



# WATER INNOVATIONS TECHNOLOGIES (WIT)

## Training Needs Assessment For Agricultural and Household Suppliers Key Findings

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## Contents

Purpose of the Document	4
Objective and Methodology	4
Key Risks and mitigation	5
Key Results	6
Agricultural suppliers	6
Households suppliers	8
Conclusions	10
References:	10
Annex 1 Household Questionnaire	11
Annex 2 Agricultural Questionnaire	15

## List of Tables

Table 1 Risk and potential mitigation strategies	5
Table 2 Priority of the training needs to Agricultural suppliers	7
Table 3 Priority of the training needs to Household suppliers	9

## List of Figures

Figure 1 Interview processes	5
Figure 2 Agricultural suppliers: trainings in needs	7
Figure 3 Household Suppliers: trainings in needs	8



## Purpose of the Document

The purpose of this document is to provide a summary of the key findings from the training needs assessment survey for the suppliers only as agreed with Mercy Corps and MSD lead, the demand side will be considered by the market assessment. The survey was conducted by Mercy Corps and the International Water Management Institute (IWMI) for agriculture and household suppliers. This assessment was carried in the last two weeks of October 2018. The questionnaires were built and developed in consultation between Mercy Corps and IWMI and they were tailored to agriculture and household suppliers. The Agriculture survey had 24 questions and the households survey was comprised of 26 questions.

## Objective and Methodology

The objective of the training needs assessment was to identify knowledge gaps and required training by agriculture and households' suppliers around water saving technologies and its marketing opportunities by suppliers.

The applied methods are simple in its approach based on the no of suppliers in the regions (Mafraq and Azraq).

- **Survey:** The method recommends consulting with agriculture and households water saving suppliers via face to face (F2F) interviews. The needs assessment consultation will focus on securing insights into what, why and how participants access trainings on water saving technologies, and what barriers or limitations exist at present. An online survey would be used in combination with F2F interviews for the input of a wide range of customers; however, because of the time, the F2F interviews were designed to garner deeper and richer insights.
  - Design questions tailored per agricultural and households suppliers (see Annex 1 and 2)
  - Conducted a desktop study and consultations with the Ag and HH teams to identify potential suppliers to participate
  - Carry out interviews - can take up to one hour depending on the participant
  - A brief interview process described in figure 1.
- **Prioritization analysis:** The MoSCoW method (Cleg and Barker, 1994) was chosen to prioritize the suppliers' answers in relation to required trainings. The MoSCoW method is a technique developed and used in management, business analysis, project management, and software development to reach a common understanding with stakeholders on the importance they place on the delivery of each requirement; it is also known as MoSCoW prioritization or MoSCoW analysis.
- All requirements are important, but they are prioritized to deliver the greatest and most immediate business benefits at an early stage. Four scales are used **Must have** (>80%), **Should have** (>50%) and **Could have** (>30%) and **won't have** (<30%).

- Trainers will initially be required to deliver all the *Must have*, *Should have* and *Could have* requirements in order of its priorities.

