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# GAP ANALYSIS FOR FARMERS AND AGRICULTURAL FIELD ADVISORS

Final Report

November 25, 2007

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# **GAP ANALYSIS FOR FARMERS AND AGRICULTURAL FIELD ADVISORS**

Final Report

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

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*The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.*

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## **1.0 EXECUTIVE SUMMARY**

### **1.1 OBJECTIVE:**

The objective of this report is to advise SABEQ of a tailored training plan to address the skill gaps of Jordanian farmers and agricultural advisors (known as extension agents), as phase 1. The implementation of the tailored training plan will be delivered in phase 2.

The contribution of agriculture to the GDP has substantially declined over the past 10 years, due to numerous changes and constraints facing this sector.

Water: The price of water has risen dramatically over the past few years, which in turn led to an increase in the cost of production and decline in revenue.

Labor: New laws regulating the flow of foreign labor from neighboring countries has left the agricultural labor market short of staff.

Education and knowledge: Farmers' education and knowledge are limited due to the farmers' limited financial resources. The most important areas that the farmers' needs to be educated in are post harvest, farm management, marketing, plant protection and the knowledge of standards and quality for the international markets.

On the other hand, exporters are facing problems with finding producers that are qualified according to the GLOBALGAP and capable of implementing their production calendar while meeting the requirements of foreign markets.

Exporters are looking to expand in exports while utilizing modern technology in production to produce new high value varieties that require special growing techniques and, therefore, require continuous monitoring.

Extension agents can play a crucial role in training the farmers to develop their farming skills. Increasing extension agents' skills would upgrade production standards, assist farmers in the fulfillment of the needs of the market with minimum cost, and the highest quality produce, thus satisfying the needs of the exporters.

Another meeting with stakeholders on Nov 25, 2007 reconfirmed the findings and verified the training needs as mentioned in this report.

## 2.0 INTRODUCTION

JV2020 and the National Agricultural Strategy identified weaknesses in the agricultural sector. One of the major weaknesses was the lack of training. Our goal was to recognize the areas of training that can have the greatest impact on the productivity of the sector resulting in an increase of quality exports hence, increasing the productivity of the farmers and the agricultural sector.

Phase 1:

There was a requirement to identify the needs, the capabilities, and the weaknesses in the sector; therefore, a targeted questionnaire was developed for each group of stakeholders to collect this information from the farmers, the exporters, and extension agents (Appendix 1, 2, 3).

All the above is in preparation for Phase 2 which will be developing and implementing training plan for farmers, and extension agents at the Ministry of Agriculture. Our recommendations will also include a training strategy from 2008 to 2011.

Jordan has various sectors that contribute to the GDP of which agriculture represents a percentage of 3.5%-4%. This percentage is due to the ongoing shifting of the country's focus from agriculture, to industry and tourism. Stakeholders argue the accuracy of this number due to claims that agriculture represented over 30% of the GDP back in 1970.

The agricultural sector in Jordan has been struggling for the last twenty five years with various obstacles that substantially reduced the growth of this sector. These obstacles may vary according to the type of farming, area and time frame and include the following:

- Labor
- Water
- Marketing
- Lack of market information
- Lack of understanding of the requirements of the markets
- Lack of understanding and appreciation of the value and benefits of packing and grading by the farmer
- Lack of knowledge of professional farm management
- Lack of good qualified extension agents and farming guidance system
- Lack of a national & international produce map that can act as a guide for farmers
- Parceled land
- High cost of farming materials, supplies, and production including seeds and equipment
- Lack of availability of packing houses and cold chains
- Other obstacles that are detailed more in this report

However, there are certain farmers and exporters with good agricultural practices who managed to overcome these obstacles and create a self-sustainable money generating operation for the local markets and for export. These farmers and exporters developed their own support system, backed up by information, training and good communication skills with buyers, exporters, and importers.

In the case of the extension agents, the obstacles faced by this group are:

- Insufficient training
- Lack of recognition by the sector
- Lack of field testing equipment
- Lack of transportation to the field to visit the farmers
- Lack of printed brochures or educational materials, visual aids, and technology tools
- Absence of means of measuring the progress of the sector

Most of the obstacles mentioned above can be overcome with ongoing training and education to extension agents and farmers to ensure the implementation of good agricultural practices. The empowerment of the farmer starts by educating the farmer; then by the provision of tools and the proper support, including an advisory system; only then will the farmer be able to expand his productivity and contribute to sector growth.

The USAID funded project, Sustainable Achievement of Business Expansion and Quality (SABEQ) is conducting an overview of these obstacles and gaps. One of the gap components was related to the structure of the agriculture sector and the lack of training of the farmers, the extension agents and the exporters. More information and gap analysis is listed in this report.

## 2.1 METHODOLOGY

Several meetings were conducted with stakeholders including farmers, extension agents, and exporters in addition to key people in the sector including wholesalers, Ministry of Agriculture, representatives of women's associations, and Ministry of Municipalities and Rural Affairs.

Other meetings were held with focus groups to conduct brainstorming sessions in SABEQ offices in Irbid, and Karak (appendices Table 1).

One-to-one meetings were conducted with farmers in each of the three regions: Northern Jordan Valley and Irbid, Karak- Safi Valley, and Karameh - Central valley. Questions were focused on:

- Personal information, daily activities, types of produces grown, contracted farming, the use of green houses.
- The role of the extension agents in the work progress of the farmers.
- The farmer's general knowledge and efforts for information seeking.
- The obstacles farmers face that are delaying their progress.
- The fields of training that EAs need to guarantee greater benefits to farmers.
- Finding the gap between the knowledge of the farmers and the needs of the international marketplace in terms of the handling of fresh produce & international specifications.
- The ten most important training programs that farmers think they can benefit from.
- The development of the relationship between the farmers, exporters and extension agents.
- Other questions relevant to the best times to conduct training periods.

One-to-One meetings were conducted with the extension agents located in Northern Shonneh, Dier Alla, Karak, Mazra'a Valley, & Safi Valley. Questions were focused on:

- Personal information.
- The relationship between the extension agent and the farmer.
- The capabilities of the extension agent.
- The availability of field testing equipment and transportation.

- Knowledge, info seeking, and persistence.
  - The obstacles that face EAs that are preventing them from doing their work efficiently.
  - Fields of training EAs recommend for the farmers to build their capacities and capabilities to perform better.
- 
- The development of the relationship between the farmer, exporters and extension agents.
  - The fields of training EAs need to help them perform professionally.

One-to-One meetings were conducted with an air freight exporter and another with a land freight exporter. Questions were focused on:

- The extension agent's availability and their role in training farmers.
- The skills/capabilities of the extension agents as the exporters perceived them.
- General information about the relationship between the farmers and the exporters.
- General information about the seeking of market trends and the transparency between the farmer and the exporter.

Another meetings were conducted with all stakeholders verified the training needs for each sector and reconfirmed the findings.

A questionnaire was developed for the farmers and another for the exporters in an attempt to understand the gaps and needs of the sector. A third questionnaire was developed for the extension agents. Each questionnaire was intended to view and analyze the sector weaknesses from the point of view of each party involved: farmers, extension agents and exporters.

The extension agents' questionnaire consisted of two parts and was conducted in the three regions of Jordan: the North in Irbid, the Middle, and the South that included Karak & Safi Valley.

Part one of the questionnaire focused on self assessment and assessment of the farmers.

Part two of the questionnaire focused on the obstacles and the needs of the sector, the farmers and the extension agents.

The farmers' questionnaire consisted of three parts and was conducted in the same three regions of Jordan: the North in Irbid, the Middle, and the South that included Karak and Safi Valley.

Part one of the questionnaire focused on the type of farming, and forms of activities that are conducted in the farm, in addition to some personal information and level of education.

Part two of the questionnaire focused on the farmers' perception of the extension agent's skills, knowledge, efficiency, and characteristics. It also focused on self assessment of the farmers, technical skills and desire to gain understanding of the market trends and needs.

Part three of the questionnaire focused on the obstacles and the needs of the sector, the farmers, and the extension agents, in addition, to collecting information on the most convenient time to schedule trainings.

The exporters' questionnaire consisted of two parts and two types of exporters were interviewed: exporters by air and exporters by land.

