 1969). Post-colonial states were described as overdeveloped states in relation to underdeveloped societies (Alvai: 1972, Alavi: 1982). Pioneering work by some development practitioners pointed out that the post-colonial state was inaccessible because it had inherited developed Law and Order administrations but lacked a Development Administration (Khan: 1980, Khan: 1996). This missing tier of Development Administration did not depict an overdeveloped state but a state with weak enforcement capacity, underdeveloped technical capacity or limited capability of realizing the “trickle down” effect (UNDP: 2015). Economic experts argued that a post-colonial state was inaccessible because it lacked resources to realize its development objectives (Haq: 1966). Empirical evidence showed that the state had conceded legal space to the communities by: i) ratifying or acceding to key international treaties on human rights and human development and introducing legal instruments, and ii) providing fiscal space for meeting the needs of low income communities. The problem lies with appropriation of the space conceded by the state.

Pakistan ratified or acceded to all major human rights treaties including the Convention on Rights of Child (CRC), Convention on Elimination of Discrimination against Women (CEDAW), International Convention on Economic and Social and Cultural Rights (ICESCR) and International Covenant on Civil and Political Rights (ICCPR) in the spirit of inclusive governance. There has been a persistent pattern of underutilized financial resources in the public sector (Baqir: 2007), existence of large size informal sector with significant asset base – not taken into account by an “overdeveloped” professional class in the process of economic planning (Hasan: 2016). The resources allocated and legal and fiscal space conceded by the state to the low income communities has to a large extent not been appropriated by civil society for full realization of human development potential. It has been appropriated by the communities through what has been termed as “uncivil society” (Mustafa: 2005, Sattar: 2011, Hasan: 2016).
Success or failure of society in accessing the resources conceded by the state or demanding more resources, depends on the nature of the state – civil society relations. These relations have been categorized to fall under three stable categories; cooperation, collaboration, and confrontation (Leitner: 1982, Najam: 2000, Baqir: 2007). The nature of this relationship is determined by the similarity in goals and means between the state and civil society. If the state and CSOs have common goals and common means, they will cooperate; common goals and uncommon means will lead to collaboration; uncommon goals and common means leads to co-option and uncommon goals and uncommon means leads to confrontation. This categorization is true for understanding the nature of civil society engagement with the communities of interest. Whether mediation of interest of marginalized communities by the CSOs results in transforming their relationship with market and state, or reproduces existing barriers, depends on the approach taken by the CSOs. These barriers are reproduced if the CSO takes on the task of ‘representing’ communities’ common goals and uncommon means (i.e. in terms of knowledge) or removed if communities are engaged to define their own priorities and course of action – common goals and common means (in terms of knowledge).

Community access to opportunities is facilitated by relations based on trust. Trust building critically depends on the shared body of knowledge developed by the communities, civil society and the state in the process of engagement. This assertion calls for a critical appraisal of the prevalent notion of civil society, state and communities and their repositories of knowledge. This paper looks at the matrix of the state, civil society and community relations, with reference to the experimental use of knowledge tools for trust building and promoting inclusive governance in Town Municipal Administration (TMA) 1 in Peshawar.

**Project Design**

Keeping in view this background the AHKRC introduced, tested, and sustained a citizen-centric policy and accountability project in Peshawar Town-1. Town-1 comprises 25 urban union councils with an estimated population of 1 million. The Town-I (Peshawar City) is largely urban and a hub of economic activity of the district. The town was facing numerous challenges in improving the delivery of municipal services. The citizens, who were directly affected by the low quality of service delivery and ineffective policy on municipal services, were brought together at a Citizen’s Resource Center (CRC) to take forward the agenda of demand-driven

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3 Communities can be defined with reference to their common interest, location, beliefs or values. For the purpose of this paper we consider the relationship between Civil Society Organizations (CSOs) and communities.
municipal service provision and policy making in select municipal services i.e. water supply and sanitation, solid waste management and street lights. The project also engaged in advocacy for provincial policies that ultimately influence the town’s policies and plans.

The AHKRC highlighted concerns expressed by citizens through roundtables, policy briefs, public hearing, technical and social review of programs, articles, and media coverage. An important tool to guide all of AHKRC’s activities was development and use of the governance scorecard of municipal services in Town-1 Peshawar. The governance scorecard process required a fair deal of preparatory groundwork including development of governance parameters and indicators in consultation with representatives of local communities, women, town municipal administration, local government, the planning and development department and municipal services specialists. The scorecard was tested in three focus groups and then translated into Urdu for implementation. The well-trained survey team collected the actual data during January-March, 2013, through consensus scoring against each governance indicator.

It was based on the assumption that systematic evidence collection on issues faced by citizens on a large scale can provide an important means for a meaningful dialogue and trust-building between the government officials, CBOs, TMA officials, researchers and academia.

**Governance Scorecard (GSC)**

A Governance Scorecard (GSC) is a tool to engage citizens in assessing the quality of basic public services. These may include primary healthcare, education, water supply, public transport, sanitation etc. This assessment is based on the citizens’ experience captured in terms of their satisfaction in relation to specific attributes of services. Service attributes can range from access, availability, quality and reliability to responsiveness and transparency. A GSC is a collective reflection of citizens’ feedback on the performance of a service provider. The citizens’ perceptions are shaped by their experience of using a particular service for a certain length of time. The key strength is a GSC’s ability to quantify consumer feedback using a representative sample. This feedback is systematically gathered and shared with public service providers for initiating corrective action.
Objectives of using the Governances Scorecard (GSC)
The overall objective of administering the GSC was to assess the level of citizens’ satisfaction with the performance of various municipal services. In specific the GSC was administered to:

- Generate experience-driven, scientifically analyzed and quantified knowledge of services performance that make it difficult for the service providers to ignore;

- Enhance public awareness on issues of service quality and enable community members to proactively demand greater accountability, accessibility and responsiveness from service providers;

- Facilitate open and proactive discussion on the performance of public agencies;

- Provide empirical evidence to service providers for enhanced responsiveness to demands for improvement in the quality of services;
Enable government (especially planning departments) to prioritize budget allocations and monitor implementation; and

Facilitate partnerships by bringing together citizens, government and civil society organizations in face-to-face meetings on issues of mutual concern.

Box-1: The Dilemma of Services Performance, Citizen Participation and Accountability
The efforts to promote citizen participation in public planning and performance assessment have mostly been part of formal requirements of donor funded programs. These programs could not achieve the desired results due to absence of evidence based feedback from citizens in the consultation exercises and meetings. On part of citizens there are a host of factors which contribute to their limited influence in public planning. These factors include but are not limited to (a) lack of confidence that participation would result in change, (b) lack of factual and updated baseline information and consequent (c) lack of capacity of to influence decision making. These limitations can be overcome by documenting, analyzing and presenting perception of citizens on local development problems in the form of a scorecard and increasing their capacity to negotiate.

Research Design, Methodology and Scope
The GSC process required a fair deal of preparatory groundwork and follow-up efforts for developing governance parameters and indicators in the selected sectors of water supply, sanitation, solid waste management, and street lights. The governance scorecard tool (questionnaire) was discussed with key stakeholders including representatives from town municipal administration, local government and sector specialists. The scorecard was tested in three focus groups including UC Karim Pura (Minority Group), UC Ander Sher (separate male group and female groups), and then the revised scorecard tool was translated in Urdu for implementation. A surveyor’s team of 30 individuals was oriented and then trained at a two-day training workshop on ‘governance scorecard use and administration’.
Data collection started with identifying target groups within Town-1 who could help with the implementation of the scorecard. These included traditional leaders, members of local governments and workers at the service facilities, community volunteers, and general community members. To obtain broad participation from all parts of the community, a full-scale awareness raising campaign was undertaken to inform the people about the purpose and benefits of the GSC. To conduct focus group discussions (FGD) preliminary stratification of the union councils based on utilization of the service was undertaken. This stratification helped survey team in selecting sample locations for the FGDs. For sampling purpose each union council is considered as one strata, whereas 2-4 survey locations are sampled.

In each of the 25 union councils, 4 FGDs were conducted which included 2 FGDs with male groups and 2 with female groups. The sampling follows convenient sampling methodology where community members voluntarily gathered in a specified community location to participate in the focus group discussions. The focus groups discussed each performance indicator and came up with consensus scoring of the parameters. The test and actual field data collection was started in January, 2013 and completed in March, 2013. The first Union councils examined were Shahi Bagh and Mehal Terai 2 where 4 FGDs were conducted. The remaining 98 FGDs were completed in March 2013. The communities’ 24-50 people from each select location from all 25 UCs participated in the survey and the project had an outreach to 1032 individuals directly participating in the survey. UC-wise and gender-wise survey participation is presented in following table.