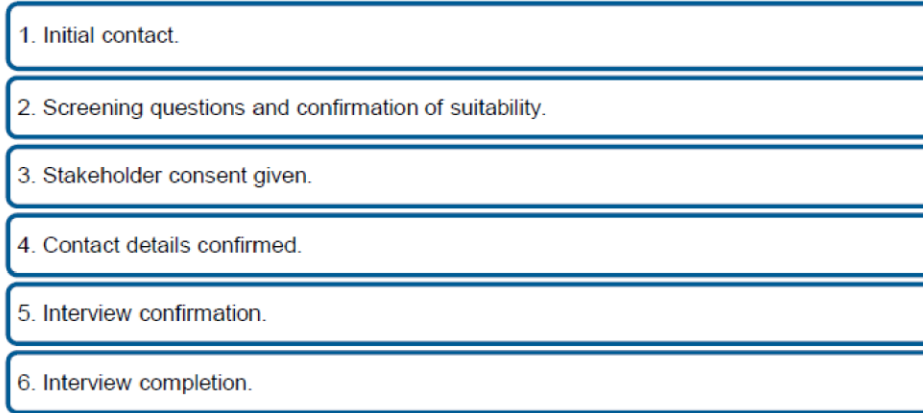


Figure 1 Interview processes

## Key Risks and mitigation

Table 1 Risk and potential mitigation strategies

Key risks description and mitigation strategies	Potential control measures/Mitigation Strategies
1. Not engaging the most relevant suppliers	<p>Systematic identification, screening and selection of participants.</p> <p>Identified recommended Ag and HH suppliers which are recommended by the Ag and HH teams at Mercy Corps based on previous experience in other Project activities that engaged suppliers in both sectors.</p>
2. Over or under-recruiting participants	<ul style="list-style-type: none"> <li>Careful monitoring of participation during recruitment for F2F interview</li> <li>Identify project advocates in Mercy Corps and IWMI who can mobilize quickly to promote participation.</li> </ul>
3. Managing suppliers expectations	<p>Clearly communicate informally and formally through the project communication, that:</p> <ul style="list-style-type: none"> <li>The provision of answer is taken seriously and will be considered in identifying and designing the training</li> </ul>

4. Meeting the deadline for delivery of the training needs assessment report	<ul style="list-style-type: none"> <li>• Agreement on method and process in mid-October 2018</li> <li>• Agreeing to timeline and inform Mercy Corps with any early sign of delay to negotiate due date.</li> </ul>
5. not reaching the most knowledgeable people in the companies? Or not reaching decision makers who know best what their company needs?	<ul style="list-style-type: none"> <li>• Clearly communicate and clarify that at the start of the F2F interview and ask for opportunity to meet other people at the same supplier</li> </ul>

## Key Results

The questionnaires developed and designed for face to face interviews aimed to provide better understanding of the type of training gaps and training required by suppliers to have the ability to promote the marketing of the water saving technologies for agricultural and households sectors.

Face to face interviews were conducted during the last two weeks of October 2018. A total 6 companies were interviewed, 4 and 2 for agricultural and households respectively.

The answers to the questionnaires were collected and transferred into an Excel file to ease the analysis of the answers. Only 4 suppliers were interviewed for agricultural and 2 suppliers for households but with 3 interviews (2 from one company but different department). The sample size needs to be considered, when results are presented and interpreted.

### Agricultural suppliers

Question 17 targeted the types of training that are required by agriculture suppliers and their staff that are essential to their business in terms of management and technical support. Figure 2 shows the selected agriculture-related trainings by agriculture suppliers. Market outreach and irrigation system design were mentioned by all suppliers. However, there was a diffusion between suppliers' answers in relation to other trainings that related to business size and needs. The rest of the questions added value in terms of providing better understanding to agriculture suppliers.

- All interviewed suppliers are currently selling water saving technologies in Mafraq and Azraq with only one supplier considered as a large agriculture supplier (with more than 40 staff); the rest are medium size suppliers with less than 40 staff.
- Gender integration is not equal among suppliers. Gender integration (women employed in the business) in the best case is less than 30% and in general is less than 5%.
- All interviewed suppliers are selling water saving technologies by direct engagement with the customer through face to face at their premises, but the large company provides an extra service such as extension services (opportunity for field visit to customers to promote and provide best customer experiences).



*Figure 2 Agricultural suppliers: trainings in needs*

- All suppliers assessed their staff with 50% performance in supporting the sales. This is related to the gap in knowledge on water saving devices, technologies and marketing information. Suppliers (mostly the business owner) have identified required trainings as technical, management, financing and marketing but not extension services, and information on using water savings devices.
- Suppliers also identified that general knowledge on water situation, issues and water demand in Jordan, irrigation design and water saving technologies are useful trainings for their business.
- All interviewed suppliers recommended several actions that can be used to support the market and encourage customers to purchase water saving technologies such as discount (business offering discount), price reduction or subsidies that can be used as a mechanism to improve their business.
- All interviewed suppliers identified and agreed that currently there is a great need for trainings. However, it was in great census between suppliers that currently these trainings are not available and not provided even by private sector. This can open a great opportunity for the Project as WIT identifies and supports market actors to fill this gap.
- Some potential agencies were identified by suppliers, as entities that could provide such required trainings such as NCAR and the Ministry of Agriculture. Other agencies could be engineering associations, the Ministry of Environment, Universities, and NGOs.
- All interviewed suppliers through an open question, recommended the best platform to provide trainings is through workshops with only 25% of the suppliers recommending face to face and hands on training along with a workshop.

Table 2 presents the training courses in priority order using MoSCoW method that shows the must have and should have trainings as high priority.