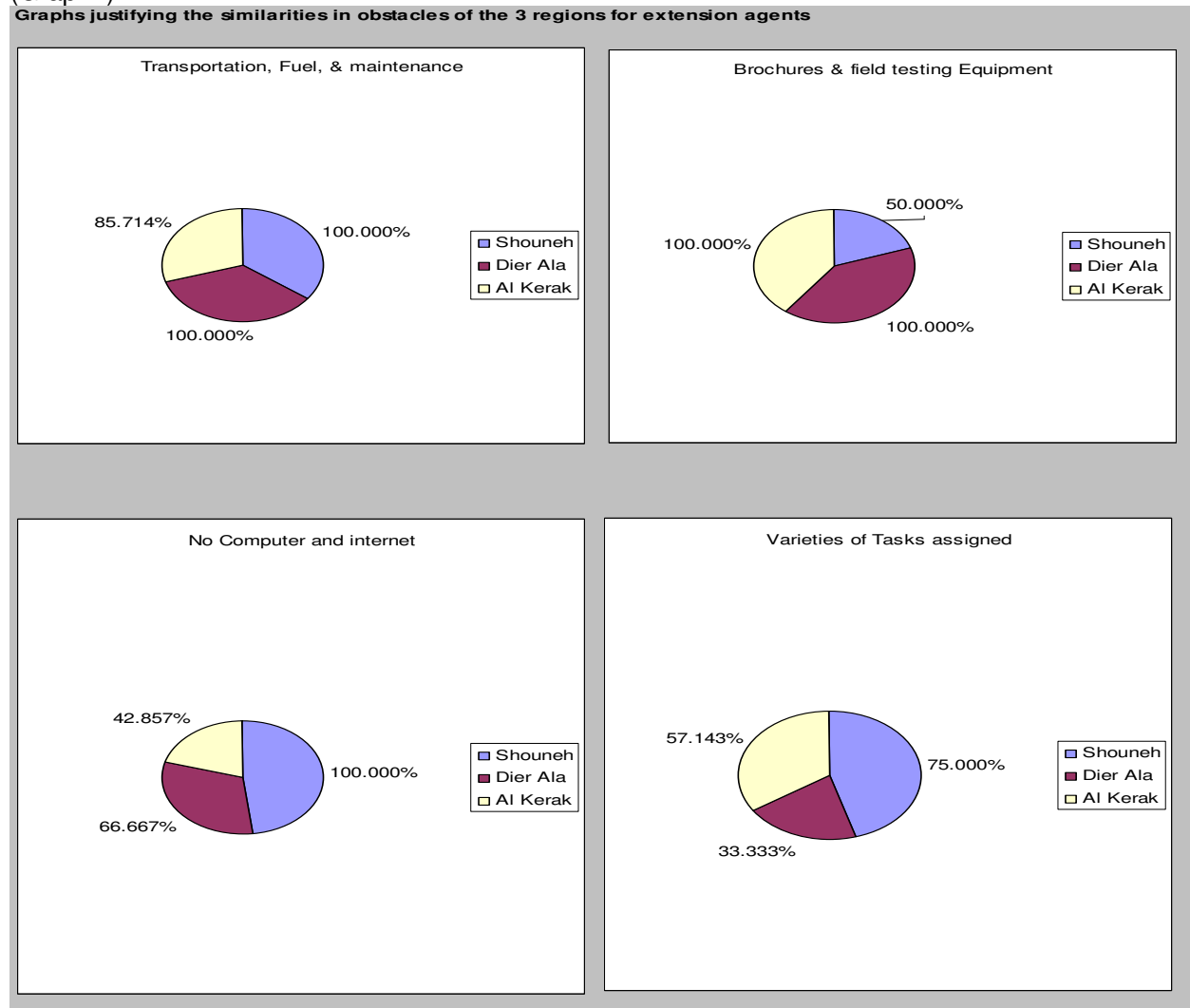
Part one of the questionnaire in addition to exporter self assessment, focused on the relationship between the EA and the farmers, the extension agent and the exporter, finally on the relationship between the exporter and the farmer.

Part two of the questionnaire focused on the obstacles and training needs for EAs, farmers and exporters.

The completions of the questionnaires were performed in our one to one meetings with the farmers, the extension agents and the exporters. A descriptive analysis was applied to find out the need and prospects of the stakeholders in the sector.

Furthermore, data was graphed to illustrate needs, obstacles, and the findings. The preliminary results indicated that the three Regions in Jordan had almost the same obstacles, needs and priorities.

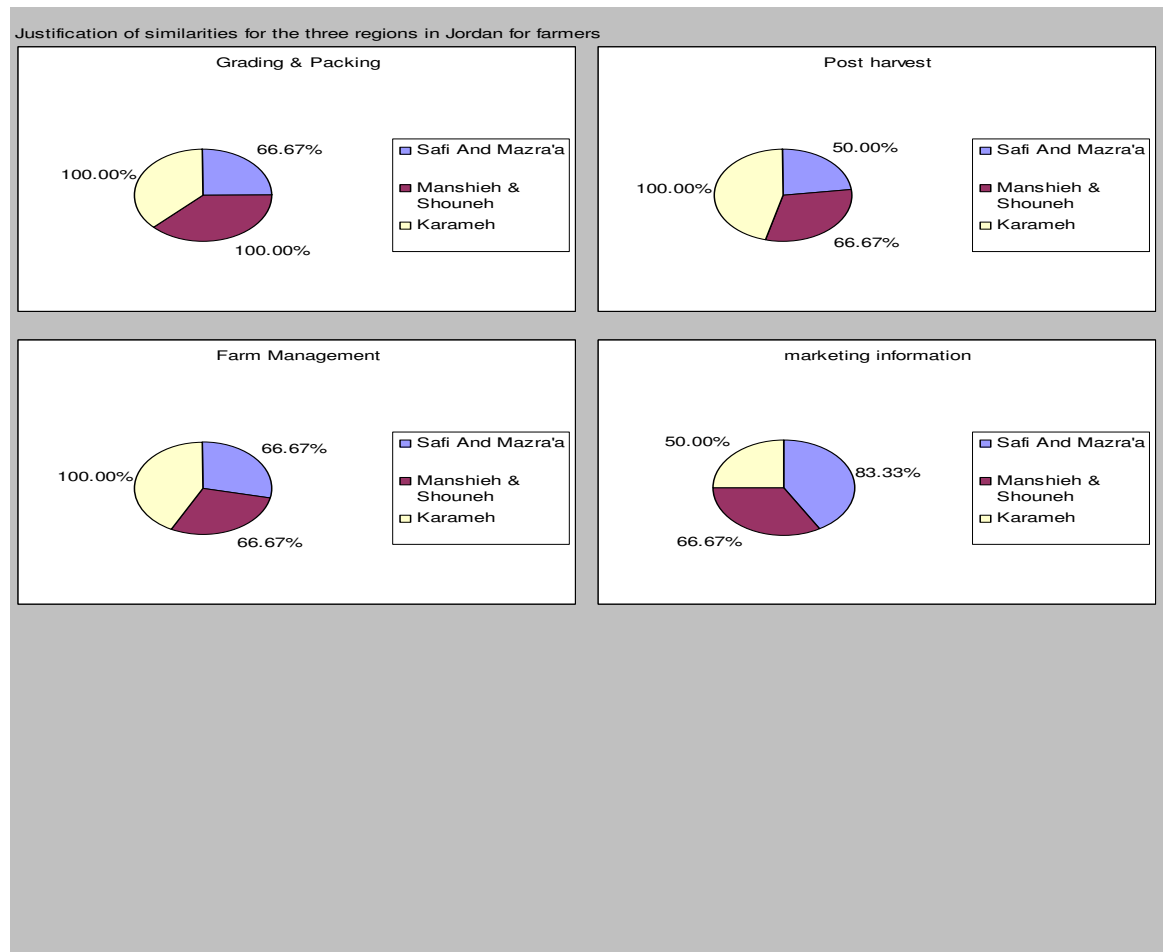
(Graph1)





The four graphs above emphasize and justify the similarities in the obstacles facing the extension agents in the various regions i.e. the transport problem scored 100% of extension agents main problems in Shouneh (meaning all extension agents in Shouneh agreed that transport is a major problem), 85.7% in Kerak (meaning 85.7% of the extension agents in Kerak see transportation as a major problem), 100% in Deir Ala justifying the transport problem as a main problem for the three regions.

Justification for farmers' obstacles similarities for the three regions in Jordan (Graph 2)



The four graphs above emphasize and justify the similarities in the obstacles facing the farmers in the various regions i.e. the packing and grading issue scored 100% of farmers main problems in Karameh, Manshieh and Shouneh (meaning ALL farmers in these area agree that packing and grading is a major problem). Again two thirds of farmers in Kerak see that packing and grading as a serious problem facing the sector. The graphs above justify the similarities of the obstacles facing the sector in various areas in Jordan.

### 3.0 FINDINGS AND CONCLUSIONS

A comparison of all findings gives us the ability to focus on the real needs of the sector as each party perceives them. The prospective of the farmers needs are different from that of

the exporter or the EAs needs. Therefore, the final judgment about the priority of the training plan should be based on the final goal of increasing the productivity of the farmer, increasing the export opportunities, and helping the farmer to produce and deliver high quality, high value products at less cost which will in turn, increase the sector growth.

The following gaps were identified through our brainstorming meetings with stakeholders & the questionnaires survey of farmers, EAs and exporters.

- Farmers tend to have difficulties and obstacles in their progress to become more business oriented thinkers and executers.

8



[illegible]

### **3.1 EXTENSION AGENTS (AGRICULTURAL ADVISORS) OBSTACLES:**

Most EAs' hold university degrees but did not progress as fast as others with the same qualifications who were employed in other departments in the Ministry of Agriculture. Instead, the salaries of EAs remained very low with no incentives.

As the Department of Extension Agents does not generate money, many of their cars and equipment became out of date or in many cases unusable. No proper labs were present at the Department; no educational brochures or field equipment were present such as water PH readers, soil EC readers, field magnifiers, refractometers, sizing rings, thermometers, fruit pressure gauges; not even the simplest tools were available to EAs. The lack of tools, training, and procedures does not give the EAs the ability to perform their job nor can they present a professional and knowledgeable image to the farmers. Insufficient training was provided to EAs; no computers were present in their offices; no Internet connection to follow up on communications or obtain the latest information in order to stay updated; no visual aids were present to help pass the knowledge and government messages to the farmers.

Staff was inadequate for the size of the areas covered. EAs are assigned to other jobs other than advising, therefore, their efforts are diluted and scattered in too many different areas and directions. The present working hours are a constraint to the EAs since this kind of work needs longer working hours to visit the size of the area covered.

EA employees tend to be transferred frequently from one area to another in short periods of time, which does not contribute to building trusting relationships between EAs and farmers.