Table 1: Data Collection Locations and Participants

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<thead>
<tr>
<th>UC Name</th>
<th>FGD Locations</th>
<th>FGD Participants</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Male</td>
<td>Female</td>
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<tr>
<td>Shahi Bagh</td>
<td>Khan Colony, Albadar Town</td>
<td>29</td>
<td>29</td>
</tr>
<tr>
<td>Mahal Terai 2</td>
<td>Lahkir Keli, Lal Din Colony, Ashnagar Colony</td>
<td>23</td>
<td>30</td>
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<tr>
<td>Faqir Abad</td>
<td>Afghan Colony</td>
<td>23</td>
<td>19</td>
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<tr>
<td>Gulbahar</td>
<td>Haider Town, Qazi Abad</td>
<td>22</td>
<td>20</td>
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<tr>
<td>Khalisa 1</td>
<td>Din Bahar Colony</td>
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<td>18</td>
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<tr>
<td>Sikandar Town</td>
<td>Zaryab Colony, Faqir Abad</td>
<td>18</td>
<td>23</td>
</tr>
<tr>
<td>Khalisa 2</td>
<td>Pameen Patoye, Sabaz Peer, Ganj Uc</td>
<td>30</td>
<td>29</td>
</tr>
<tr>
<td>Mahal Terai 1</td>
<td>Mohallah Idrees Abad, Nishtar Abad, Sikander Town</td>
<td>26</td>
<td>18</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>---------------------------------------------------</td>
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</tr>
<tr>
<td>Jehangir Pura</td>
<td>Mohallah Idrees Abad, Madina Street, Shahzad Street, Bostan Abad</td>
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<tr>
<td>Yakatoot 3</td>
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<td>Yakatoot 1</td>
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<td>17</td>
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<td>Sheikh Abad, Gari Band</td>
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<td>22</td>
</tr>
<tr>
<td>Gun</td>
<td>Lahori Gate, Mian Jhattan, Sabz Pir Road, Sar Banan Chok</td>
<td>20</td>
<td>16</td>
</tr>
<tr>
<td>Kaakshaal 2</td>
<td>Melad Chowk, Shaheen Muslim Town, Kotla, Feel Banan</td>
<td>19</td>
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</tr>
<tr>
<td>Kakshaal 1</td>
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<td>Bana Mari</td>
<td>Taliyan, Murad Abad, Ghori Khan, Bazar Bahadur</td>
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<td>18</td>
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<tr>
<td>Wazir Bagh</td>
<td>Shah Naqsh Band, Mohallah Jhattan, Jhangi Mohallah</td>
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<td>Asia</td>
<td>Shahbaz Town, Sharif Abad, Mohallah Jhattan</td>
<td>18</td>
<td>26</td>
</tr>
<tr>
<td>Shaheen Muslim Town 1</td>
<td>Mehbooba Deri Akhloon Abad, Hakeem Abad, Zargar Abad</td>
<td>24</td>
<td>13</td>
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<td>Akhun Abad</td>
<td>Zargar Abad, Doctor Colny, Sadiq Abad</td>
<td>22</td>
<td>17</td>
</tr>
<tr>
<td>Shaheen Muslim Town 2</td>
<td>Lali Bagh, Muslim Abad, Mehmood Abad</td>
<td>21</td>
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<tr>
<td>Sheikh Abad</td>
<td>Hameed Abad, Rashid Abad, Hamid Abad</td>
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<td>Andher Sher</td>
<td>Akhoon Abad No.4, Mohallah Kacha Abadi</td>
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<td>Karim Pura</td>
<td>Noor Islam, Tamar Gar, Tameer Gar, Mohallah Tamir, Gari Chungi Mohallah</td>
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<td>17</td>
</tr>
<tr>
<td>Lahori</td>
<td>Beri Bagh, Wazir Bagh, Tail Gud, Nawab Abad</td>
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<td>17</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>540</td>
<td>492</td>
</tr>
</tbody>
</table>
Content and Construction of the Scorecard
The GSC includes governance parameters for Participation, Rule of law, Transparency, Strategic Vision, Responsiveness, Effectiveness and Efficiency, Equity, Accountability and Sustainability. The indicators for each of these principles are developed with technical support from sector experts. The focus groups were required to give a score of 1 to 5 for each of the indicators, depending upon their assessment. The final scores consist of calculations using the weighted average of these four categories and percentages are calculated.

The scoring interpretation to be used is based on the following percent scores;
- ‘very good’ for 80-100%, i.e. a score of 5
- ‘good’ if the score is 60-80%, i.e. a score of 4
- ‘fair’ for 40-60%, i.e. a score of 3
- ‘poor’ for 20-40% and i.e. a score of 2
- ‘very poor’ if the score is below 20%. i.e. a score of 1

For analysis of data numbers of participants in a focus group the weight of the response of that particular FGD is used.

Preparatory guidelines for administering the GSC
Guidelines for dealing with challenges encountered in development and implementations of the governance scorecard are as follow:
- The first interaction on assessing service delivery issues in a public forum usually leads to outbursts of emotion and expressions of anger about services performance. Detailed discussions and preparations are required to isolate issues from causes and personal opinion from objective opinion.
- There can be institutional resistance/lack of will to act on scorecard findings and implement reforms. Sustained follow-up and pressure may be required to translate the findings into actual reforms.
- The reporting process can lead to citizen disillusionment if there is no perceptible improvement in the quality of services. It is important that the public remains informed through meetings and seminars about the constraints public agencies face and cautioned against expecting too much, too soon.
The issue of language can be a challenge; the principle of governance must be properly translated into the local language without losing the essence of the indicator’s importance. The indicators translated into local language are completed as questionnaires and then translated back to English.

Availability of suitable place and space for the FGDs is of crucial importance. The places must not be so far away as to discourage people to attend. Similarly surveyors should be equipped with paraphernalia necessary for successful group discussion.

The most important lesson is that only one service should be focused on at a time to generate more detailed discussion and results.

**Scope & Limitations**

The governance scorecard largely relies on community level survey, field observations, interviews, meetings, and stakeholder consultations. The union council wise data was collected in sample sites and can be modelled to represent the entire population of the town on a sample basis. Although study and survey results can be qualitatively generalized for Peshawar City, the perception differences based on highly underserved communities are not catered for in this study. It is also important to note that the conclusions are indicative in nature and require further detailed feasibility assessments.

**Governance Scorecard Findings**

**Assessment Findings**

The results of the survey are presented according to the enlisted eight core characteristics of good governance. To avoid repetition, all the four services are collectively presented under each parameter.

<table>
<thead>
<tr>
<th>Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grades: Average: 28% (Water Supply 28%; Sanitation 26%; Solid Waste Management 27%; Street Lights 29%)</td>
</tr>
</tbody>
</table>

Participation is the fulcrum of good governance. The wider civil society involvement in making choices and decisions on matters of municipal interest and public
importance, the greater the interface and mutual confidence will be between the
government and the governed.\footnote{Fonseka, Leo, *Urban Governance: A handbook on indicators: August 1999*}

**Indicators:**
The following indicators were used to assess the public response:

1. Level of participation of NGOs, CBOs, and trader associations etc.
in the decision-making e.g. in laying down water supply schemes.

2. Level of cooperation and assistance provided to citizens when a
service is expected to be unavailable.

3. Level of citizen consultation in service delivery mechanism and
feedback.

**Comments and Observations:**
Whereas almost all the participants in the focus groups appreciated public
expenditure on development works, they complained about the absence of a
mechanism to promote participation of civil organizations in the town
administration’s decision-making. A low score on this principle can be attributed to:
low consultation with citizens before laying down water supply schemes and the
sewage network, drawing waste collection routes and making selection of street
light points; not informing citizens about the schedule for discontinuing a specific
service due to technical reasons or for scheduled maintenance; and a lack of a
feedback mechanism and corrective action.

**Equity**

| Grades:         | Average: 32.38% (Water Supply 38%; Sanitation 32%, Solid Waste Management 32%; Street Lights 29%) |

Equity goes a step beyond equality, in that it tries to take care of the existing
disparities with added efforts at bringing forward the disadvantaged sections of
society. In terms of municipal services, there are well-served areas and backward
ones. Good governance would aim at narrowing this gap.

**Indicators:**

1. Is cost of service justified for the service provided to the citizens
vis-à-vis affordability by lower income segments of the population
2. Number of supply connections sufficient to serve the purpose vis-à-vis demand vs. supply

Comments and Observations:
Focus groups were generally satisfied with the equitable treatment of TMA in terms of provision of the services of sanitation, water supply and street lights. They appreciated that almost all the areas were being treated fairly. In one of the focus groups it was brought to attention that UC Bashir Abad is given more attention compared to other areas. The community of Akhunabad No 4 said that the government only pays attention to areas under the influence of MNAs and MPAs. In another focus group discussion, it was mentioned that areas in the vicinity of the commercial centre are always given more attention, as these areas represent the face of the city. This was repeatedly mentioned with reference to SWM. The low prioritization of street light facilities was shared by communities of Khalisa 1 and Khalisa 2 who have not seen a single street light installed in their areas.

Transparency

| Grades: Average: 33.04% (Water Supply 36%; Sanitation 32%, Solid Waste Management 32%; Street Lights 31%) |

Transparency means that information is freely available and directly accessible to those who are affected by such decisions and their enforcement. This necessitates the provision of information in easily understandable forms and media. More commonly lack of transparency is perceived by service users to be closely linked with corruption.