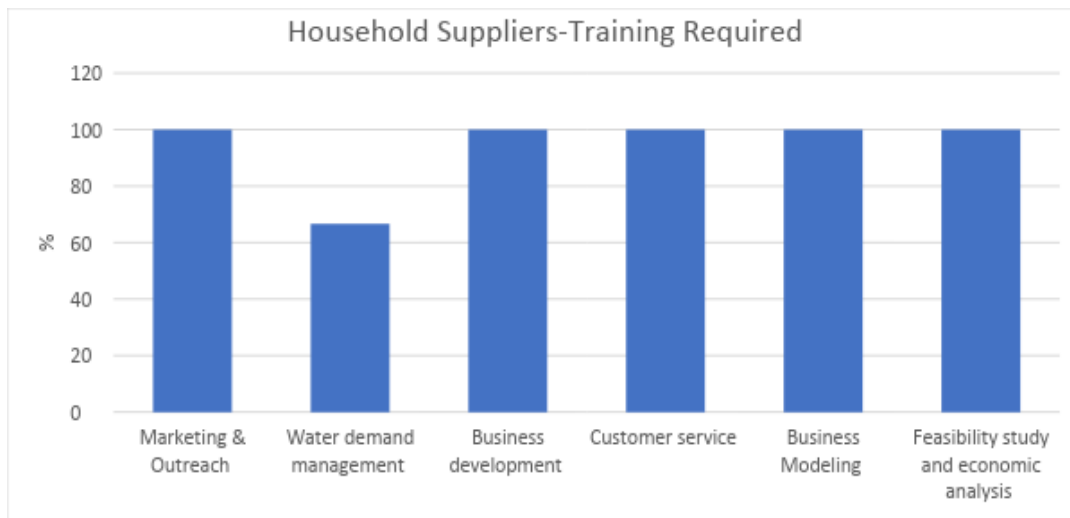
*Table 2 Priority of the training needs to Agricultural suppliers*

Must Have	Should Have	Could Have	Won't Have
<ul style="list-style-type: none"> <li>Marketing &amp; Outreach</li> <li>Irrigation system designing</li> </ul>	<ul style="list-style-type: none"> <li>Water Audit</li> <li>Water use monitoring</li> <li>Customer service</li> </ul>	<ul style="list-style-type: none"> <li>Water issues &amp; technologies</li> <li>Business development</li> </ul>	<ul style="list-style-type: none"> <li>Business Modeling</li> </ul>

### Households suppliers

Question 17 targeted the type of training that is required by household suppliers and their staff and considered essential to their business in terms of management and technical support.

Figure 3 shows the selected trainings by the household suppliers (only 2 interviewed). Market outreach, business development, customer service, business modelling and feasibility and economic analysis were recorded by all suppliers. The water demand management was reported by 60% of participants. The rest of the questions added value in terms of providing better understanding to household suppliers.



*Figure 3 Household Suppliers: trainings in needs*

- All interviewed suppliers are medium in size with less than 40 staff. All are selling water saving devices in both regions.
- Gender is not represented and in the best case it is less than 20% in comparison to 30% in the agriculture suppliers' sector.
- All suppliers are promoting water saving devices through marketing campaigns, but what is most important is person to person and business to business marketing. All suppliers are considering expanding their business in Jordan which highlights the opportunity for the Project to invest in them through training and improve the abilities.



- All interviewed suppliers are willing to expand their market to the Northern area; however they have identified that raising awareness campaigns for residents is essential; but also, they will need to be equipped with more information (marketing and communication support) to support them achieving their target in parallel with raising awareness campaigns targeting residents in the North.
- It is worth noting that raising awareness campaign has been recorded many times by suppliers as a key barrier to expand their business and improve marketing and sales records. Also, tax exemption and setting standard for imported devices could help to maintain high quality and confidence in the market. All suppliers are willing to invest in their staff by training.
- Household suppliers have identified that the lack of general knowledge about water issues and water devices and their effective performance are important factors that affected the sales of the water saving devices. All trainings named in the survey were reported essential and required in addition to economic analysis of the market.
- From the HH suppliers' perspective, tax exemptions, raising customers' awareness and better marketing of water savings products will help developing healthy markets for water saving devices.
- All interviewed suppliers are willing to apply for investment fund opportunities to support their staff for trainings.
- Again, raising people's awareness is essential and it has the highest priority from their point of view. Learning about the importance of water saving needs to be the focus of the campaigns to customers through media campaigns, along with a market study to better understand the market and promote the sales and adoption of the water saving devices.
- Again, with no difference to agricultural suppliers, they identified that currently no one is providing or supporting them or the market in terms of trainings. However, there is no consensus on the potential player/agency who can providing such required trainings ranged from government to private agencies.
- The best medium or platform to provide and deliver such trainings is through workshop to supplier and/or communities.