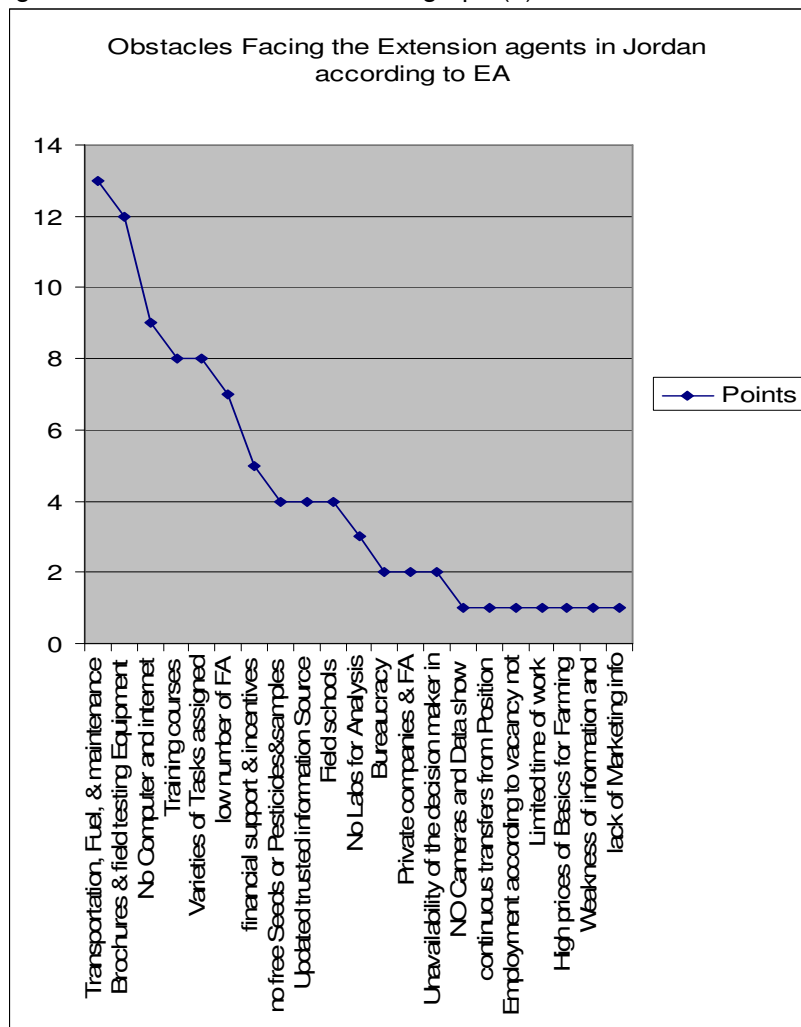
All obstacles faced by extension agents have led to a sense of disappointment and discouragement that in turn has led to a state of carelessness.

Presently, there is no budget or existing funds for free seeds programs and practical field days.

The graph below indicates the obstacles faced by the extension agents. The major four obstacles mentioned by almost all of the extension agents were:

- Transportation
- Lack of field equipment
- Unavailability of computers and internet connection

Lack of training courses (courses that focus on the goal of creating professional EAs) Extension agents Obstacles and Constraints graph (3)



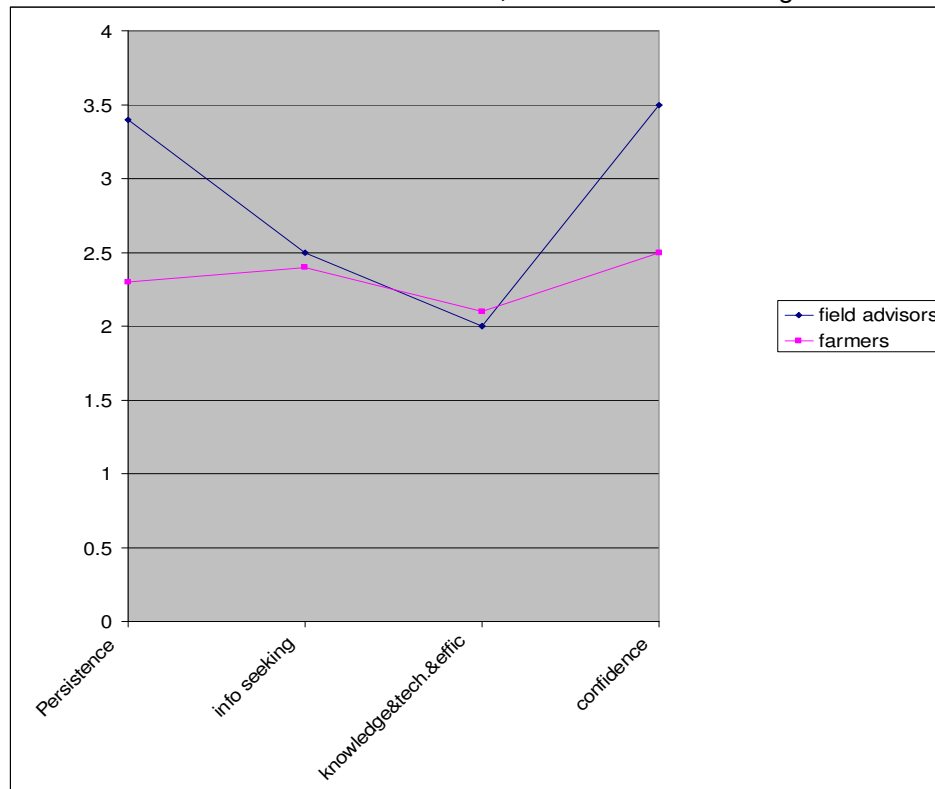
How Do Farmers see Extension Agents and how do extension agents see themselves:

In an attempt to highlight the behaviors of the existing extension agents from both perspectives, the farmers' and the extension agents', the questionnaire was scaled from 1-5 (1 being the lowest value and 5 being the highest value). Each group of questions focused on specific behaviors in the extension agent. An average for each group of questions was calculated to reflect the average value of the behavior based on the questionnaires. The farmers' perspective of the extension agents and the extension agents' perspective of themselves was evaluated and calculated and is reflected in the graph below Graph 4

Looking at the graph (4) below from the perspective of the field advisors, EAs tend to have persistence, and lots of confidence, but their pursuance of seeking information and knowledge is low due to the unavailability of computers, Internet, and field testing tools. On the other hand, the farmers evaluation of the EAs was higher than expected because the farmers in north Jordan had a higher evaluation of the EAs due to higher presence of the EAs as they were involved in the Mediterranean Fly Project.

Graph (4)

On a scale of 5 How do Farmers see EA, & how do extension agents see themselves



A more intensive personality test for extension agents should be developed to identify the current skill levels of each EA and sort the qualified and potential extension agents for training.

### 3.2 FARMERS

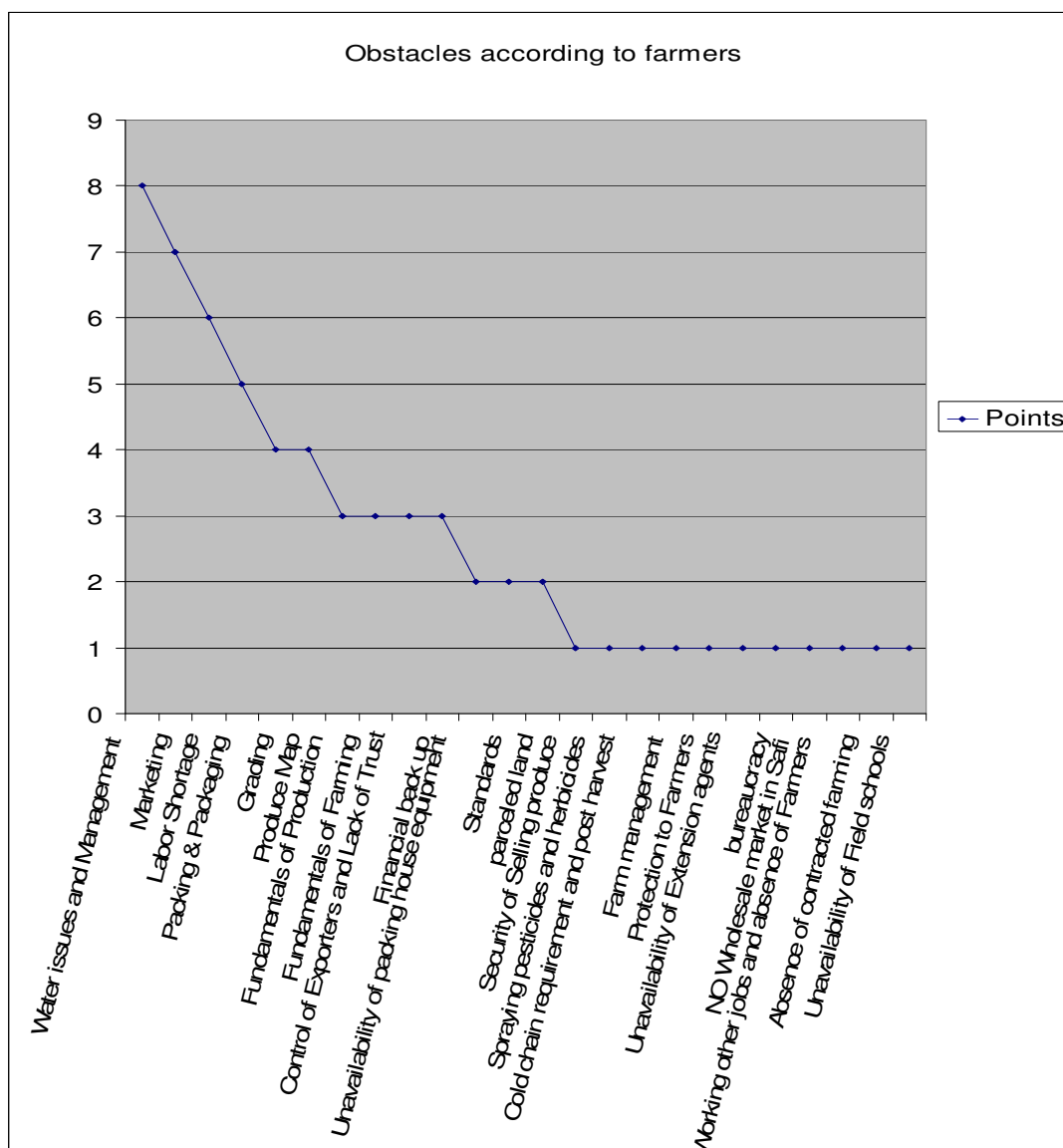
Farmers expressed that they faced a larger number of various obstacles: Government related issues like shortage of Water; lack of Labor; other different issues like the

- unavailability of grading centers
- the lack of understanding of production know how the unjustified use of the exporters and wholesalers to the farmers
- the lack of equipment and tools that assist farmers in the farming process
- the understanding of what kind of pesticides and herbicides that can be used to spray crops and how to handle them
- the understanding of farm management
- the absence of a consulting body to educate farmers on technical information that can help them produce more and consume less fertilizers, pesticides and herbicides
- the absence of wholesale markets in certain areas like the Safi Valley
- the absence of contracted farming forced farmers to act independently and use their personal judgment to determine what to grow and when, and in many cases ended in losses and cumulative losses.