Indicators:
1. All connections are obtained through proper procedures
2. The procedure for getting new service and supply connection is clear and easy
3. The department personnel are helpful in acquiring new connections/resolving problems
4. The personnel do not charge anything extra for resolving a consumer’s problems
5. In case of any complaint/problem, communication with the
department is easy and adequate

6. Consumers feel free to give honest feedback about municipal services

Comments and Observations:
The characteristic of transparency is linked with participation and accountability. The participants felt that generally the employees remain absent from duties; citizens are not linked with service providers and do not feel comfortable in giving feedback to them. For many respondents, getting a new water or sewage connection is very difficult and department personnel demand additional money. Some people also consider new connection charges as unjustified, which may be attributed to citizens’ unawareness of government charges. Instances were also reported where TMA staff do not give receipts but charge money for resolving water supply issues.

Strategic Vision

Indicators:
1. People are consulted about any changes in policy, quality and/or services provided.
2. Public policies include insights and experiences, knowledge, and opinion of local community level experts

Comments and Observations:
Strategic vision seems to be another weak point in the TMA governance. In almost all the focus groups, the participants criticized the vision, strategy and long-term planning of the policy makers and planners. The citizens complained that finding records of local development plans (actual maps and works) is extremely difficult and new projects are planned without looking into previous records causing wastage and mismanagement. This problem is aggravated by frequent changes in the local governance system.
Another criticism voiced by a few vocally educated participants was that opinion of experts was not being taken while formulating long-term plans. The communities pointed out that there have been few efforts in involving citizens in changing policies. Whenever there is a policy change it is communicated through print media by local reporters instead of the government. Moreover, details of the changes and the implications of changes on citizens’ lives are rarely brought to attention. All such communications that imply a policy change are very ambiguous and difficult to understand and interpret by ordinary people.

**Rule of Law**

*Grades:* Average: 30.46% (Water Supply 35%; Sanitation 31%, Solid Waste Management 30%; Street Lights 26%)

There is a consensus that good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of citizens’ rights, particularly those of the poor, the weak and the marginalized. Commonly following policies and procedures and accounting for compliance is termed as the rule of law.

**Indicators:**
1. All consumers pay according to the law.
2. All connections are legal and acquired through proper channels.
3. In case of a complaint against any department personnel, prompt and adequate action is taken.

**Comments and Observations:**
The presence of the Rule of Law has been perceived very strongly by the focus groups especially when it is linked with citizens’ own actions. Citizens fear that in some cases the service connections are discontinued from the entire locality just because of non-payment by a few households. The TMA seems to not have earned a good reputation in its strict and uncompromising implementation of the rules and regulations. Be it staff absenteeism or encroachments, one thing everyone seems to criticize is a lack of quick action on the part of TMA. There is however a strong element of citizens’ limited contact with decision makers. Citizens also report that many illegal connections are the result of poor monitoring by TMA staff and their absence from the field.
Responsiveness

Good governance requires that institutions and processes serve all stakeholders within a reasonable time frame. In fact, good governance is a by-product of responsive governance. When the TMA has staff available to provide information, address grievances, understand changing needs and initiatives, it can be assumed to be responsive governance. Provision of quality and uninterrupted municipal service is a good parameter to assess responsiveness.

**Indicators:**
1. Issue resolutions upon information
2. Staff responsiveness and quick action about complaints
3. Discontinuing service with prior notice
4. Overall satisfaction of citizens with the department

**Comments and Observations:**
The overall impression during focus group discussions was quite dissatisfactory on this aspect. Participants felt that the TMA had not generally been responsive to their needs and grievances. Some of the participants were however more critical of certain actions. This included a low number of sanitary workers, poor complaints mechanism, non-responsiveness of TMA on complaints, low responsibility on behalf of certain stakeholders, and role ambiguity between service providers. Citizens also considered poor maintenance of service stations as being non-responsive to their needs and priorities.

Accountability

Accountability implies ensuring the rule of law, especially by municipal staff in the provision of services. The principle of accountability is linked with those of transparency and equity. There are various levels of accountability assessment:

**Grades:**
- Average: 27.55% (Water Supply 25%; Sanitation 27%, Solid Waste Management 27%; Street Lights 27%)

| Grades          | Average: 26.75% (Water Supply 29%; Sanitation 26%, Solid Waste Management 26%; Street Lights 26%) | Average: 25.5% (Water Supply 24%; Sanitation 25%, Solid Waste Management 25%; Street Lights 25%) |
Indicators:

1. Is prompt, effective action taken against TMA staff on public complaints?

2. Is disciplinary action taken uniformly for all categories of officers and staff?

3. Is any responsibility felt and fulfilled by the citizens and the civil organizations in controlling corruption?

Comments and Observations:
In this case all services except water supply got a low score. Sanitation and solid waste management service are notorious for lack of accountability, almost everywhere. Most of the participants complained that there was a lack of institutionalization of the accountability system. TMA is run in a personalized manner. Citizens feel that some NGOs are very active to resolve their problems. Citizens proposed that formal accountability committees, comprising of elected council members should be established for important sectors at least; accountability measures taken against TMA officials should be publicized in the media and citizens should be made aware of ‘who is accountable for what’ so that they can play their part.

Sustainability

Grades: Average: 32.56% (Water Supply 35%; Sanitation 29%, Solid Waste Management 29%; Street Lights 37%)

Sustainability implies that the service is provided at a required time and in the right quantity. It is also expected to be available over longer terms. Sustainability has a direct relationship with supply and demand, planning, and maintenance.

Indicators:

1. Service Supply and Service networks provide uninterrupted services throughout the year

2. Supply fittings in streets are in good working conditions

3. Consumers are satisfied with service timings and frequency
Comments and Observations:
The street light service, although low in coverage, is rated as highest in sustainability. The second highest rated is the water supply service. Consumers see a direct impact of investments in water supply service to the enhanced capacity of the system to match citizens’ demands. Mostly citizens complain about poor maintenance of sewage and water lines, tube wells, and street lights. They are also concerned about the poor design of the water supply system as it is badly affected by sewage overflow. Citizens proposed that an alternate water source should be made available including the options of supply from Warsak Dam; digging and widening of Shahi Katha canal should be immediately started and its depth should be increased by at least 6 feet; Sewage lines should be repaired to increase their lives and commercial entities (printing presses etc.) should be enforced to follow principles of safe environmental waste disposal.

Quality of service

Grades: Average: 30.29% (Water Supply 38%; Sanitation 28%, Solid Waste Management 28%; Street Lights 28%)

Quality of service stands for fully functional and the all-time availability of services. This also implies that consumers remain satisfied with the services performance in view of set standards.

Indicators:

4. Do consumers receive adequate service supplies in all areas?

5. Are consumers satisfied with supply timings, quantity and frequency?

6. Are consumers satisfied with the quality of water supply?

7. Does the sewage network work as per their expectations and never gets choked?

8. Are street lights maintained regularly?

9. Are consumers satisfied with the department as a whole?
Comments and Observations:
This aspect of governance got a fair response from the participants on the water supply service. While sanitation, street lights, and SWM remained equal these are areas where even the key stakeholders themselves are not satisfied with the situation. The water supply was appreciated for its presence in almost all areas but the quality of water and maintenance of pipes were criticized. The citizens complained of low water pressure during summer and also criticized neglect of some areas by the TMA. The sanitation service and SWM service proved to be ad hoc, poorly monitored and less facilitated. Networks choking up and rainwater overflow drainage were highlighted as key quality issues.

Summary of Findings

Key Findings
The overall grading pattern for the four civic municipal services of water supply, sewage and sanitation, solid waste management and street lights in the Town-I Peshawar can be tabulated and graphically represented, depicting the trends and patterns of governance characteristics.

Figure 2 Overall Scores on Governance of Municipal Services (%)
Table 1 Overall Governance Score

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Water</th>
<th>Sanitation</th>
<th>SWM</th>
<th>Street Lights</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation</td>
<td>28.18</td>
<td>26.29</td>
<td>26.67</td>
<td>29.23</td>
<td>27.62</td>
</tr>
<tr>
<td>Equity</td>
<td>37.95</td>
<td>32.06</td>
<td>32.18</td>
<td>27.33</td>
<td>32.38</td>
</tr>
<tr>
<td>Transparency</td>
<td>36.29</td>
<td>32.37</td>
<td>32.20</td>
<td>31.06</td>
<td>33.04</td>
</tr>
<tr>
<td>Rule of Law</td>
<td>35.34</td>
<td>30.83</td>
<td>29.48</td>
<td>26.18</td>
<td>30.46</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>29.49</td>
<td>27.31</td>
<td>26.57</td>
<td>26.78</td>
<td>27.55</td>
</tr>
<tr>
<td>Accountability</td>
<td>28.92</td>
<td>26.46</td>
<td>26.30</td>
<td>25.49</td>
<td>26.75</td>
</tr>
<tr>
<td>Sustainability</td>
<td>34.81</td>
<td>29.14</td>
<td>29.43</td>
<td>37.00</td>
<td>32.56</td>
</tr>
<tr>
<td>Quality of Service</td>
<td>37.54</td>
<td>27.67</td>
<td>27.55</td>
<td>28.40</td>
<td>30.29</td>
</tr>
<tr>
<td>Overall Average</td>
<td>33.02</td>
<td>28.70</td>
<td>28.53</td>
<td>28.66</td>
<td>29.73</td>
</tr>
</tbody>
</table>

The study has resulted in a number of significant lessons and findings. The lessons learnt provide insights about the way forward for this experiment.