Table 3 shows the training courses in priority order using MoSCoW method, which shows the must have and should have trainings as high priority.

Must Have	Should have	Could have	won't have
<ul style="list-style-type: none"> <li>● Marketing &amp; Outreach</li> <li>● Business Development</li> <li>● Customer Service</li> <li>● Business modelling</li> <li>● Feasibility study and economic analysis</li> </ul>	<ul style="list-style-type: none"> <li>● Water Demand Management</li> </ul>	<ul style="list-style-type: none"> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>●</li> </ul>

Table 3 Priority of the training needs to Household suppliers



## Conclusions

The training needs assessment conducted by MC and IWMI for agricultural and household suppliers only as agreed the demand side will be analyzed by the market assessment study. During last two weeks of October 2018 the agricultural and household suppliers were targeted using face to face to interview with a tailored list of questions (24 and 26) respectively. The questionnaires were developed in consultation between MC and IWMI.

The analysis revealed that agriculture suppliers need specific trainings around Marketing & Outreach, irrigation system designing, water audit, water use monitoring, customer service, water issues & technologies and business development. On the other hand, household suppliers required trainings covering these topics: Marketing & Outreach, business development, customer service, business modelling, feasibility study, economic analysis and water demand management.

Both agricultural and household Between agriculture and household suppliers identified lack of knowledge of the water saving technologies and devices as one of the key barriers to expand their business and identified that Marketing & Outreach customer service and business development trainings are a high priority and the best platform to deliver these trainings is through workshops.

Gender integration in both Household and Agriculture suppliers is less than 20% and 30% respectively. Household suppliers are willing to invest in their staff and to provide them with trainings even through applying for investment external loan. However, the small agriculture suppliers, with limited number of products, don't have the intention and capacity to invest in their staff and customers.

Household suppliers identified tax exemptions, raising awareness to customers and better marketing campaign to the water savings products will help in developing a healthy market for water saving devices. However, agriculture suppliers identified that discount (business offering discount), reduce price or subsidizes, can be used a mechanism to improve their business and the market.

Finally, both suppliers shared the same view that there is a lack of available trainings to them or are not fully well informed by its availability, to provide or support them in marketing according to the devices they offer or sell in the market. This opens the opportunity for the Project to contribute positively into capacity building of the suppliers and their staff and influence the market in order to improve their business and expand their services to customers who can be supported by a raising public awareness campaign on water saving technology and water issues in Jordan.

## References:

1. Clegg, Dai; Barker, Richard (1994). *Case Method Fast-Track: A RAD Approach*. Addison-Wesley. [ISBN 978-0-201-62432-8](#).



## Annex 1 Household Questionnaire

### Private Sector Training Needs Assessment

Date:

Interviewer:

Note Taker:

Company profile; ( <b>HouseHold</b> )	
<b>A. General Questions</b>	
1. Company Name	
2. Company size	Micro: / Small / <u>Medium</u>
3. Respondent name /Title/ Contact Details:	Name:
	Title:
	Mobile:
	e-mail:
3. When did you start your operations?	
1. How many staff do you have?	Total
2. How many males, how many females?	Male: Female:
3. How many branches or offices do you have	
4. Do you have distributors? Where?	

### B. Technical Questions

8. Are you promoting water saving devices\technologies?	<input type="checkbox"/> <u>Yes</u> <input type="checkbox"/> No
If <b>No</b> , Why not?	
If <b>Yes</b> , how?	
9. Are you working outside Amman?	<input type="checkbox"/> <u>Yes</u> <input type="checkbox"/> No
10. If Yes where?	
11. Are you thinking to expand your market to northern area (Irbid, Ajloun, Jerash, Mafrq & Azraq)?	<input type="checkbox"/> <u>Yes</u> <input type="checkbox"/> No
If <b>No</b> why not?	
If <b>Yes</b> what do you need to enter these markets?	
12. What do you need to promote WSD\technologies?	<input type="checkbox"/> Technical support <input type="checkbox"/> Financial support <input type="checkbox"/> Marketing and communications support <input type="checkbox"/> <u>All the above</u> <input type="checkbox"/> Others _____
13. How can you increase your sales of water saving technologies?	
14. Do you usually send your staff (Technical staff) to attend training courses? Female/Male?	<input type="checkbox"/> Yes <input type="checkbox"/> <u>No</u>
If <b>Yes</b> How often?	
What kind of courses?	