Farmers' perspective on their obstacles	
obstacles	
Water issue & Management	8
Marketing	7
Labor shortage	6
Packing & Packaging	5
Grading	4
produce map	4
fundamentals of farming	3
Fundamentals of production	3
Control of exporters & trust	3
Financial back up	3
unavailability of Packing house& Equipment	2
Standards	2
small shared land	2
unavailability of wholesale market	1
security of selling produce	1
spraying pesticides & herbicides	1
farm management	1
Cold chain requirement & Post harvest	1
Protection to Farmers	1
NO Field advisors	1
bureaucracy	1

Graph 5



The graph (5) above shows the obstacles facing the farmers of which some clearly point to the government bureaucracy. The other obstacles reflect the real needs of the farmers, starting with marketing, packing, grading and post harvest needs; the need for a national and international produce maps; the empowerment of the farmer by educating him how to negotiate deals with the exporters and/or wholesalers; how to increase their level of understanding of the basics of financial issues.

Basically educating the farmer and making the information flow available to him, will increase his confidence and will enable him to negotiate better with the exporters ending in a more transparent relationship which can lead to partnerships that should be more beneficial to both.

### **3.3 EXPORTERS**

Exporters on the other hand, are faced with the same obstacles that farmers are facing, in addition to lack of air and land freight space, the lack of knowledge of handling of fresh perishables by the carriers, the continuous changes of government rules and regulation, the increase of fuel charges, lack of farmers implementing GLOBALGAP, and the bureaucracy of the government authorities in creating and implementing new rules.

Exporters managed to overcome some of these obstacles, but will continue to depend on good contracted farmers to ensure sustainable business, and continuous flow of goods to importers abroad. Exporters are always looking for new, well trained suppliers to contract for new varieties. Exporters hope for well trained extension agents as an asset that can assist in helping farmers implement good agricultural practices to reach the maximum quality and quantity production, in addition to providing the technical support to the farmers to grow new high value products.

## **4.0 TRAINING PLAN AND RECOMMENDATIONS**

Accordingly, the following training courses that have been identified by each group of stakeholders are as follows:

### **4.1 FARMERS:**

- Plant protection
- farm management
- Packing and cold chain requirements;
- Grading
- Marketing Information
- Post Harvest
- Marketing & Promotion
- Irrigation
- Fertilization
- Standards and Quality issues
- Knowledge of international agreements
- Fundamentals of Production
- Project management and evaluation
- Planning, Preparing fund requests and proposals
- PH and its role in Farming
- Negotiation skills
- Produce map
- Business management
- Field days
- Machine farming
- Understanding the meaning of EAs
- Communication skills
- Comprehensive guidebook for farming
- Fundamentals of Farming

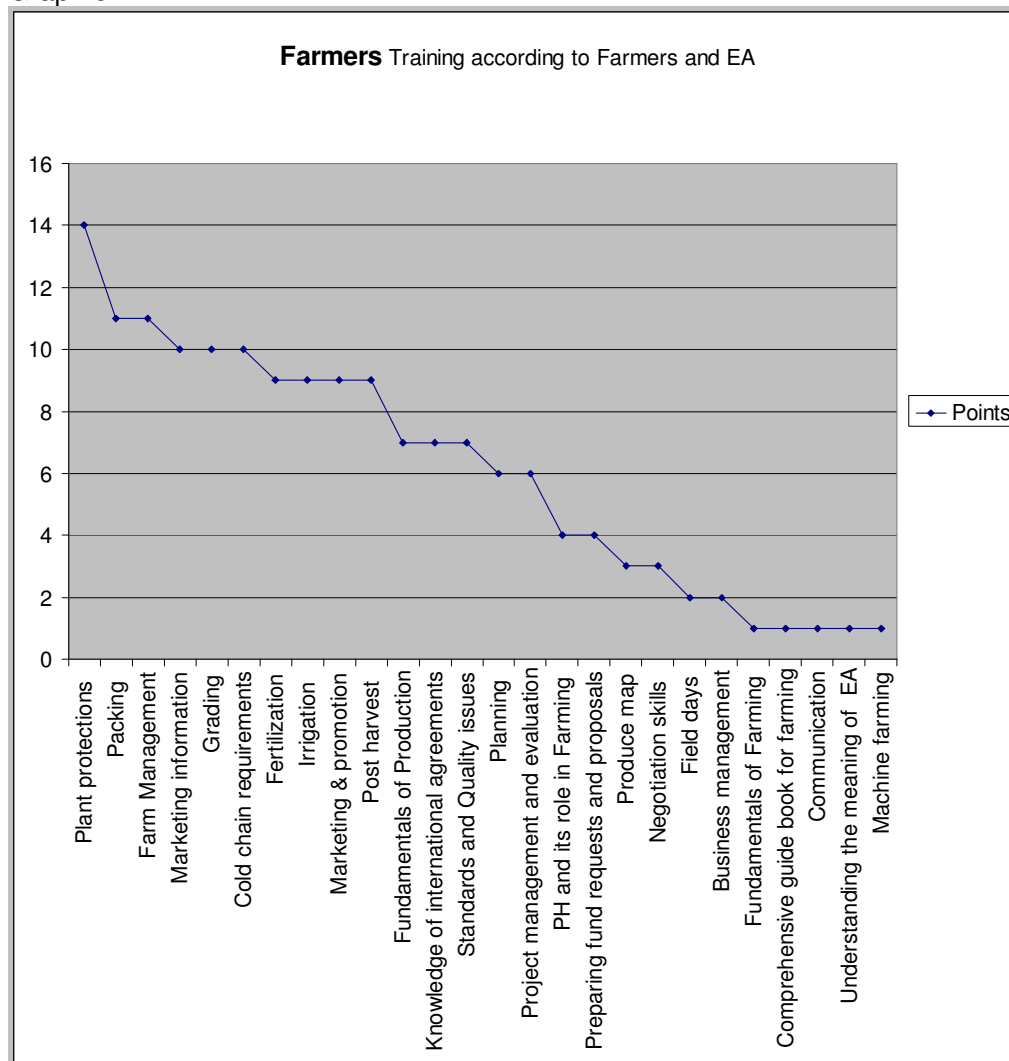
Combining the data of the need of the farmer as seen by the farmer & as seen by the EA provides the most efficient reflection of the needs of the farmers. Combining the two tables together puts emphasis and prioritizes the training needs for the farmers from both perspectives, the extension agents and the farmers themselves.

The priority of the recommended training to be delivered in phase two, to provide a high level of productivity and sector growth are, in order of priority:

- Plant Protection
- Packing and Post Harvest
- Farm Management
- Marketing Information
- Fertilization & Irrigation

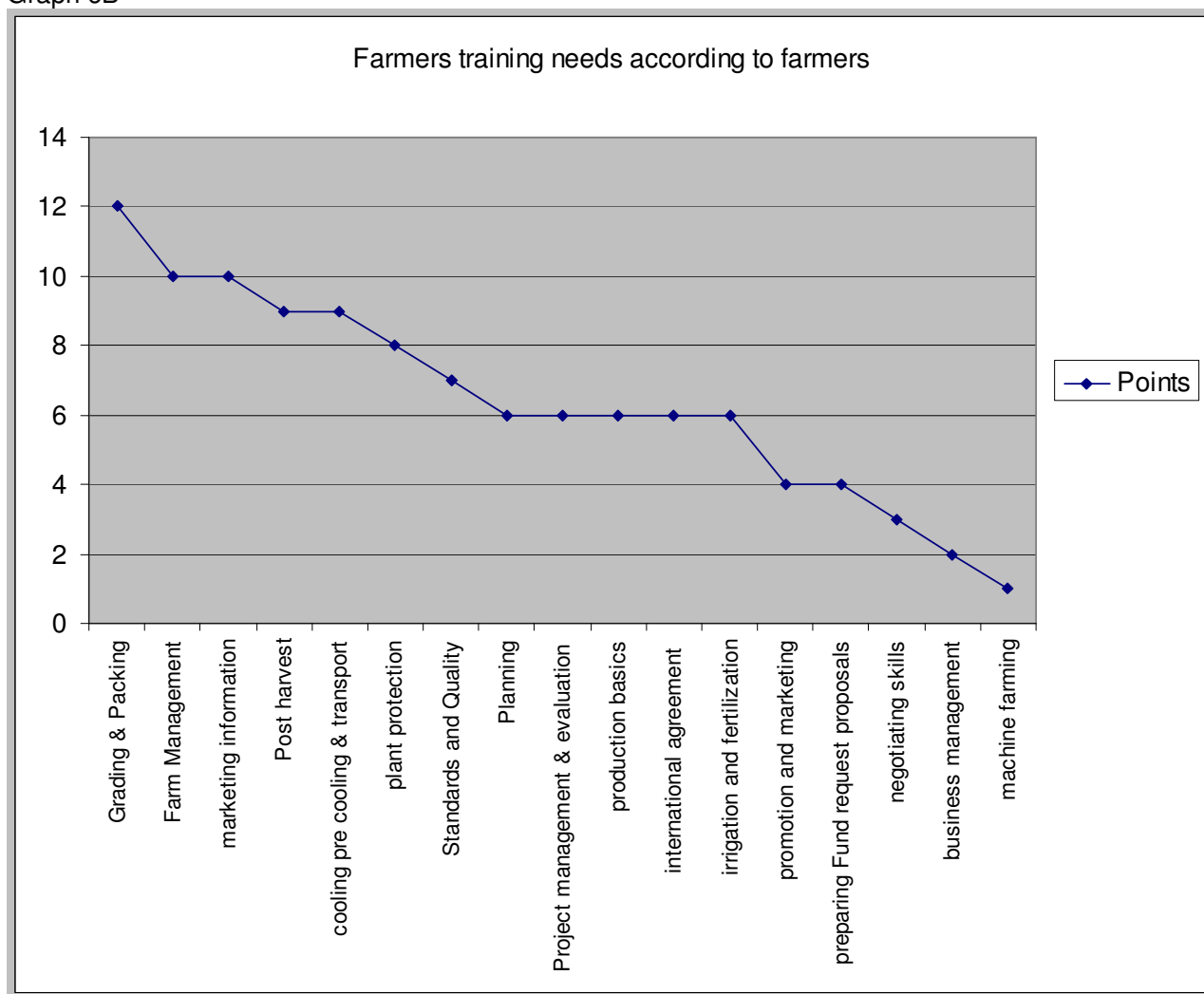
This data reflects priorities for the farmers providing him the ability to market the produce in the best way possible.