- Generally, participation by the citizens, during the orientations and training workshop, and the actual focus group discussions were found to be quite enthusiastic and sincere.

- In almost all of the union councils’ citizens agreed that this was the very first time that someone had come directly to them and discussed these issues.

- More often than not, the participants had an overall impression or a particular mind-set regarding the services and would grade every indicator accordingly. To overcome this syndrome, cross-questions were put up resulting in more objective discussions and conclusions.

- Communicating the analytical and objective method of assessment on every indicator in its own right was a challenge. The communities had no prior experience of discussing their own issues and roles and had to be continuously probed to contribute to discussions and explanations.

- The process of testing, however, proved to be beneficial for the data collection team and improvements were made to the GSC tool.
There were instances where a focus group which initially categorized a service as ‘very good’ became aware of its weaker aspects by the end of the session, realizing the benefits of analytical thinking.

Almost all the participants were appreciative of the vision, strategy and developmental efforts of the Citizens’ Voice Project and the AHKRC.

A significant component of the urban population lacks the availability of basic services and this provides a major explanation of the overall scoring in the under-served categories of focus groups.

The length and complexity of the GSC is a significant point of concern, especially in an urban town, with diverse clusters of population speaking and understanding different languages. At times, data collectors had to spend more time to explain an indicator. Translation of research into Urdu facilitated data collection positively.

A significant weak point that emerged during the assessment was the absence of participatory approach in decision-making at a Town level. At times, even the elected representatives (ex-Nazims, councillors) complained of being side-lined in the decision making process.

Almost invariably, citizens don’t tend to take for granted the element of corruption and bribery. They believe at large that public services can be made available without bribery, or as a matter of citizens’ rights and government responsibility.

The citizens still seem to consider themselves as ‘governed’ by the government and not as partners or stakeholders in governance. The provision of services and funds is still considered a benevolence and bounty of the ‘state’ and not their right. There is need for long-term efforts to educate citizens about their state’s interdependence on them in promoting inclusive governance.

The TMA’s openness to new ideas and initiatives cannot be properly concluded as it runs on the personalized approach of the administrators and is not driven by policies and vision statements. The frequent posting and

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5 In Peshawar Town-I, the majority of the population speaks Hindko or Pushtu. Although many of them understand Urdu, explaining the concepts in local languages is essential for getting good feedback.
6 Union Council is the lowest tier of Government, Nazim means Chairman of a Union Council
transfer of the Chief Municipal Administrator (CMA) is a big issue, as plans are not followed up by the new incumbent. As soon as a new incumbent gets introduced to local issues he is posted away.

- The line departments and TMA appreciated the idea of conducting the survey and made significant contributions for improving the GSC data collection tool.

Policy Implications
The project partially achieved its desired objectives in drawing TMA’s attention to concerns expressed by citizens but it could not succeed in creating sustainable institutional arrangements for putting in place an effective check and balance system using GSC. This happened due to i) pre-selection of the project side by USAID, ii) ongoing incidents of terrorism, iii) high staff turnover caused by salary inflation in view of extravagant donor funding to NGO projects, iv) weak coalition of strategic partners, v) change of government in the middle of the project and weak linkage with the middle tier of TMA, which could ensure continuity of the program. In view of the successes and shortcoming of the project, the following policy recommendations emerged during the course of our work:

- A participatory approach towards decision-making would greatly boost the image of the TMA and service providers. This would also be in line with the philosophy of the devolution of power to provinces and lower tiers of government under the 18th constitutional amendment in Pakistan. GSC is an important tool for promoting dialogue between citizens and government. But the dialogue needs to be preceded by separate meetings with citizen groups and government to build the level of trust for a meaningful interaction.

- All good efforts being made to improve the service delivery and the governance issues need to be supported by a strategic coalition consisting of media, academia and CSOs, to exert soft pressure on the political and administrative wings of the government to bring them to the table.

- Citizen groups need to engage with the middle and lower tiers of government to influence governance practices, because high level officers are frequently transferred, have little knowledge of local conditions, come from elitist social backgrounds and are put under pressure by elected representatives to respond to their priorities. Middle and lower level
government employees are more sympathetic and supportive to government functionaries with more power for local level decision-making.

- Communities should be empowered by giving them roles in monitoring service providers’ performances. The complaint centres should exist on the ground instead of just being present in papers.

- All registered complaints should be strictly monitored for resolution and quick action on part of TMA’s employees. The TMA and service providers contact numbers and complaints procedure should be widely publicized so that communities can link up with them.

- A wider publication of the prevalent rules and laws is required to encourage better following and implementation.

- Success of the GSC-based engagement strategy depends to a large extent on sustained dialogue with the government. This requires reduced donor and project dependence, greater role of community activists and public intellectuals and mobilization of strategic coalition partners to influence decision makers.

Conclusion
The extent to which CSOs succeed in seeking access to state resources is not hampered due to power or resource deficits of CSOs, but due to their undeveloped capacity to overcome the trust deficit. The question is what is the nature of this disconnection that characterizes the unclaimed space between the state and civil society? Is it a lack of heroism, or lack of touch with ground reality? Our experience tells us that this happens when CSOs dealing with government failure do not find ways and means to align with the reality of the poor.

A large number of people in low income groups access services through “informal systems” for quick, inexpensive and localized resolution of their problems, due to lack of access to services through national and global systems based on formal sector practices and norms (Rahman: 2013). This access is based on the vision of ‘working within the system and living within the means’. Formal sector professionals - from public and private development agencies to CSOs - cannot effectively reach out to low income communities because of the lack of knowledge about their social conditions and appropriate technical and financial solutions to meet their needs. This, rather than lack of financial resources and political will, causes distrust between the government agencies and communities.

The basic characteristic which defines a trustworthy organization that harnesses and unleashes the potential of local communities to realize higher level of self-
development, is the means employed by them to achieve their goals. These means fall into two broad categories, following a template produced in a context not related to the reality of poor or initiating a process to help communities identify their priorities and develop their capacity to achieve them with their own efforts. The so-called right based rhetoric and poverty alleviation jargon cannot go very far in the absence of tools designed to build a shared body of knowledge by government and low income communities. The approach followed by a public, private or voluntary institution can build trust and result in effective use of available resources to the extent that a shared body of knowledge is developed for local development.

The convergence of interests of global capital, state and communities in supporting the civil organizations has been noted in contemporary literature on inclusive development. Adil Najam pointed out that there are three distinct sub-spaces in the wider space of interaction between the state and society: cooperation, confrontation and complementarity. These sub-spaces have to do with three possible forms of relationship between the state and society, governed by their ends and means. They may have i) similar goals and similar means which could lead to a cooperative relationship; ii) dissimilar goal and dissimilar means, where claiming the rights would lead to confrontation and iii) similar goals and dissimilar means e.g. financial and technical resources with the government and tacit knowledge of local conditions with the communities, resulting in complementarities (Najam 2000). Development of a shared body of knowledge lays the foundations for trust-building between the government and low income communities by moving them from sub-spaces i and ii to iii.

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Privatization of Public Discourse

Fayyaz Baqir

I am a victim of the privatization of public discourse. Pakistan has been at the crossroads of global conflict since the last decade of the Cold War. The Cold War was not ended by battles fought by proxies of global players in the strategic pathways of global trade for oil, energy and merchandise. In this conflict constituencies of power were built in the guise of faith, ideology and patriotism. True to the art of war, deception was used as a major weapon to discredit the adversaries. Death, dislocation and distress of hundreds of thousands of innocent people caught in this crossfire were treated as indispensable “collateral” damage. This gave militant proxies a free hand to kill. Their invisible mode of killing their opponents gave them impunity from justice, public outrage and intellectual scrutiny. State and institutions of justice appeared to be helpless and ordinary citizens became extremely confused and vulnerable. Privatization of Public Discourse through vigilante justice seemed to have gained traction in the world around us.

Under these circumstances clarifying one’s own thinking and displaying courage to oppose mindless killing under the guise of faith, patriotism and piety, was extremely important. Knowledge unaccompanied by action becomes worthless and action without differentiating between what is just and unjust lacks wisdom. Taking into consideration these concerns I joined hands with those who openly opposed violence, hatred and demagoguery in support of victims. At this point I was engaged in conducting case studies of individuals and communities who continued their struggle for a better quality of life despite serious threats to their lives. We submitted petitions to the court, carried out signature campaigns against acts of violence, organized vigils, public meetings and spoke in the media. However, I did not consider that protests are enough. There was a need to build community-based social accountability systems to negotiate with the power of the state and resist the writ of non-state players.

To put in place a participatory social accountability system I picked Khyber Pukhtunkhwa (KP) province. My first project - financed by USAID - was to develop a governance scorecard (GSC) and gather data on various governance indicators to initiate evidence-based dialogue between the communities and Town-1 government Peshawar. This was not taken well by non-state players because it offered a legitimate alternative to their self-styled representation of communities. My project staff started receiving threatening phone calls and messages. We continued our work with a low profile and varying routines. Subsequently we started preliminary work with UNDP to establish participatory mechanisms at Union Government level.
(the lowest tier of government) to plan and execute human development work. Results of my first initiative were presented in the form of a paper at the International Conference on Sustainable Development Practices, at Columbia University in September 2014. Documentation and follow-up on the second project was discontinued due to my relocation outside Pakistan caused by security concerns. I had planned to use my learning from the field for my PhD work in Public Policy. I had registered for a PhD at a leading university in Pakistan, but had to terminate my work.