<p>15. Do you need to have these services at your company?</p> <ul style="list-style-type: none"> <li>- Extension Service</li> <li>- Design for Irrigation system</li> <li>- After sale services (Maintenance)</li> </ul>	<p><input type="checkbox"/> <u>Yes</u>      <input type="checkbox"/> No</p>
<p>15. Do you use field days or Demo sites to promote your products?</p>	<p><input type="checkbox"/> Yes      <input type="checkbox"/> <u>No</u></p>
<p>If No why?</p>	
<p>16. Do you feel that you have knowledge gaps? In which field?</p>	<p><input type="checkbox"/> <u>Yes</u>      <input type="checkbox"/> No</p> <p>If yes please specify:</p>
<p>17. Select one or more of the training that you or your staffs (Management/Technical) are interested to attend</p> <ul style="list-style-type: none"> <li>a. <input type="checkbox"/> Marketing &amp; Outreach</li> <li>b. <input type="checkbox"/> Water demand management</li> <li>c. <input type="checkbox"/> Business development</li> <li>d. <input type="checkbox"/> Customer service</li> <li>e. <input type="checkbox"/> Business Modeling</li> <li>f. <input type="checkbox"/> Feasibility study and economic analysis</li> </ul> <p>Others please specify:</p>	
<p>18. Besides training; what do you expect from the Water Innovation Technologies (WIT) project?</p>	
<p>19. Are you willing to apply for investment fund opportunity to build your staff capacity?</p>	



20. Do you have any other suggestions about training needs for your company?	
21. What training / capacity building do you think is needed for your target customers?	
22. What tools/ ICT do you think will encourage your business to sell water savings equipment/instruments	
23. What tools/ ICT do you think will support your staff time improve their performance and achieve their target sale?	
24. Is there any private or gov agency that providing these types of trainings or support for your business?	
25. Who do you think is well equipped to provide this training?	
26. What do you think the best platform to receive this training?	

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## Annex 2 Agricultural Questionnaire

### Private Sector Training Needs Assessment

Date:

Interviewer:

Note Taker:

Company profile; (**Agriculture**)

#### B. General Questions

1. Company Name	
2. Company size	Micro / Small / <u>Medium</u>
3. Respondent name /Title/ Contact Details:	Name:
	Title:
	Mobile:
	e-mail:
4. When did you start your operations?	
5. How many staff do you have?	
6. How many males, how many females?	
7. How many branches or offices do you have? Where are they located?	

8. Do you have distributors? Where?	
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## B. Technical Questions

9. Are you selling water saving devices\technologies?	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> No
If <b>No</b> , Why not?	
If <b>Yes</b> , how are you promoting them? What are they?	
If Yes, do you sell them in Azraq & Mafrqa?	
10. How do you scale (1-10, 10 is the max and 1 is the lowest) your staff's level of understanding of the devices they are selling?	
11. Do you usually send your staff (Technical staff) to attend training courses? Female/Male? If No, Why?	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
If <b>Yes</b> How often?	
12. What kind of courses?	
13. Do farmers ask for certain services /devices that are not available at your company?	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> No  But we usually try to provide him with the needed product or technology
14. Do you provide these services at your company? - Extension Service - Irrigation system Designing - After sale services (Maintenance)	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> No



15. Do you use field days or Demo sites to promote your products?	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
If No why?	
16. Do you feel that you or your staff has knowledge gaps? In which field?	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b> If yes please specify:
17. Select one or more of the training that you or your staffs (Management/Technical) are interested to attend  g. <input type="checkbox"/> Marketing & Outreach h. <input type="checkbox"/> Water issues & technologies i. <input type="checkbox"/> Water Audit j. <input type="checkbox"/> Water use monitoring k. <input type="checkbox"/> Business development l. <input type="checkbox"/> Irrigation system designing m. <input type="checkbox"/> Customer service n. <input type="checkbox"/> Business Modeling o. <input type="checkbox"/> Feasibility study and economic analysis Others please specify:	
18. Do you have any other suggestions about training needs for your company?	
19. What training / capacity building do you think is needed for your target customers?	



20. What tools/ ICT do you think will encourage your business to sell water savings equipment/instruments.	
21. What tools/ ICT do you think will support your staff time improve their performance and achieve their target of sale?	
22. Is there any private or gov. agency that providing these types of trainings or support for your business?	
23. Who do you think is well equipped to provide this training?	
24. What do you think the best platform to receive this training?	

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_