Graph 6A

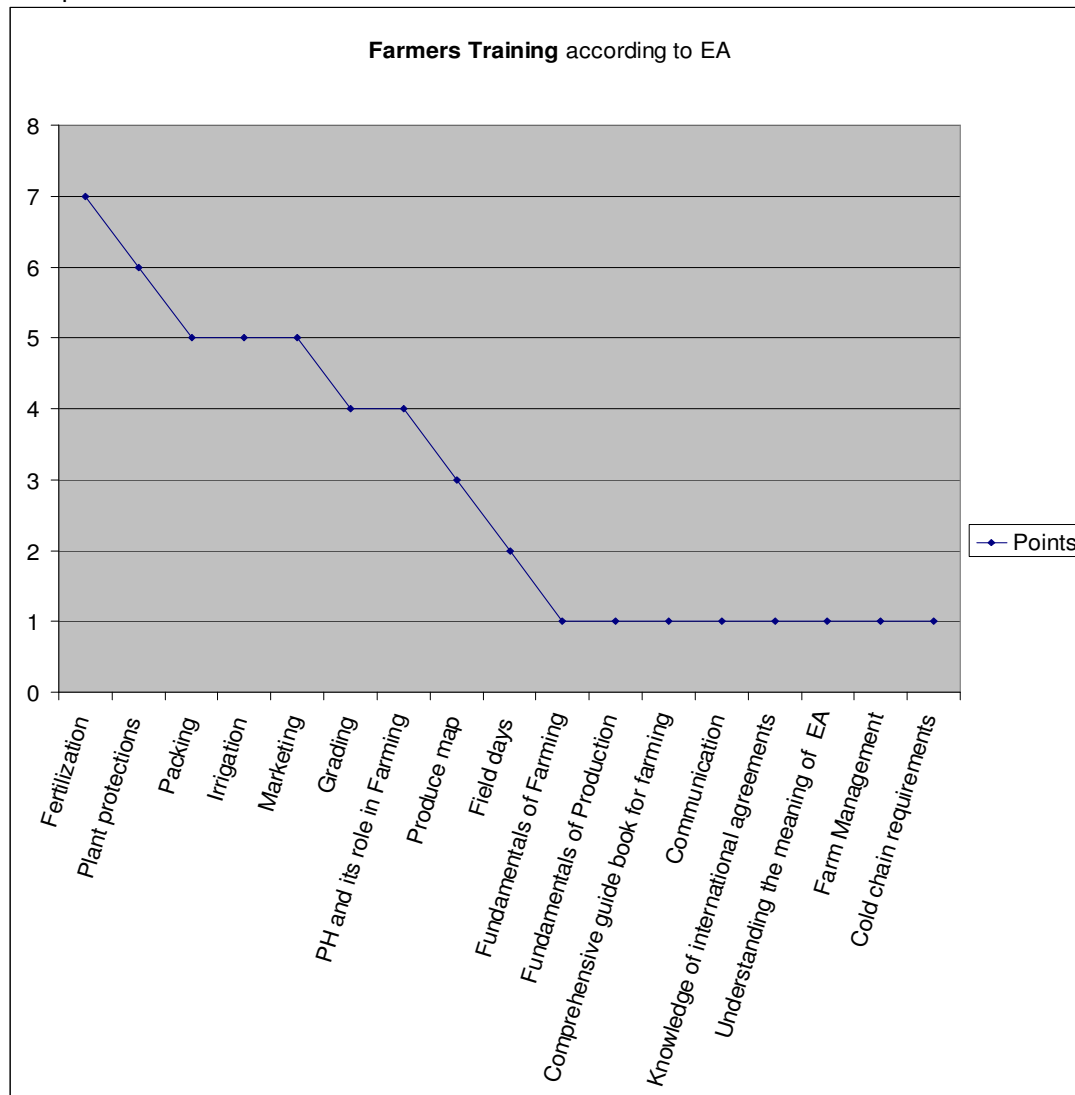


Adding up the views of the farmers and extension agents in the training needs for the farmers emphasizes more on the findings mentioned above as the graphs below shows. Again the most important needs are the plant protection, fertilization, irrigation, Packing and Grading (post harvest), farm management, and marketing information.

Graph 6B



Graph 6C



## 1.1 EXTENSION AGENTS

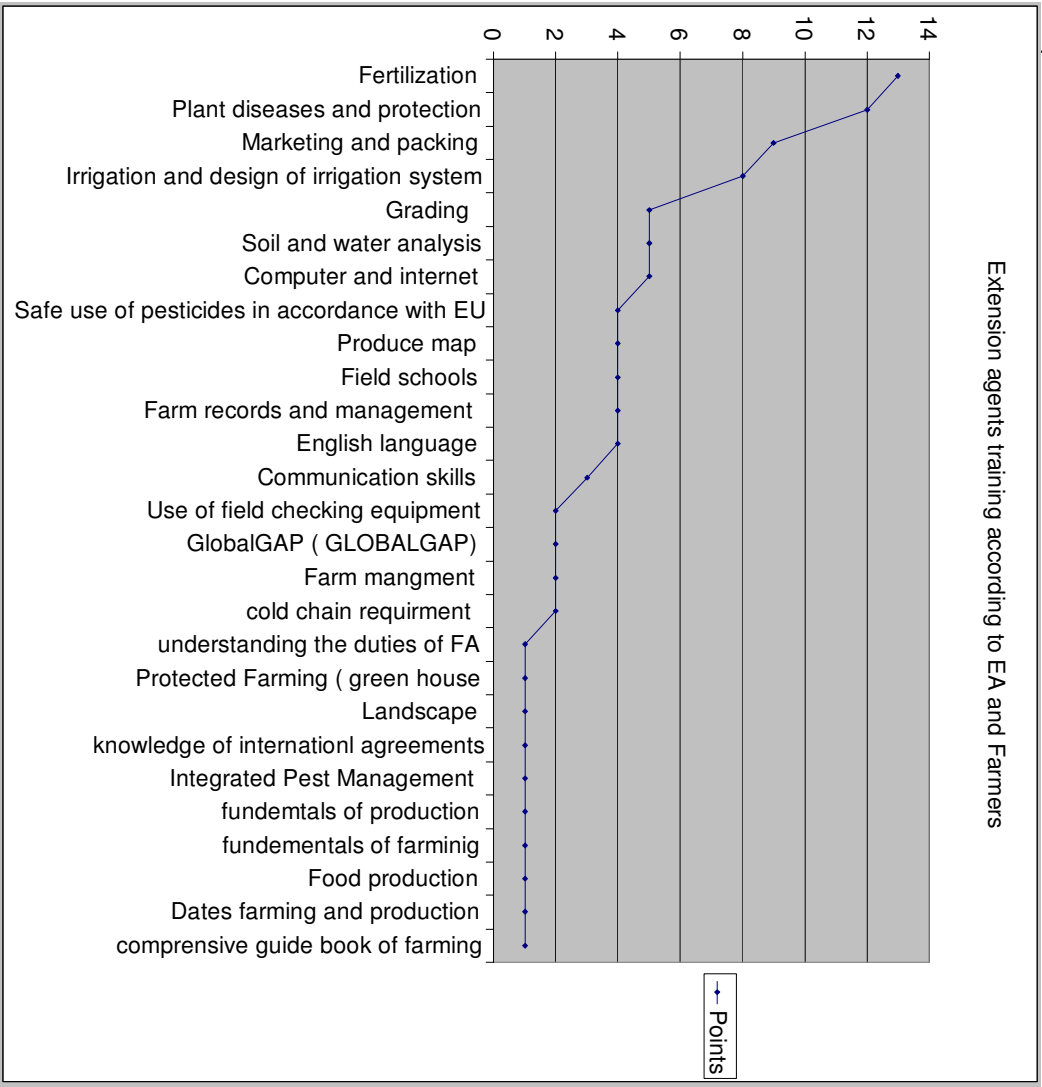
The extension agents' emphasis is more on the farming issues and basics, then the grading packing and marketing issues. Training needs of the EAs as seen by the farmers and the EAs themselves are:

- Fertilization
- Plant diseases and protection
- Marketing and packing
- Irrigation and design of irrigation system
- Computer and Internet skills
- Soil and water analysis
- Grading
- English language
- Farm records and management
- Field schools

- Produce map
- Safe use of pesticides in accordance with EU regulations
- Communication skills
- Cold chain requirements
- Farm management
- GLOBALGAP
- Use of field checking equipment
- Comprehensive guidebook of farming
- Farming dates and production
- Food production
- Fundamentals of farming
- Fundamentals of production
- Integrated pest management
- knowledge of international agreements
- landscaping
- protected farming ( greenhouse production)
- Understanding the duties

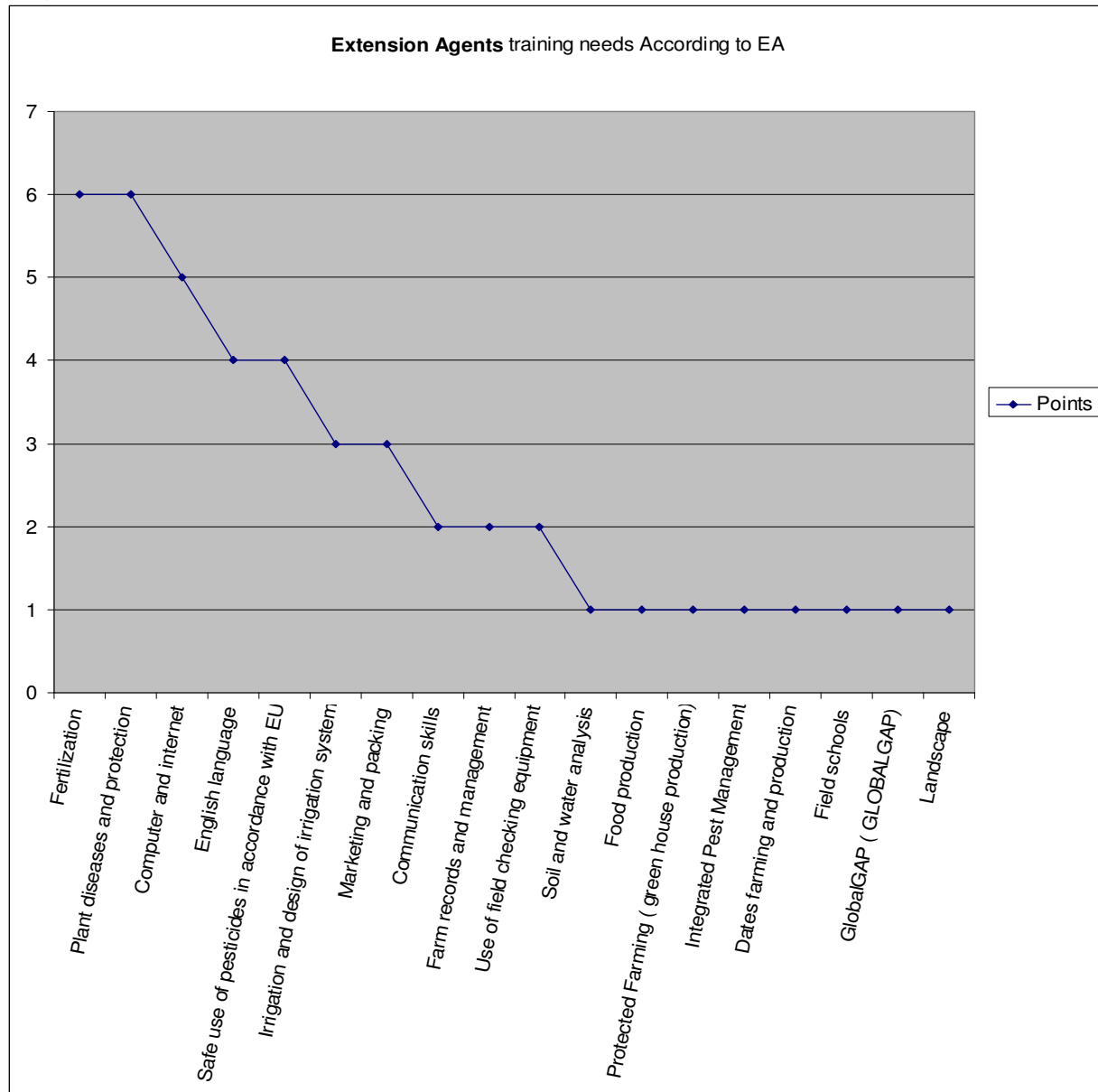
Extension Agents Training needs according to both EA and farmers

Graph 7A

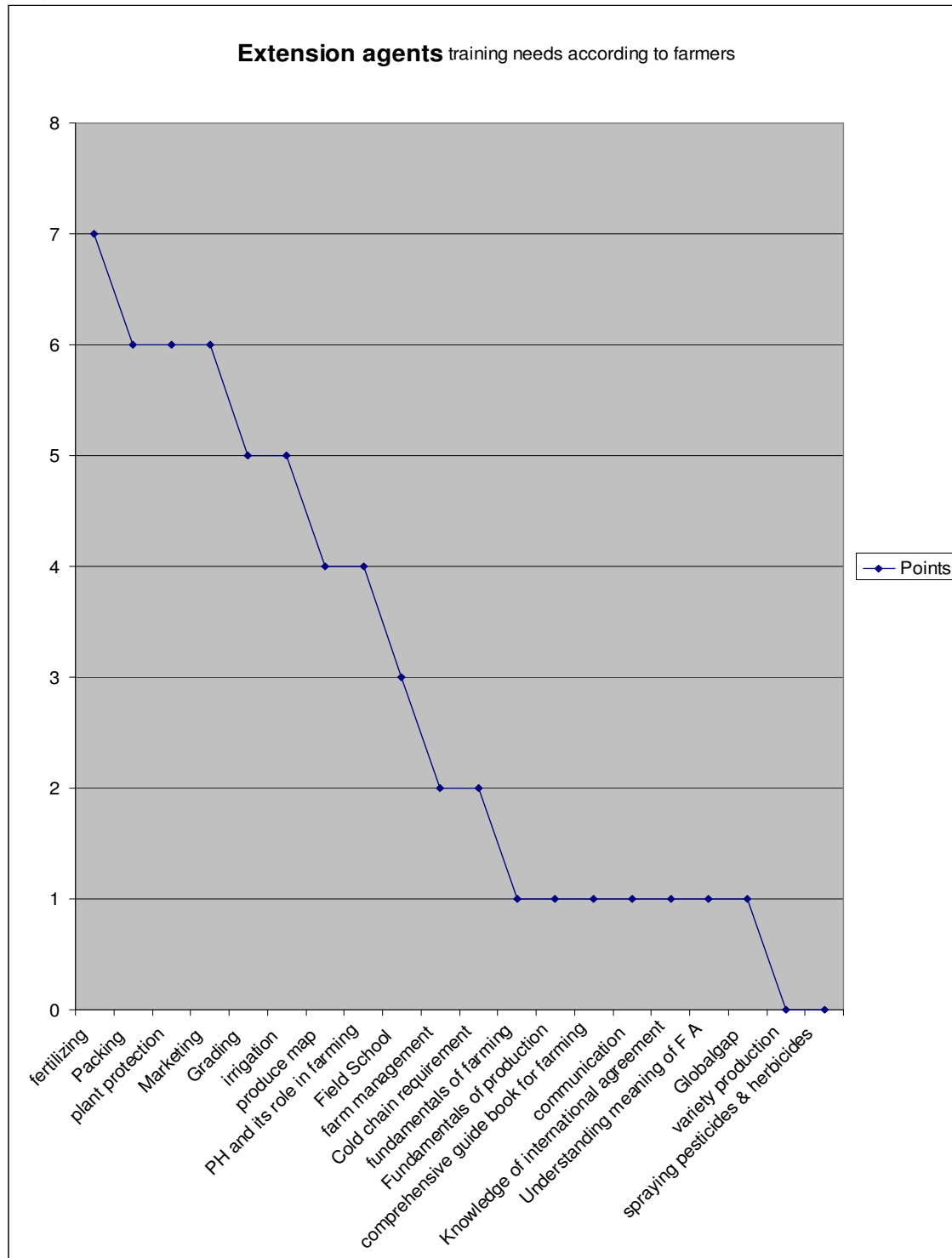




Graph 7B



Graph 7C



### 4.3 EXPORTERS

There are two ways of approaching the market:

Marketing produce which is a very tough job due to the over supply to the markets by many suppliers from all around the world.

Growing what the market needs which requires a professional produce map that reflects the needs of the markets and the possibility of producing those items locally. Accompanying this, there should be advancement in the training of the farmer to upgrade his skills to assist him in narrowing the gap to become more efficient, more productive, and more business oriented.

Exporters will share the same training course with the farmers and shall provide their facilities i.e. packing house to perform part of the training activities that are related to packing, sorting, post harvest techniques and cold chain.

### 5.0 TRAINING RECOMMENDATIONS & TRAINING STRATEGY

Field schools proved a great success in Safi Valley. A hands on training program in the field helped farmers to understand issues related to farming by trial and error. The recording of all information and comparing data to the observations enlightened the farmers to when to grow, spray or harvest the produce. A very important point that we have to emphasize on is team work that was enhanced substantially in these field schools days. The farmers involved are very excited to continue the field Schools experiments. A similar approach has to be taken in ideal farms in the North, South, and Middle regions to demonstrate the tailored training needs programs that will be implemented in Jordan in the coming months as suggested bellow.

Training Program , time table and output															
	2007			2008											
Training Courses	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
communication skills															
Grading , packing and packaging															
Farm Management															
Market information system															
Post Harvest Handling and technology (cooling/precooling)															
expected results from training															
Extension agents are skilled enough to communicate with targeted group .Efficient and effective annual plan is in place and efficiently implemented By EA .Maximum utilization of available resources is met. Bridge of common understanding between farmers and extension agent is built	Quality specification are correctly understood and maintained . Export market requirements are met . Proper packages of several types of fresh produce are used . fresh produce is properly graded & directed to the right market segment			.Farming recourses losses are reduced . Farm management is efficient and return on investment is improved . Post harvest losses and improper practices are eliminated Farmers are pre qualified to EUREPGAP.			Farmers are technically equipped to do some sourcing in their farms. Read & anylase available opportunities through proper use of market information . Available information system are used efficiently in farm management and planning .Farmers are in stronger negotiation position			.Reduction of post harvest loses, exporters are showing interest in trained farmers, Exports (quantity and quality ) are increased .Farmers skills in handling practice are improved					

Suggested Training program matrix 2007/2008

Training course	Code	Location	Duration	Date	No. Trainees	Frequency /year	Trainer entity
Extension Agents							
Communication Skills	TCO1	Amman/Dead Sea	4 Days	Nov-Dec-Jan	18-24	Three-four	Sabeq
Farmers & EA							
Grading, Packing, packaging	TCO2	Jordan valley	3 Days	Dec/FEB	10-12	Three	Sabeq
Farm Management	TCO3	Jordan valley	2 days	Dec/Jan	15-18	Three	Sabeq
Market information	TCO4	Jordan valley/Amman	2 days	Dec/Feb/March	15-18	three times	Sabeq
Post harvest	TCO5	Jordan valley	3 days	Dec-Feb	12-15	three	Sabeq
Plant production	TCO6	Outside Jordan	7 days	July	20-25	once	Sabeq
Plant protection	TCO7	Jordan valley	2 days	Dec/Feb	20-30	Twice	Sabeq
Irrigation/ System design	TCO9	Jordan valley	3 days	April	25-30	Twice	Sabeq
GLOBALGAP (EUREPGAP)	TC10	Jordan valley	2 days	Jun/Sep/Nov/Dec	10-12	Four times	Sabeq/JEPA
Negotiation skills	TC11	Amman	2 days	Jan/Jun	20-24	Twice	Sabeq

## 6.0 EXPECTED RESULTS OF TRAINING

Having well-trained extension agents will enable them to act as advisors to the farmers and, at the same time, play the role of moderators between the exporters and the farmers.

Team work should also be enhanced in these training sessions by introducing new concepts of cooperation between the farmers and the exporters in a very transparent way, making the farmer not only a supplier, but also a real and equal partner.

Training programs should also focus on making the relationship between the exporter and the farmer, supported by the extension agent, a transparent and profitable relationship to the benefit of all parties involved.

The productivity of the farmers will be enhanced through well-tailored training programs that focus on the basic needs of the farmers, markets and the exporters. This does not necessarily mean that the main purpose is to increase the production, but rather to minimize losses through post-harvest knowledge and to increase the value of the produce through proper grading, packing, storage, transport, shipping, etc. The findings are listed in the form of graphs & tables in this report.

## 7.0 CONCLUSIONS:

The analysis shows and points out to the need for training and capacity building of the agricultural extension agents, farmers and exporters in areas and fields that guarantee the maximum impact on the sector. These courses are to improve the capacity and the skills of the farmers, the EAs, and the exporters in order to fill the gap and build better understanding and performance for business oriented relationships.

The agriculture sector growth depends substantially on:

- The markets of the neighboring countries and especially on the European markets.
- Creating a strong updated information system.
- A national and international produce map to act as a guide for both exporters and farmers.
- Increased transparency and trust among the stakeholders.
- Educating the farmer and providing him with resources and access to market information to give him a stronger negotiating position with the exporters and wholesalers.
- Creating opportunities for production of new high value products.
- Involving the farmers with the field schools' training programs.
- Bureaucracy of the government and the freight handlers should be looked at more seriously.
- Labor and water problems are issues that have to be addressed urgently through proper channels.

## APPENDICES AND REFERENCES:

### Exporter's Survey:

1. استبانة المصدر  
السؤال  
هل هناك حسب رايك زيارات ميدانية للمرشدين على المزارع  
على مشغلك  
هل يقوم باجابتك مباشرة 2
- 3 هل يقوم بالرجوع لمصادر المعلومات كالخبراء والباحثين ....
- 4 هل يتواجد المرشد في مكتبة كلما احتجت الية
- 5 هل نشعر بان ثقة المزارع بالمرشد كبيرة  
ثقة المصدر
- 6 هل يبدا المرشد مجهودا لاقتناعك اذا خالفك الراي
- 7 هليقوم المرشد بعملة بكفاءة عالية
- 8 هل تستعمل المرشد ادوات سمعية وبصرية وارشادية لاقتناع  
المزارعين
- 9 هل هذه الادوات متوفرة للمرشد  
ولك
- 10 هل تتوفر وسيلة نقل للمرشد
- 11 الى اي مدى تشعر بان المرشد قادر على حل مشاكلك
- 12 هل تعتقد ان المرشد يحتاج الى تدريب
- 13 هل تتعرض لتدريب مستمر
- 14 هل نشعر بان المرشد يقوم بتطوير مهاراته باستمرار
- 15 هل تتوفر لديك مصادر معلومات سهلة
- 16 هل تستعمل الكمبيوتر والانترنت للحصول على معلومات جديدة
- 17 هل يتوفر الانترنت في مكتبك / منطقتك
- 18 هل تضطلع باسئمرار على احتياجات الاسواق المحلية من حيث  
المواصفات والكميات والاصناف المرغوبة
- 19 هل تقوم بايصالها للمزارعين مباشرة
- 20 هل تضطلع باسئمرار على احتياجات الاسواق الاوروبية من حيث  
المواصفات والكميات والاصناف المرغوبة
- هل تقوم بايصالها للمزارعين مباشرة
- 20 ما هو مستوى معرفتك بالخرن المبرد والتبريد الاولي  
هل تقوم بايصالها للمزارعين مباشرة
- ما هي المحددات والمعوقات التي تمنعك من اداء عملك بكفاءة عالية

ما هي مجالات التدريب التي تعتقد انها ضرورية للمرشدين

ما هي مجالات التدريب التي تعتقد انها ضرورية للمزارعين

ما هي مجالات التدريب التي تحتاجها لتطوير مستوى اداءك لعملك

هل سبق وان تعاملت مع مزارع	نعم	لا
هل كان التعامل من خلال عقود	نعم	لا
هل كانت العقود مكتوبة	نعم	لا
هل كانت ا لعقود موثقة	نعم	لا

هل كانت هناك جهة نقدم لك تدريب لاستلام وتصدير المنتجات بالمواصفات المطلوبة ؟

لا نعم

من هي هذه الجهة ؟

هل كان التدريب قابل للتطبيق وعملي ؟

لا نعم هل هناك خطة عمل تصديرية سنوية

اذا كان الجواب نعم ما هي

## Extension Agent's Survey .2

استبانة المرشد

السؤال	1	2	3	4	5
هل تقوم بزيارة المزارعين باستمرار					
هل تقوم باجابة المزارعين مباشرة		2			
هل تقوم بالرجوع لمصادر المعلومات كالخبراء والباحثين		3			
هل تقوم بانجاز اعمالك اليومية بالوقت المحدد		4			
هل نشعر بان ثقة المزارع بالمرشد كبيرة		5			
هل تقوم بالاسنمرار باقناع المزارع حتى لو خالفك الراي		6			
هل تقوم بعملك كفاءة عالية		7			
هل تستعمل ادوات سمعيو وبصرية وارشادية لاقناع المزارعين		8			
هل هذه الادوات متوفرة		9			
هل تتوفر لك وسيلة نقل		10			
الى اي مدى يقوم المزارع بعملة على الوجهة الامثل		11			
هل تعتقد ان المزارع يحتاج الى تدريب		12			
هل تتعرض لتدريب مستمر		13			
هل تتوفر لديك مصادر معلومات سهلة		14			
هل تستعمل الكمبيوتر والانترنت لاجابة المزارعين او لاغناء معلوماتك		15			
هل يتوفر الانترنت في مكتبك		16			
		17			
		18			
		19			
		20			



ما هي المحددات والمعوقات التي تمنعك من اداء عملك بكفاءة عالية

ما هي المجالات التي تعتقد انك تبدع بها اكثر من غيرها

ما هي مجالات التدريب التي تعتقد انها ضرورية للمزارعين

ما هي مجالات التدريب التي تحتاجها لتطوير مستوى اداءك لعملك

هل هناك خطة عمل دورية لاداء مهماتك الميدانية

### Farmer's Survey. 3

استبانة المزارع  
\*اسم الشركة او المزرعة:  
اسم المسئول  
العمر  
مساحة المزرعة  
اسم المشرف  
تحصيلة العلمي

\*النشاط :

- ☐ تسويق ☐ تصنيع ☐ تصدير ☐ انتاج
- ☐ مستلزمات انتاج وتسويق ☐ خدمات تسويق
- ☐ اخرى ( حدد )

\*المجال :

- ☐ اخرى (حدد) ☐ ازهار ☐ فاكهه ☐ خضار
- الانواع دونم/بيت بلاستيك التعاقد
- لا نعم
- ملاحظات

\* منطقة العمل :