I find myself caught up between the forbidden space at home and inflexible academic policies abroad. There is no meaningful engagement possible between civil society in areas of conflict and academic institutions in the West, without a flexible and open approach to build a body of knowledge based on mutual interests. I hope together we can find the way.
I am a refugee, not a victim

Ali Alabdallah, Syrian Journalist. Landskrona. Founder of the immigrant journalists association in Sweden, IJF. Email: Alimanabd1983@gmail.com

I left Damascus, the oldest capital in the world, leaving memories of my childhood and my career. Actually it is not easy to leave your country, because you leave all the things that you had before, like a car, a house, a job, and your dreams. That’s what happened to me and that is what has happened to millions of Syrian people who belong to the middle class and who are currently living in cold refugee camps in the neighboring countries to Syria.

Unfortunately, the war in Syria has been going on for over five years now and everyone has said it is the largest humanitarian disaster on earth. It’s painful for us to turn from being Syrian citizens living a good life, despite living under a dictatorial regime, to become refugees around the world.

I worked in Syria as a journalist and television reporter. I worked in a country where one can write about everything and criticize everything, but you cannot write about religion, politics, the army and the regime. In Syria I also worked as a journalist at the largest Syrian newspaper ‘Albaath’, and as a war correspondent for several Lebanese newspapers. The presence of strict control directed at the media meant we didn’t have much freedom of the press. Governmental censorship of the media was not only annoying, but also worrying for us as journalists. When I reached Sweden, as a refugee and journalist, I found a country with a completely different view on the freedom of speech and freedom of the press. It was a delight to meet the concept of this freedom in the Nordic countries: I can express all my opinions freely!

Sweden is a wonderful country and the people are good and generous. I have seen this during my three years of living here. My start in Sweden actually began with a long wait in December 2013 at a refugee camp in Glava, where I met many Swedish friends who invited me to their homes. Through them I learned a lot about Swedish culture and traditions, as well as social codes. I remember how I felt that Swedish civil society gave life and meaning to the refugee camp. This was done by such things as taking refugees to swimming pools, to the library, doing different activities and everything was free of charge.

I remember how my Swedish freelance colleagues in Värmland helped me find my first apartment. And even when I moved to Skåne they helped by putting me in contact with other freelance journalists in Malmö. There I received enormous help from a freelance journalist called Åsa Ohlsson and her husband. They lent their offices and workspace to me when I was an intern there, while they themselves sat...
at ordinary tables and chairs. I truly want to express my gratitude for their generosity, and I will never forget how they put in time and energy to teach me about Swedish journalism.

**Diversity in the media outlet**

However, when I started to write articles in the Swedish language, and when I contacted Swedish media houses, I discovered that there is need for diversity within the media. An absence of other voices and visions from immigrants and a distance between Swedish journalists and immigrant journalists, are just some of the reasons. I think that media in the Nordic countries creates a uniformed journalism about its new citizens. Therefore, I would advise every media outlet to open up and include the new voices of immigrant journalists. The media will gain a lot when there is diversity in the press, and more importantly, it will have a positive impact on integration and the future. Why? Because when there is a more balanced composition of those who are working with the media, society will automatically get a more balanced composition of the news. There are dozens of Syrian journalists who have migrated to Sweden, Denmark, Finland or other European countries, and this is the situation for a number of nationalities fleeing to the Northern part of Europe. Migration gives the media an opportunity to include foreign journalists by offering them a voice. This happened to me when I started writing articles in Swedish newspapers.

I feel that we should encourage the media to highlight success stories about immigrants in society. For example, stories about the large number of recently arrived “new Swedes” who have learned and developed the language quickly. Another example is the importance of valuing other professions. Well-educated, skilled people have arrived from the war zone, and there are thousands of Syrian doctors with high-level skills. Why doesn’t the media talk about the benefits of immigration rather than focusing on it as a source of human disaster and crisis?

When I came to Sweden, I asked the local newspaper in Arvika, Värmland, where I stayed, about the possibilities of a trainee position. They refused me for financial reasons, and stated: ‘We have no money for a trainee’. I found that to be a rather strange answer, because I was not asking for financial support or a salary, I was only asking for the opportunity to spend some time at the newspaper to learn more about how it works. It is my understanding that the Swedish media seems to mistrust the skills and efficiency of immigrant journalists and therefore hesitates to employ them or give them an opportunity of training.
Possibilities and solutions

As foreign journalists, I believe that we should have more work opportunities or training provided by the Nordic media. In fact, many freelance journalists are often more supportive of immigrant journalists than those working in both public service radio & TV and private media. It should also be emphasized that some newspapers are interested in the views of foreign journalists and request them to write articles. This is what I personally noticed and appreciated when several newspapers asked me to write articles about the refugee crisis.

When restrictions of freedom of the press reached the Swedish foreign minister

The Nordic countries have freedom of the press and expression, and this is what gives us the opportunity to express our opinions freely across social media such as Facebook. However, I have recently noticed that there are restrictions of this freedom of expression in something that happened to the Swedish Foreign Minister, Margot Wallström. In January 2015 when Wallström tweeted a criticism of Saudi Arabia’s flogging of human rights activist blogger Raif Badawi, she was said to be too vocal and was severely criticized by the Swedish media.

We need a platform

An open society such as in Sweden creates an advantage in the sense that it is easy to establish any media without the need of getting security approval such as in the Syrian context. Therefore, it was easy for me to launch the first journalistic initiative of dialogue in Landskrona, my new hometown. I decided to call my media News Café (Nyhetscafé in Swedish) and at the same time I launched a video channel on YouTube.

At News Café I invite politicians, important community personalities and other people to an open dialogue about different, relevant, topics. My participation at WPFD in Helsinki in Finland inspired me to improve my own business. As I mentioned earlier, I believe that Sweden and other Nordic countries need a platform for immigrant journalists and recently I launched the Immigrant Journalists’ Association in Sweden - Invandrare Journalistförening i Sverige (IJF).

My purpose is to promote the concept of diversity in the Swedish media by publishing articles, giving lectures, creating conferences and keeping contacts with the Swedish media. We should create friendships and improve relationships with the Nordic media. We have also initiated several different media forums to have Arabic speaking outlets.

Training is highly needed

I believe that what immigrant journalists need is more training and courses in the field of media to increase their knowledge of democracy and media in Nordic
countries. This would enhance the understanding of the ‘freedom of information’ concept.

Mass media could possibly gain from including the voices and experiences of immigrant journalists. Because freedom of the press thrives in the Nordic countries, regardless of the difficulties described, I want to emphasize that it has a huge impact on our opportunities as immigrant journalists to have a room for creativity and free thinking without restrictions or censorship.
The Affect Of Adding Olive Leaf Powder To A Mixture Of Forage In Productivity Indicators For Broilers

Sally George Homsatly, Master’s degree, Dept. Animal Production, Faculty of Agriculture, University of Aleppo

This research is the shortened version of my master thesis, that about the effect of adding olive leaf powder to a mixture of forage in productivity and health indicators for broilers. Supervised by : Sami Ibrahim Agha*, George Jangi**, Warid Khyata***

*Dept. Animal Production, Faculty of Agriculture, University of Aleppo
** Dept Food Science, Faculty of Agriculture, University of Aleppo
*** Dept. of Analytical and Food Chemistry, Faculty of Pharmacy, University of Aleppo

Abstract
This research was to determine the effect of adding olive leaf powder mixtures to forage in productivity and the health efficiency of chicken meat. It was used for 124 chicks (Ross 308) naturalized, day-old for a period of 42 days. The birds were divided into seven groups in each transaction per 18 chicks except the control group of 16 chicks. They were all treated the same way by management, lighting, and heat, except the nutrition groups, which included seven groups. The first treatment: feed on traditional mix fodder (blank) and other groups’ feed using the same mixture with the addition of crushed dry or fresh olive leaves at a percentage of 1% 2% and 3%. At the end of the experiment five birds from each group were dissected to study the carcass specification, and also to study the olive leaf characteristics which was done using chemical analysis, and the content of phenolic compounds were studied in olive leaves through various storage periods, as well as the effect of the grinding process on the content of phenolic compounds in olive leaves was also studied. The results of the experiment showed significant and not so significant differences between the groups that fed on mixed fodder (using dry or fresh olive leaves) at different rates compared with the control group in terms of the evolution of live weight and feed conversion efficiency and average feed consumption. The effect of adding dry olive leaves was also observed in improving the average live weight and feed conversion efficiency, it was also observed in the superiority group that was fed on a mixture of forage containing 2% dry olive leaves compared with the control group and the others.
Introduction
Poultry meat today is one of the best options in nutrition, both nutritionally and economically, because poultry has special characteristics such as speeding growth and food productivity and efficiency, high in a short time range from 5-6 weeks, in addition to the high nutritional value of the meat. (Rondelli et al 2003. However, over the past decade, prices of feed mixture components have risen, leading to the emergence of a major problem for the poultry industry. Feed costs ranged between 50-60% and 65-75% of the total cost in developed and developing countries respectively (Takie and Flensch, 1995; Nworgu et al., 1999).

Poultry nutrition experts stressed the need to find alternative materials to add to feed mixtures, especially ones locally available at a low cost. (Ravindran et al., 1991; Durunna et al., 1999; Fanimo et al., 2007; Al-Ruqaie et al., 2011; Shafey et al., 2011)

Many agricultural waste products are currently used in feed such as olive trim, sputter apples, citrus fruits, beets, tomatoes and other waste as alternative material in animal feed. (Japon-lujan et al., 2006)

The olive leaves from agricultural waste are characterized by a high content of dietary fibre and ash and a lower percentage of protein when compared to the content of wheat bran. (Romani et al., 1999)

However, they contain many important elements, such as a compound oleuropein, which ranks with glycosides but has a bitter taste. The olive leaf ratio is in the upper oleuropein rate ranging at around 14.1% compared with the oil (0.005–0.12%) and 0.87% for aged products [9]. Moreover, olive leaves contain flavonoids and a lot of ketone compounds, which are a natural anti-oxidant. (Servili and Montedoro, 2002).

The Importance of the research
The importance of this research was to discover the advantages of olive leaves to improve some of the productivity and health indicators for poultry because they have many important chemical compounds (such as fats, carbohydrates, fibre metals and phenolic compounds) that can affect the metabolism of macronutrients in a balanced way and thus help in the efficient production and health control of chicken meat.

Objective of the research
1. Study the chemical composition of olive leaves.
2. Study the effect of operations and length of conservation of the olive leaf in the stability of phenolic compounds.
3. Study the introduction of crushed olive leaf fodder as an addition in broiler diets.
4. Study the effect of the introduction of crushed olive leaves in some of the productivity and health indicators for poultry.

Materials and Method

Prepared olive leaves

*Dry leaves.* Leaves were collected from Aleppo in March stripped from branches and then dried in an air oven in vacuum conditions for 72 hours at a temperature of 40°C. The dried leaves were vacuum-packed in polyethylene bags and kept in a dark place until use, and at the start of the experiment were ground down to study the amount of added proportions directly before each preparation.

*Fresh leaves.* These leaves were picked at the start of the experiment in September. The leaves were stripped from the branches and ground down so the birds could easily consume them.

- The chemical analysis of the olive leaves:
  After the preparing for chemical analysis the following indicators were examined:
  1. The percentage of humidity.
  2. Proportion of dry matter.
  3. Fibre ratio.
  4. Ash content.
  5. Protein ratio.
  6. Fat ratio.
  7. Phenolic compounds ratio.
  This was done in accordance with the methods used in the laboratory (A.O.A.C. 1990).
• **Determine the ratio of phenolic compounds in the leaves:**

After drying, the leaves were prepared as an olive leaf extract (OLE) and mixed with methanol and distilled water (70%) and were then measured to discover the proportion of phenolic compounds using a spectrophotometer and the Folin-Ciocalteu method. Results were expressed as gallic acid (GAE) equivalents mg GAE g⁻¹ (Singleton et al., 1999).

• **The most important factors affecting the stability of phenolic compounds:**
  a. The impact of the grinding process. The effect of the grinding process on fresh leaves compared with non-crushed dried leaves.
  b. The storage effect. The proportion of phenolic compounds was identified during the storage period, which lasted for a full year, and the changes were noted in rates during the storage period, where phenolic compounds were identified in accordance with the following:

    - At harvesting (March)
    - After storage for two months (May)
    - After storage for three months (June)
    - After storage for six months (September)
    - After storage for nine months (December)
    - After storage for one year (March)
  c. The effect of milling and the storage process. The effect of the milling process and storage for two months, compared with non-crushed dried leaves.
• **Birds of experience**

124 chicks (Ross 308) were used in the experiment and divided up according to the following chart.

### Table 1 Experience and experimental groups’ plan

<table>
<thead>
<tr>
<th>Number of bird in the group</th>
<th>Experimental groups</th>
<th>Group</th>
<th>Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 chicks</td>
<td>Traditional fodder only without the addition of crushed olive leaves</td>
<td>First</td>
<td>I</td>
</tr>
<tr>
<td>18 chicks</td>
<td>Traditional fodder + 1 g / 100 g crushed fresh olive leaves</td>
<td>Second</td>
<td>II</td>
</tr>
<tr>
<td>18 chicks</td>
<td>Traditional fodder + 2 g / 100 g crushed fresh olive leaves</td>
<td>Third</td>
<td>III</td>
</tr>
<tr>
<td>18 chicks</td>
<td>Traditional fodder + 3 g / 100 g crushed fresh olive leaves</td>
<td>Fourth</td>
<td>IV</td>
</tr>
<tr>
<td>18 chicks</td>
<td>Traditional fodder + 1 g / 100 g crushed dried olive leaves</td>
<td>Fifth</td>
<td>V</td>
</tr>
<tr>
<td>18 chicks</td>
<td>Traditional fodder + 2 g / 100 g crushed dried olive leaves</td>
<td>Sixth</td>
<td>VI</td>
</tr>
<tr>
<td>18 chicks</td>
<td>Traditional fodder +3 g / 100 g crushed dried olive leaves</td>
<td>Seventh</td>
<td>VII</td>
</tr>
</tbody>
</table>

### Testing and conditions

The experiment was conducted in the animal house at the Faculty of Agricultural Engineering in the Department of Animal Production at the University of Aleppo on 124 chicks (Ross 308) from 1 September 2015 until 12 October 2015 (42 days).

The chicks were distributed into seven groups according to the design of randomized sectors and each group consisted of 18 chicks except the control group, which consisted of 16 chicks. All groups were treated similarly in terms of heating, ventilation and lighting and everything related to system management and care, with the exception of nutrition groups, which varied according to the research plan. This included seven different treatments of groups where birds had their fodder mixed with traditional peristaltic SBM as a major source of protein, as shown in table (2) and (3), (NRC, 1994) and three experimental groups in which crushed dry olive
leaves were added at a ratio of 1%, 2% and 3%, respectively, in addition to the three experimental groups in which crushed, fresh olive leaves were added at a ratio of 1%, 2% and 3%.

**Table 2** Compounds of the mixture of forage in the first and second phases

<table>
<thead>
<tr>
<th>Compounds</th>
<th>Second phase (22-42) days</th>
<th>First phase (1-21) days</th>
<th>Amount kg</th>
<th>Percentage</th>
<th>Amount kg</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yellow corn</td>
<td>73</td>
<td>65</td>
<td>650</td>
<td>65%</td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>Soybean cake</td>
<td>16</td>
<td>22.5</td>
<td>225</td>
<td>22.5%</td>
<td></td>
<td>16%</td>
</tr>
<tr>
<td>Anti Coxadia</td>
<td>0.05</td>
<td>0.08</td>
<td>0.8</td>
<td>0.08%</td>
<td></td>
<td>0.05%</td>
</tr>
<tr>
<td>Fish powder</td>
<td>8.5</td>
<td>10</td>
<td>100</td>
<td>10%</td>
<td></td>
<td>10%</td>
</tr>
<tr>
<td>Calcium phosphate</td>
<td>1</td>
<td>1</td>
<td>10</td>
<td>1%</td>
<td></td>
<td>1%</td>
</tr>
<tr>
<td>Caco3</td>
<td>0.1</td>
<td>0.1</td>
<td>1</td>
<td>0.1%</td>
<td></td>
<td>0.2%</td>
</tr>
<tr>
<td>Methionine</td>
<td>0.15</td>
<td>0.12</td>
<td>1.2</td>
<td>0.12%</td>
<td></td>
<td>0.2%</td>
</tr>
<tr>
<td>Sodium chloride</td>
<td>0.2</td>
<td>0.2</td>
<td>2</td>
<td>0.2%</td>
<td></td>
<td>0.2%</td>
</tr>
<tr>
<td>Vitamin and minerals</td>
<td>100%</td>
<td>100%</td>
<td>1000</td>
<td>100%</td>
<td></td>
<td>100%</td>
</tr>
</tbody>
</table>

**Total**
Table 3 Nutritional value of the mixture of forage in the first and second phases

<table>
<thead>
<tr>
<th>Second phase (22-42) days</th>
<th>First phase(1-21) days</th>
<th>Nutritional value</th>
</tr>
</thead>
<tbody>
<tr>
<td>3112</td>
<td>3054</td>
<td>Energy cal/kg</td>
</tr>
<tr>
<td>87.8</td>
<td>87.8</td>
<td>Dry matter %</td>
</tr>
<tr>
<td>19.3</td>
<td>22.7</td>
<td>Protein</td>
</tr>
<tr>
<td>161</td>
<td>135</td>
<td>Energy/protein</td>
</tr>
<tr>
<td>2.43</td>
<td>2.51</td>
<td>Fibre %</td>
</tr>
<tr>
<td>1.5</td>
<td>1.5</td>
<td>Fat %</td>
</tr>
<tr>
<td>0.91</td>
<td>0.97</td>
<td>Calcium %</td>
</tr>
<tr>
<td>0.63</td>
<td>0.68</td>
<td>Total phosphor %</td>
</tr>
<tr>
<td>0.4</td>
<td>0.43</td>
<td>Available phosphor %</td>
</tr>
<tr>
<td>0.55</td>
<td>0.61</td>
<td>Methionine %</td>
</tr>
<tr>
<td>0.75</td>
<td>0.85</td>
<td>Cysteine+ methionine %</td>
</tr>
<tr>
<td>1.12</td>
<td>1.36</td>
<td>Lysine %</td>
</tr>
<tr>
<td>0.21</td>
<td>0.25</td>
<td>Tryptophan %</td>
</tr>
<tr>
<td>0.16</td>
<td>0.15</td>
<td>Sodium %</td>
</tr>
<tr>
<td>0.23</td>
<td>0.21</td>
<td>Chloride %</td>
</tr>
</tbody>
</table>

The experiment lasted for six weeks and included two stages. The first stage being from 1 day old to 21 days old and the second stage from 22 to 42 days old. Fodder was distributed twice a day at fixed times in a free nutrition system, and all the birds had the same health care and handling systems.