\*عنوان المزرعة / الشركة

العنوان البريدي  
التلفون  
الفاكس  
الخلوي  
E mail

- هل تقوم بمراجعة مكتب الارشاد
- هل يقوم المرشد بزيارتك باستمرار
- هل يقوم المرشد باجابتك مباشرة عند سؤالك لة
- هل يقوم المرشد بالرجوع لمصادر المعلومات ويعود عليك بالاجابة والحلول المطلوبة لاحقا ....
- هل يواجد المرشد في مكتبة كلما احتجت الية
- هل نشعر بالثقة بالمرشد عند مراجعتك لة
- هل يبذا المرشد مجهودا لاقتناعك اذا خالفك الراي
- هل يقوم المرشد بعملة بكفاءة عالية
- هل تستعمل المرشد ادوات سمعية وبصرية وارشادية لاقتناع المزارعين
- هل هذه الادوات متوفرة للمرشد ولك
- هل تتوفر وسيلة نقل للمرشد
- الى اي مدى تشعر بان المرشد قادر على حل مشاكلك
- هل تعتقد ان المرشد يحتاج الى تدريب
- هل تتعرض لتدريب مستمر
- هل نشعر بان المرشد يقوم بتطوير مهاراتة باستمرار
- هل تتوفر لديك مصادر معلومات سهلة
- هل تستعمل الكمبيوتر والانترنت للحصول على معلومات جديدة
- هل يتوفر الانترنت في مكتبك / منطقتك
- هل تضطلع باسئمرار على احتياجات الاسواق المحلية من حبث المواصفات والكميات والاصناف المرغوبة
- هل تضطلع باسئمرار على احتياجات الاسواق العربية من حبث المواصفات والكميات والاصناف المرغوبة
- هل تضطلع باسئمرار على احتياجات الاسواق الاوروبية من حبث المواصفات والكميات والاصناف المرغوبة
- ما هو مستوى معرفتك بالخرن المبرد والتبريد الاولي
- ما هو مستوى معرفتك بتقنيات ( تكنولوجيا التداول والفرز والتدريج والتعبئة والتبريد )
- ما هو مستوى معرفتك بعمليات التداول ما بعد الحصاد ( قطف , فرز , تعبئة , تدريج , نقل )
- هل تعلم ما هي متطلبات المصدرين للاسواق الخاجية

ما هي المحددات والمعيقات التي تواجهك في اداء عملك بكفاءة عالية

ما هي المجالات التي تعتقد انك تبذل بها اكثر من غيرها

ما هي مجالات التدريب التي تعتقد انها ضرورية للمرشدين

لا	نعم	هل سبق وان تعاملت مع مصدر
لا	نعم	هل كان التعامل من خلال عقود
لا	نعم	هل كانت العقود مكتوبة
لا	نعم	هل كانت الاعقود موثقة
لا	نعم	هل كانت هناك جهة نقدم لك تدريب لانتاج المواصفات المطلوبة بكميات تجارية ؟
لا	نعم	من هي هذه الجهة ؟

هل كان التدريب قابل للتطبيق وعملي ؟

لا نعم هل هناك خطة موسمية لزراعاتك السنوية

اذا كان الجواب نعم ما هي ؟

اذا كان الجواب نعم ما هي ؟

\*ما هي اهم عشرة مجالات تدريب التي تحتاجها ؟

- |   |  |
|---|--|
| <input type="checkbox"/> التداول بعد القطف                | <input type="checkbox"/> التعبئه والعبوات      |
| <input type="checkbox"/> التبريد / التبريد الاولي / النقل | <input type="checkbox"/> مهارات التفاوض        |
| <input type="checkbox"/> ادارة المزارع                    | <input type="checkbox"/> الجوده والمواصفات     |
| <input type="checkbox"/> المعلومات التسويقيه              | <input type="checkbox"/> الترويج               |
| <input type="checkbox"/> التخطيط                          | <input type="checkbox"/> ادارو وتقييم المشاريع |
| <input type="checkbox"/> ادارة الاعمال التجاريه           | <input type="checkbox"/> اعداد طلبات تمويل     |
| <input type="checkbox"/> اسس الانتاج                      | <input type="checkbox"/> الاتفاقيات التجاريه   |
|   | <input type="checkbox"/> (.,WTO,..... NAFTA..) |
| <input type="checkbox"/> التسميد والري                    | <input type="checkbox"/> الوقاية من الامراض    |

☐ اخرى (حدد )

\* رتب احتياجاتك حسب الاولوية :

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

\* ما هي المدة التي تعتقد انك ممكن ان تتفرغ خلالها لتشارك فى برنامج تدريبي ؟

- |                                  |                                     |                                   |
|----------------------------------|-------------------------------------|-----------------------------------|
| <input type="checkbox"/> يوم     | <input type="checkbox"/> ثلاثة ايام | <input type="checkbox"/> اسبوع    |
| <input type="checkbox"/> اسبوعين | <input type="checkbox"/> شهر        | <input type="checkbox"/> غير محدد |

\* ما هو الموقع الافضل لعقد برنامج تدريبي لكم او لموظفيكم ؟

- ☐ فى احد مزارع / مواقع المنتجين / المسوقين
- ☐ فى قاعة تدريب فى مناطق الانتاج او التسويق
- ☐ فى اقرب مدينه لمنطقة الانتاج
- ☐ فى مكاتب سابق
- ☐

اخرى ( حدد )

\*ما هو افضل توقيت لعقد برنامج تدريبي ؟

☐ من شهر 3 الى شهر 6 ☐ من شهر 1 الى شهر 3

☐ من شهر 9 الى شهر 12 ☐ من شهر 6 الى شهر 9

\*اذا كان لديك موظفين ترغب في تدريبهم فهل ما سبق ينطبق عليهم ايضا

☐ لا ☐ نعم

اذا كان الجواب لا ماذا تقترح

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\*اذا كان لديك موظفين ترغب في تدريبهم فما هو عددهم لكل مجال من المجالات السابقة ؟

توقيت التدريب	موقع التدريب	عدد الموظفين	مدة التدريب المقترحه	مجال التدريب
				التداول بعد القطف
				التعبئه والعبوات
				التبريد / التبريد الاول / النقل
				مهارات التفاوض
				ادارة المزارع
				الجوده والمواصفات
				المعلومات التسويقيه
				الترويج
				التخطيط
				ادارة وتقييم المشاريع
				ادارة الاعمال التجاريه
				اعداد وثائق مشاريع
				السياسات الزراعيه
				الاتفاقيات التجاريه
				اخرى (حدد)

\* هل ترى ان برنامج التدريب يجب ان يعقد بشكل دورى ام لمرة واحدة فقط ؟

☐ مره واحده ☐ دوري

\* اذا كان الجواب دوري , فما هى دورية التدريب المقترحه ؟

☐ كل ستة اشهر ☐ كل ثلاثة اشهر

☐ مره كل عامين ☐ كل سنه

\*ما هى الاهداف التى ترغب فى تحقيقها عند مشاركتكم او احد موظفيكم فى برنامج تدريبي ؟

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\* اية مقترحات اخرى :

.....

.....

.....

.....

Extension Agents:

Obstacles according to EAs

Obstacles	Points
Transportation	13
Brochures and field testing equipment	12
Training courses	9
Unavailability of computers and Internet	8
Varieties of Task assignments to EA	8
Lack of Staff	7
Financial support and incentives	5
Free seeds, Pesticides and Samples	4
Updated trusted source of information	4
Field schools	4
No Lab facilities for quick analysis	3
Bureaucracy	2
Private company Extension agents	2
Unavailability of the decision makers in farm	2
Continuous transfer from Positions	1
Employment according to vacancy not Qualification	1
Limited time working hours	1
High prices of Basic farming tools and supplies	1
Weakness of information of EAs	1
Lack of management information	1

EA Training Need according to EAs:

Training	Points
Fertilization	7
Plant diseases and protection	6
Computers and Internet	5
English language	4
Safe use of pesticides in accordance with EU	4
Irrigation and design of irrigation system	4
Marketing and packing	3
Communication skills	2
Farm records and management	2
Use of field checking equipment	2
Soil and water analysis	1
Food production	1
Protected Farming ( greenhouse production)	1
Integrated Pest Management	1
Dates farming and production	1
Field schools	1
EUREPGAP ( GLOBALGAP)	1
Landscaping	1



Farmers Training need according to EAs:

Training	Points
Safe use of pesticides acceptable in EU	10
Fertilizing	9
Marketing	7
Irrigation and design of irrigation system	6
Plant disease and protection	5
Farm records and management	4
Post harvest	2
Salt and water analysis	1
Field schools	1
Produce map	1
Packing and packaging	1

Farmers: Obstacles perceived by Farmers

Obstacle	Points
Water issues and Management	8
Marketing	7
Labor Shortage	6
Packing & Packaging	5
Grading	4
Fundamentals of Farming	3
Fundamentals of Production	3
Produce map	4
Control of Exporters and Lack of Trust	3
Financial back up	3
Unavailability of packing house equipment	2
Standards	2
Unavailability of Wholesale market in Safi	1
Security of Selling produce	1
Spraying pesticides and herbicides	1
Cold chain requirement and post harvest	1
Farm management	1
Protection to Farmers	1
Unavailability of Extension agents	1
Bureaucracy	1
Small shared land	2
Working other jobs and absence of Farmers	1
Absence of contracted farming	1
Unavailability of Field schools	1

Farmers Training need according to farmers:

Training Need	Points
Grading and Packing	12
Farm Management	10
Marketing information	10
Post harvest	9
Cooling, Pre cooling and transport	9
Plant protection	8
Standards and Quality issues	7
Planning	6
Production basics	6
Irrigation and fertilization	6

Project management and evaluation	6
International agreements	6
Promotion and marketing	4
Preparing fund requests and proposals	3
Negotiation skills	2
Business management	2
Machine farming	1

EA training according to Farmers:

Obstacles	Points
Fertilization	7
Plant protections	6
Packing	5
Irrigation	5
Marketing	6
Grading	5
PH and its role in Farming	4
Produce map	4
Field schools	3
Fundamentals of Farming	1
Fundamentals of Production	1
Comprehensive guide book for farming	1
Communication	1
Knowledge of international agreements	1
Understanding the meaning of EA	1
Farm Management	1
Cold chain requirements	2



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Web address: <http://www.sabeq-jordan.org>