Health care
All the chicks had the same health care against communicative diseases through water in accordance with table 4. The chicks were also given vitamins to resist the stress caused by the vaccine.
Table 4 Vaccinations followed in the trial program

<table>
<thead>
<tr>
<th>Type of vaccine</th>
<th>Served</th>
<th>Days old</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vaccine (semi chicken plague) B1</td>
<td>Drinking water</td>
<td>7</td>
</tr>
<tr>
<td>Vaccine Gamburo IBD (inflammatory gastro) Bursa</td>
<td>Drinking water</td>
<td>14</td>
</tr>
<tr>
<td>Vaccine Clone ND (semi chicken plague)</td>
<td>Drinking water</td>
<td>21</td>
</tr>
<tr>
<td>Vaccine lassuta (semi chicken plague)</td>
<td>Drinking water</td>
<td>28</td>
</tr>
<tr>
<td>Vaccine lassuta (semi chicken plague)</td>
<td>Drinking water</td>
<td>35</td>
</tr>
</tbody>
</table>

During the period of the experiment it was possible to check the following indicators:

- **Productivity indicators:**
  1. The evolution of live weight (g / bird) by checking the weight of the birds individually at one-day old, then once a week until the age of marketing at 42 days old.
  2. Weight gain daily and weekly by taking the difference in the bird’s weight. (g / bird / day or a week)
  3. Feed consumption (g) by estimating the amount of feed consumed weekly and at the full care stage,
  4. Food conversion factor: the average amount of feed consumed in grams / average increase in the weight in grams of the bird.
  5. Carcass weight (g): carcass weight after removing feathers and blood.
  6. Half carcass weight equipped (g): carcass weight after removing the feathers, blood and internal organs leaving the legs and head
  7. Dressing percentage (%): average carcass weight / average live weight x100.
  8. Mortality rate (%): the number of dead birds after isolation due to illness.

**Statistical Analysis**
The statistical analysis using SPSS 17 software calculated the average arithmetic standard deviation using the One-way Anova.
Results and discussion

- **The chemical compounds of olive leaves**
  Table 5 shows the chemical composition of olive leaves and notes that the dry matter ratio in the leaves reached 62.82 g/100 g. The moisture content was 37.1%, while the protein content did not exceed 10.32%. Carbohydrate was 43.57%, while the percentage of fat was 3.57%. These results all agree with Fernandez-Escobar et al., 1999.

- **The proportion of phenolic compounds in the samples stored for varying periods of time**:
  Figure 1 shows the ratio of phenolic compounds in the samples stored over different periods, which lasted the whole year. It can be noted that clearly how lower this ratio was with the progress of the storage period and significantly different (p≤0.05). It was noted that the ratio of phenolic compounds in the fresh leaves amounted to 189.62 mg Gallic acid/1 g, while the figure dropped in the same samples saved for two months to 161.69 mg Gallic acid/1 g. This percentage was only 4.49 mg Gallic acid/1 g for samples stored for one year, and these results agree with both Delglado-Pertinez et al., 2000; Ibrahim et al., 2015. This could be due to the volatility of the aromatic oils that contain the phenolic compounds during long storage periods.

- **The proportion of phenolic compounds depending on the time factor and the grinding process**:
  Table 6 shows the fresh leaves and dried leaves’ content of phenolic compounds, the phenolic compounds’ ratio after the grinding process. The storage factor was significant (p≤0.05) and the newly milled samples showed 35.40 mg Gallic acid/1 g, while the increase did not exceed 5.07 mg Gallic acid/1 g during the two-month storage period, which refers to the speed of the process of degradation of phenolic compounds during milling and storage, where the grinding process may have contributed in reducing the particles’ size significantly and thus there was a lack of contact between them during the solvent extraction process and loss during the filtering process. This result agrees with both Delglado-Pertinez et al., 2000 and Silva et al., 2006.
Table 5 Chemical compounds of olive leaves

<table>
<thead>
<tr>
<th>Dry matter g/100g</th>
<th>Ash %</th>
<th>Fibre %</th>
<th>NFE %</th>
<th>Fat %</th>
<th>Protein %</th>
<th>Humidity %</th>
</tr>
</thead>
<tbody>
<tr>
<td>62.97 ±0.07</td>
<td>5.18 ±0.08</td>
<td>17.01 ±0.51</td>
<td>26.56 ±0.16</td>
<td>3.75 ±0.08</td>
<td>10.32 ±0.11</td>
<td>37.03 ±0.18</td>
</tr>
</tbody>
</table>

Figure 1 Proportion of phenolic compounds during different storage periods
Table 6 Ratio of phenolic compounds depending on the time factor and grinding process (Gallic acid mg / 1 g dry sample)

<table>
<thead>
<tr>
<th>Sample</th>
<th>Ratio of phenolic compounds</th>
<th>a</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresh sample</td>
<td>189.62 ± 2.94</td>
<td>a</td>
</tr>
<tr>
<td>Sample stored for 2 months</td>
<td>161.69 ± 1.87</td>
<td>b</td>
</tr>
<tr>
<td>Newly crushed sample</td>
<td>35.40 ± 9.54</td>
<td>c</td>
</tr>
<tr>
<td>Sample crushed and stored for 2 month</td>
<td>5.07 ± 0.04</td>
<td>d</td>
</tr>
</tbody>
</table>

* The different letters in the ratio column mean that there were significant differences between groups p<0.05

Productivity indicators: The average live weight and coefficient of feed conversion and feed consumption rate

The results in table 7 show that the introduction of 1%, 2% and 3% of dry olive leaf powder, resulted in a significant increase (p<0.05) in live weight, compared with other groups and with the control group, and reached its peak in the group with 2% crushed dried olive leaves, reaching (2033.3 g / week), and lower weight can be caused when fresh olive leaves are added compared with dry leaves, due to the high humidity in the fresh leaves.

The group fed on a mixture of forage containing 3% fresh olive leaves recorded the lowest body weight compared with the control group, but this was not significant at 0.05 (p≥0.05).

Perhaps the decline was attributable to live weight when increasing the proportion of crushed fresh olive leaves, especially in the early stages of life, which lowered the bird’s ability to take advantage of the mixture of forage and increase the proportion of fillers in the gastrointestinal tract, in addition to the phenols in fresh olive leaves being effective. These can cross cellular membranes easily to reach the cells and disrupt the work of digestive enzymes. This adversely affected the productivity indicators in the groups fed a mixture of forage containing crushed fresh olive leaves compared to dry, whereas the phenols in dry olive leaves are condensed and not free and therefore cannot easily cross cell membranes to reach the digestive canal. These results are consistent with Boudhrioua et al., 2009.

The results in table 7 for reduced feed intake during the first phase of the experiment (1-21 days) in the group of birds fed on a mixture of forage containing 3% fresh olive leaves at a rate of 26.74% compared with the control group and the rest of the other
groups, show birds’ intolerance at an early age to high ratios of fresh olive leaves. This is consistent with Shafey et al., 2013.

There was a lower feed consumption rate of 20.18% during the second phase of the experiment (22-42 days) in groups that had feed containing 1% and 2% dry olive leaves.

It shows that the average feed consumption rate in the two groups that had dry olive leaves added to the forage at a rate of 1% and 2% were best at the end of the experiment compared with the control group and the rest of the other groups, reaching respectively 3666.67 and 3775.30 g. An increased feed consumption rate was seen when 1% of crushed fresh olive leaves were added to the forage mixture. However, increasing the addition rates up to 2% and 3% led to a gradually reduced feed intake and this was due to the lack of acceptance by the birds to the bitter flavour of phenols contained in fresh leaves. For groups that had crushed dry olive leaves added, an increased feed intake was seen and also an increase in the amount of dry matter consumed. These increases are due to the birds’ need of energy and protein. These results are consistent with Boudhrioua et al., 2009; Shafey et al., 2011 and Ibrahim and Elzubeir, 1991.

The superiority of the groups that had 1% and 2% of dry olive leaves added is not significant (p≥0.05) similarly for the control group and the rest of the other groups. The conversion coefficient when the birds that fed on feed containing 1% and 2% dry olive leaves is not significant (p≥0.05). Where the groups fed crushed dried olive leaves consumed the least amount of feed gained greater weight due to the high amount of nutrients and thus a lower feed conversion ratio was seen.
<table>
<thead>
<tr>
<th>Groups</th>
<th>Total experiment</th>
<th>Second phase</th>
<th>First phase</th>
<th>Average food conversion factor</th>
<th>Average live weight (g/week)</th>
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<tbody>
<tr>
<td>blank</td>
<td>3512.334</td>
<td>4000.38 ±287.61</td>
<td>2849.935</td>
<td>3245.94 ±264.67</td>
<td>662.3983</td>
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<tr>
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<td>3561.216</td>
<td>4013.09 ±163.65</td>
<td>2829.83</td>
<td>3188.90 ±269.67</td>
<td>731.3862</td>
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<td>3580.75</td>
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<td>3173.832</td>
<td>3861.11 ±210.02</td>
<td>2605.978</td>
<td>3170.29 ±227.01</td>
<td>567.854</td>
</tr>
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<td></td>
<td>3313.936</td>
<td>3666.67 ±135.94</td>
<td>2631.613</td>
<td>2911.72 ±139.92</td>
<td>682.3148</td>
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<td>3435.901</td>
<td>3775.30 ±218.48</td>
<td>2722.091</td>
<td>2990.98 ±212.46</td>
<td>713.8096</td>
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<td>3553.057</td>
<td>3877.19 ±204.72</td>
<td>2813.293</td>
<td>3069.94 ±214.8</td>
<td>739.7639</td>
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</tbody>
</table>

*The different letters in the same column mean that there were significant differences between groups p≤0.05.*

83
Daily and Weekly Body Weight Gain (DBG) and (WBG)

Due to the link of weight gain in the live weight data rate, the consistent results of the rate of increase in weight with the results of the evolution of live weight are shown in table 8. The average WBG increase is significant (p≤0.05) in the group of birds fed a mixture of forage containing 1% fresh olive leaves during the first and second week of the experiment (80, 148.56) g / bird / week), compared with the other groups and the control group.

It was also noted that the introduction of 2% dry olive leaves led to a rise in the average weekly weight, but it was not significant (p≥0.05) from the third week until the end of the experiment (610.22 g / bird / week), compared with the other groups and the control group.

It was also seen that the rate of increase in daily body weight was not significant (p≥0.05) in groups given feed containing 1%, 2% and 3% crushed dried olive leaves respectively (46.28 and 47.27 and 45.97) g / day and that the gains in the control and experimental groups, given feed containing 1%, 2% and 3% fresh olive leaves are also not significant (p≥0.05) amounting respectively to 45.28 g / day, 44.38 and 42.65 and 41.75 g / day. These findings are consistent with Boudhrioua et al., 2009 and Shafey et al., 2013.
### Table 8

<table>
<thead>
<tr>
<th>%</th>
<th>Daily body weight gain g/day</th>
<th>Week 6</th>
<th>Week 5</th>
<th>Week 4</th>
<th>Week 3</th>
<th>Week 2</th>
<th>Week 1</th>
<th>Groups</th>
<th>Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.01</td>
<td>45.28 ±1.23</td>
<td>55.19</td>
<td>±15.38</td>
<td>43.38</td>
<td>489.69</td>
<td>±9.79</td>
<td>274.22</td>
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<td>ab</td>
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<td>c</td>
<td>d</td>
<td>ab</td>
<td>a</td>
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<td>0.00</td>
<td>44.38 ±1.61</td>
<td>56.34</td>
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<td>36.78</td>
<td>459.39</td>
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<td>a</td>
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<td>57.28</td>
<td>±4.12</td>
<td>36.44</td>
<td>407.83</td>
<td>±11.96</td>
<td>227.44</td>
<td>±10.23</td>
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<td>abc</td>
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<td>b</td>
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<td>0.06</td>
<td>41.75 ±1.87</td>
<td>54.67</td>
<td>±25.53</td>
<td>35.92</td>
<td>410.7</td>
<td>±12.39</td>
<td>252.5</td>
<td>±17.05</td>
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<tr>
<td>0.04</td>
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<td>57.78</td>
<td>±3.49</td>
<td>41.87</td>
<td>442.83</td>
<td>±13.21</td>
<td>300.78</td>
<td>±14.46</td>
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<td>0.04</td>
<td>47.96 ±1.98</td>
<td>61.02</td>
<td>±23.23</td>
<td>35.97</td>
<td>487.17</td>
<td>±11.08</td>
<td>314.61</td>
<td>±15.44</td>
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<td>a</td>
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<td>a</td>
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<td>ab</td>
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<td>0.001</td>
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<td>59.18</td>
<td>±7.66</td>
<td>41.33</td>
<td>406.63</td>
<td>±18.29</td>
<td>312.47</td>
<td>±16.52</td>
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<td>ab</td>
</tr>
</tbody>
</table>

* The different letters in the same column mean that there were significant differences between groups p≤0.05

### The average carcass weight, carcass weight half prepared and dressed percentage

Table 9 shows there is a significant difference (p≤0.05) in the carcass weight of all groups compared with the control group, when 1%, 2% and 3% dry olive leaves were added. This led to an insignificant increase (p≥0.05) in the carcass weight of the birds fed on this mixture, compared with the carcass weight control group, and a 3% increase in the proportion of fresh olive leaves led to an insignificant decline in the carcass weight, compared with the carcass weight of the birds in the control group. This result was consistent with what was mentioned in Shafey et al., 2011.

It was noted that when 1% dry olive leaves were added, this led to a significant increase (p≤0.05) in the proportion of half-prepared carcasses with the control group and other groups, and the ratio declined insignificantly (p≥0.05) when 3% fresh olive leaves were added.
The superiority of the control group is not significant \((p\geq0.05)\) in the dressing percentage compared with the rest of the groups, and the group fed with a forage mixture containing 3% dry olive leaves is also not significant \((p\geq0.05)\) compared with other groups and the control group. An insignificant decline was observed in the lowest percentage dressing \((p\geq0.05)\) in the group of birds fed on mixture of forage containing 1% dry olive leaves, reaching respectively 82.88\%, 79.74\%, and 76.60\%. This may be due to the high weight of feathers, blood and non-edible parts.

**Table 9** The carcass weight, carcass weight half equipped and dressing percentage

<table>
<thead>
<tr>
<th>P%</th>
<th>Seventh</th>
<th>Sixth</th>
<th>Fifth</th>
<th>Fourth</th>
<th>Third</th>
<th>Second</th>
<th>First</th>
<th>Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 g /100g crushed dried olive leaves</td>
<td>1646.4 ± 62.04</td>
<td>1641.6 ±62.04</td>
<td>1654.6 ±41.8</td>
<td>1474.4 ±49.1</td>
<td>1491.8 ±14.7</td>
<td>1586 ±74.7</td>
<td>1506.2 ±25.57</td>
<td>Blank</td>
</tr>
<tr>
<td>n.s.</td>
<td>n.s.</td>
<td>n.s.</td>
<td>n.s.</td>
<td>n.s.</td>
<td>n.s.</td>
<td>n.s.</td>
<td>n.s.</td>
<td>Carcass weight (g)</td>
</tr>
<tr>
<td>1 g /100g crushed dried olive leaves</td>
<td>1319.9 ±24.1 abc</td>
<td>1433.4 ±46.78abc</td>
<td>1447.8 ±59.05a</td>
<td>1258.4 ±80.63c</td>
<td>1266.6 ±87.79b</td>
<td>1374.6 ±65.8abc</td>
<td>1423.8 ±50.61abc</td>
<td>Carcass weight half prepared(g)</td>
</tr>
<tr>
<td>1 g /100g crushed dried fresh olive leaves</td>
<td>79.74 ±0.42 abc</td>
<td>79.25 ±0.3 n.s.</td>
<td>76.60 ±2.9 n.s.</td>
<td>77.87 ±0.47 n.s.</td>
<td>78.44 ±1.56 n.s.</td>
<td>79.44 ±0.85 n.s.</td>
<td>82.88 ±2.68 n.s.</td>
<td>Dressing percentage(%) :</td>
</tr>
</tbody>
</table>

*The different letters in the same column mean that there were significant differences between groups \(p\leq0.05\). *n.s.: means that there were no significant differences between groups \(p\leq0.05\)

**Mortality rate (%)**: The number of dead birds and those isolated due to illness, was zero in this research.

**Conclusions**

1. The current study shows that keeping olive leaves drying for a period not exceeding six months will maintain the active compounds in the milling process and also negatively affect this ratio. It was found that the proportion of oleuropein in the dried leaves is highest compared with fresh leaves.

2. Groups that fed on dry olive leaves in productivity showed indicators compared with the groups fed on a fodder mixture containing fresh olive leaves and the control group.

3. The group fed on 2% dry leaves gave the best result for dry leaves and with less feed consumption had a greater body weight in addition to improving the value of the carcass weight and the half prepared and dressed percentage carcass weight.
Recommendations
The study recommends the following:
1. Save olive leaf drying antenna for a period not exceeding six months, and conduct studies on the rest of the phenolic compounds in olive leaves.
2. In the case of adding fresh olive leaves, these should preferably be picked at the beginning of spring due to the high proportion of phenolic compounds and 3% should be added to the mixture of forage.
3. Further studies should be carried out on the effect of adding crushed olive leaves for improving the nutritional value of the product (e.g. poultry meat and eggs).
4. Further studies should be carried out on the effect of adding crushed olive leaves to the health status of poultry meat and eggs.
References


Earlier publications in the series of Gender Studies at Mid Sweden University:


