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**DEVELOPMENT OF PLAN TO CREATE
INCREASED OPPORTUNITIES FOR
EXPORT OF FRUIT AND VEGETABLES**

Prepared for

The Agricultural Marketing Development Project

Amman, Jordan

At the request of

The Agricultural Marketing Organization, Amman, Jordan

And

The Sigma One Corporation, Raleigh, Durham, North Carolina

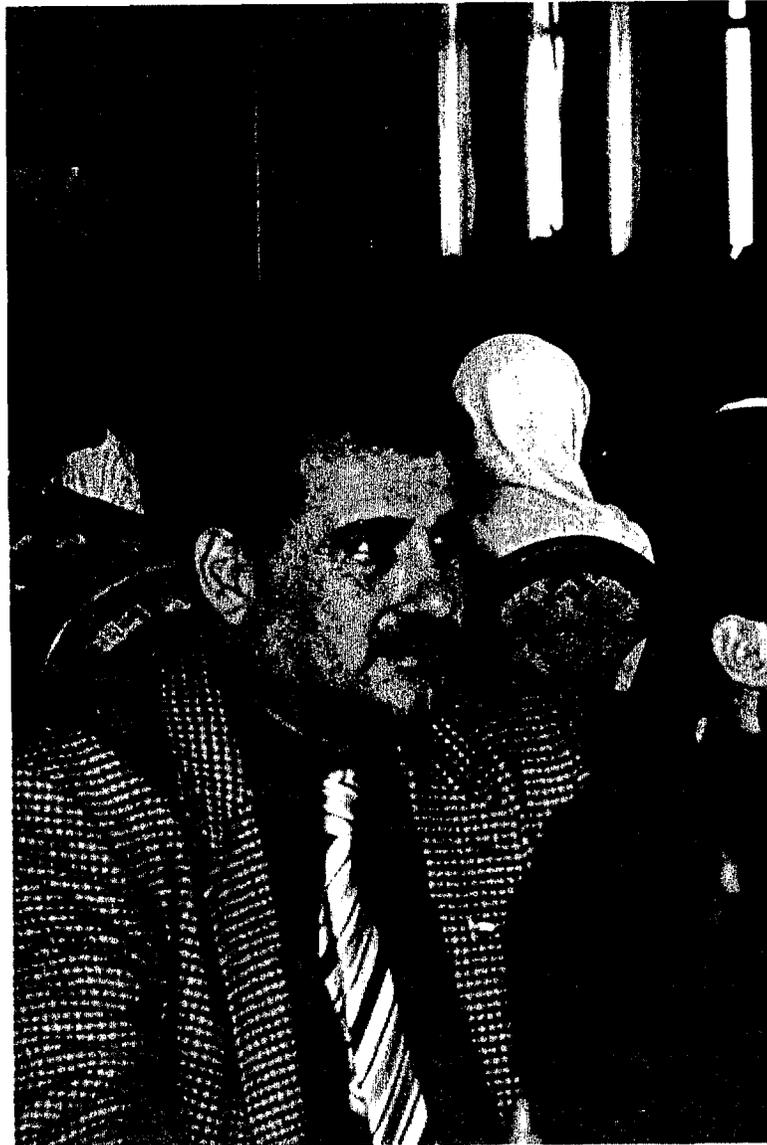
Under Contract to the
US Agency for International Development

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December 1994

IN THE MEMORY OF
MOHAMMED BARAKAT AL-TAWEEL
1948 - 1994



This document is dedicated to the memory of Mr. Mohammed Al-Taweel for his leadership and contribution to the Agricultural Sector in Jordan. Mr. Al-Taweel served as the Director General of the Jordan Valley Farmer Association from 1986 to 1994. One of Mr. Al-Taweel many contributions to his country and to the cause of Agricultural development was his participation in the development of this document during the last days of his productive life.

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EXPORT PLAN FOR FRESH FRUITS AND VEGETABLES

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EXPORT PLAN FOR FRESH FRUITS AND VEGETABLES

PART I

INTRODUCTION

On November 19-21, 1994 the Agricultural Marketing Organization of Jordan (AMO) in cooperation with the private sector, the United States Agency for International Development (USAID), and the Agricultural Marketing Development Project (AMDP) held its fifth Strategic Action Planning Conference at the MAIN SPA HOTEL. A total of 42 individuals, including support staff, attended and participated in the Strategic Planning Conference. Participants represented the public and the private sectors involved in the export of Produce.

Twelve officials represented AMO in the conference. They included the Director General, the Project Director, four Department Directors and six Specialists in the areas of post-harvest technology, information and research, export promotion, and inspection.

The private sector was represented by seventeen individuals. This included the President and Vice President of the newly organized Jordanian Exporters Association for Fresh Fruit and Vegetables (JEA), the Executive Director and Assistant Director of JEA, the Chairman of the Cut Flower Cooperative Association, the Executive Director of the Jordan Valley Farmer Union, the Secretary of the Syndicate of Fresh Fruit and Vegetable, the Public Relation Director of the Agricultural Marketing and Processing Company, the Manager of a Pesticide Certification Laboratory, and two representatives from the Manufacturing and Agribusiness Sector. The private sector was also represented by the Executive Director of the Rum Agricultural Company, several fruit and vegetable exporters and fruit and vegetable producers.

The USAID was represented by the Supervisor Officer and the Agriculture Project Officer. The AMDP was represented by the Senior Technical Representative, the Project Administrator and Financial Officer, the Project Agribusiness Representative and support staff. In addition, two observers from the Ministry of Planning were present for the opening session of the Strategic Planning Conference (See Appendix A- LIST OF PARTICIPANTS).

Five speakers were invited to address the conference participants on policy issues that directly impact the production and export of fruits and vegetables (See Appendix B - LIST OF SPEAKERS AND TOPICS).

Purpose of the Conference:

The primary purpose of the three-day intensive Strategic Planning Conference was two-fold. The first purpose was to identify and prioritize the major production and marketing problems affecting the export of Jordanian fruit and vegetable. The second purpose, building on the first, was to formulate an AMDP Strategic Action Plan that would most effectively utilize the **limited** budget remaining for the final **22 months** of the project's life.

The Planning Process:

The planning process used to develop 1995-1996 Strategic Action Plan is similar in procedure to the previous action plans, although the design differs conceptually and structurally. The strategic action plans developed in 1989, 1990, 1991, and 1992 were based on charting a practical vision of AMO. Conceptually, the previous plans focused on AMO's institutional development. Structurally, the planning body was predominantly AMO's personnel. As the institutional development of AMO has generally been completed, the 1995-1996 Action Plan has as its focus increasing **exports** by identifying and prioritizing major problems associated with the export of fruits and vegetables. To accomplish this objective, an extensive private sector involvement in the planning process was essential.

The planning process consisted of four interrelated phases. Phase One outlined the Technical Service Proposal's (TSP) goal, focus, and activities. Phase Two concentrated on identifying and prioritizing major problems associated with exporting fruits and vegetables. Phase Three formulated the strategic directions for AMO and the private sector to follow with respect to solving the problems identified in Phase Two. Finally, Phase Four concentrated on building the 1995-1996 Strategic Action Plan.

Following Phase One, which was a review of the TSP's goals, and activities to date, Phase Two of the planning process was characterized by intensive brainstorming and discussion in small working groups and consensus building in plenary sessions. There was a total of three working group sessions and four plenary sessions. Each of the five working groups had 7 to 8 members (See Appendix C - WORKING GROUPS).

The first assigned working group activity was the identification of problems associated with attaining the TSP goal discussed in Phase One. A total of 34 major problems were identified by the five working groups. These problems were discussed in the second plenary session and narrowed to 14. Following this activity, each group was then randomly assigned 2 or 3 of the 14 problems and sent back to working sessions. This time their task was to identify appropriate activities that could be used to solve each of the problems.

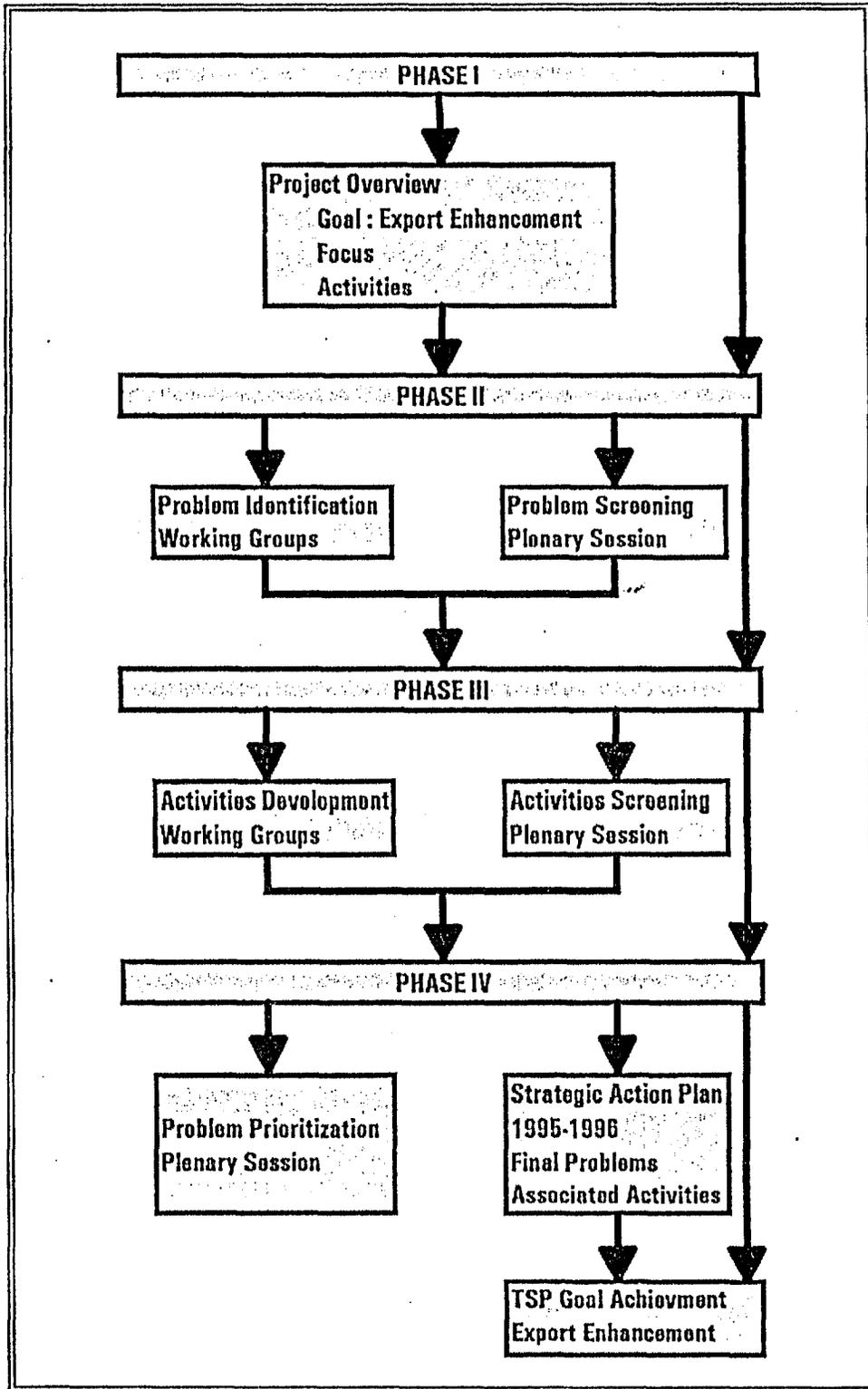
Phase Three of the planning process began with the third plenary session. During this session, the activities each group recommended in their working sessions were discussed. The outcome was the selection of a final set of recommended activities for each problem. The number of activities recommended varied from one problem area to another.

Phase Four consisted of the final plenary session. The purpose of this activity was to rank order the 14 major problem areas that the working groups had identified in Phase Two. This part of the planning process was viewed as assisting with prioritizing the areas of concentration for efficient utilization of the remaining project funds.

In sum, this four-phase planning process served as a systematic approach to laying a foundation to develop the 1995-1996 Strategic Action Plan which has as its primary goal to increase fruit and vegetable exports (See Figure 1).

The complete agenda for the three-day Strategic Action Planning session is shown in Appendix D (AGENDA).

Figure 1 : Export Planning Process



PART II

THE PLANNING PROCESS

PLANNING PROCESS

PART II

HISTORICAL PERSPECTIVE

OVERVIEW

The objective of Phase One of the strategic planning process was to review the TSP goal, focus, approach, implementation plan, and achievements during the 1993-1994 period. The review process also included an intensive evaluation of the strategic direction, both short-term and long-term, used by TSP during this period. This process provided the conference participants with the necessary back ground information to formulate a practical vision that could be used to examine the major export problems and provide realistic solutions.

Goal

The primary goal of the TSP is "to assist AMO and the Jordanian private sector to develop a marketing system for fruits and vegetables to achieve sustained and substantial increases in the sales of Jordanian produce abroad". **Exports enhancement** is the principle goal of TSP.

Focus

The TSP activities sharply focus on export marketing in terms of expanding and improving the performance of the Jordanian private sector in the production and export of high-value fruits and vegetables, primarily to European and Gulf Markets.

Technical Approach

The technical approach recommended in the TSP as a mean of enhancing exports of fruits and vegetables are:

- A. Long and short-term technical advisors
- B. Training in the U.S.
- C. In-country training
- D. Domestic and international market research
- E. Formation of business ventures between Jordanian and U.S. enterprises

Activity Planning

The TSP includes four distinct set of activities:

1. Agribusiness Development
2. Education and Information Services
3. Marketing Systems Improvements
4. Promotion of Agribusiness Joint Ventures with U.S. Firms

Implementation Plan

The implementation plan outlined for each of the above activities follows:

- A. Agribusiness Development:
 1. Trial Marketing
 2. Trial Fairs
 3. Production and Marketing feasibility Studies
 4. Transportation Study
 5. Risk Analysis Study
 6. Strategy Study
 7. Exhibition
 8. Direct Contact with Importers
 9. Improvement of Quality, Packaging and Promotion
 10. Shipment of Prototype Technology
 11. Improving Technical Skills of Specialists.
- B. Education and Information Services:

Method:

 1. Seminars
 2. Training Session
 3. Weekly Newsletter
 4. Conferences and Workshops

Focus:

1. Farmers
2. Traders
3. Processors
4. Exporters

C. Market System Improvement:

1. Market Analysis:
 - a. Regional
 - b. Southeast Asia
 - c. Eastern Europe and Russia
2. Cold Chain:
 1. Pre-cooling
 2. Airport Refrigeration
3. Pesticide Residue Certification

D. Joint Venture

1. Examination of Investment Climate
2. Reform of Policies and Regulations
3. Improve and Expand Infrastructure
4. Establish Relationships Between the Financial Sector and Agribusiness Sector
5. Create a Label/Logo to Identify Quality Jordanian Produce for Export.

Activity Analysis

Table 1 provides a complete analysis of the activities planned by the TSP for the public and the private sector, respectively. Table 2 provides the present status of each activity.

A new approach, presented by the Technical Representative, is to devote the remaining project resources to one commodity that has great export potential. The table grapes could become the driving force for the remaining project life. The activities recommended at various levels of production and marketing to enhance export of table grapes are summarized in Table 3.

Table 1: Activity Analysis for the Agricultural Marketing Organization

No.	Activity Name	Current Status	Future Status
1A	Trade Fair	Sigma One is reviewing possible candidates. Big question is how fair can be financed.	Cancel activity.
1B	Grapes	Production and marketing studies have been completed. A Table Grape Committee is in process of formation through JEA.	Much remains to be accomplished in work with grape growers to ensure quality production and to increase production. Future activities could include development of feasibility study capability and promotion of joint ventures in grape production and marketing.
1C	Melons	Brief marketing study indicates potential for expanded exports.	Much work could be done to encourage the development of this sector. This could be done in the form of a production study and market development.
1D	Airline Strategy	Study is near completion.	Results of study will contribute to further dialogue with Government on airline strategies and could encourage exporters to develop new markets.
1	Risk Analysis	Study completed.	Results and conclusions of this study should be used in specific areas such as grape production and marketing to encourage vertical integration.
1F	Date Production and Marketing	Study to be done in January, 1995	Further activity depends on results of study. If encouraging, there is a strong interest in this crop.
1G	Additional Studies	Production and marketing Studies envisioned include strawberries, beans and vegetables, in general.	Probably should not expand into this area now because of insufficient funding.
2A	Weekly Newsletter	AMO is sending on a weekly basis.	Probably no further investment needed here.

Table 1. (Continued)

1A	Trial Shipments	Trial marketing shipments to Indonesia and Malaysia approved.	Further trial marketing shipments should be undertaken to demonstrate economic feasibility of reaching top quality markets in the Gulf, Eastern Europe, Russia, Western Europe and SE Asia
1B	Exhibitions	None approved.	Further work in this area should be only in conjunction with well planned trial marketing concepts.
1C	Fresh Cut Flowers	Hands on training	Participants named. Sigma One is developing. AMO and USAID approval needed once organized.
1D	Contact with Importers	Russia, Poland and Latvia approved.	This trip will be carried out in Spring. Further trips to be planned.
1	Association Assessment	Information being collected and computerized at the Association.	Information available to exporters and to producers, and should be constantly up-dated by the Association.
1F	Fee Collection	Analysis of this idea being carried out.	Analysis will contribute to decision to develop fee collection by the Association.
1G	Protocol & GATT Study	Study being carried out by consulting firm.	Protocol study to be shared with delegation going to Geneva. Results of that and GATT study to be shared with Association members.
2A	Conference schedule	Currently planned on subject basis.	Association may decide need for "identity" or other type of specialized conference.
2B	Newsletter	First issue should be out soon.	Possible need for assistance.
3A	Pre-cooler Demonstration	First phase of demonstration fairly successful.	Major effort needed to gauge attitudes and determine next steps in effort to convince farmers and exporters of importance of cold chain.
3B	Pesticide Residue Certification Process	Environmental labs appears to be interested.	Continue to encourage with hands on training as entity takes serious steps to implement.
4	Investment Promotion	No activity	Hopefully, with peace, there will be a need for investment promotion.

Table 1. (Continued)

2B	AMO Conference Workshop	Continuing on basis of other activities.	Should continue.
3A	Market Analyses for Russia, etal.	Activity approved.	Should be undertaken once funding assured as a result of progress with airport refrigeration.
3B	Airport Refrigeration	Memorandum of understanding being signed.	Once MOU signed, Sigma One will issue RFP. Hopefully, construction completed by April, 1995.
3C	Market Analyses for SE Asia	Activity approved.	Dr. Araji selected as consultant. Should initiate work with AMO's SS and EP to identify participants.
4	Investment Promotion	Policy analysis	AMO should analyze policy problems identified by Jordan's private sector.

Table 2: Percentage Complete for Each Activity:

#	Activity Name	Percentage Complete			
		25%	50%	75%	100%
1	Morocco Study Tour	CCCCCC ¹	CCCCCC	CCCCCC	CCCCCC
2	Sharjah Fair	CCCCCC	CCCCCC	CCCCCC	CCCCCC
3	Flower Production & Marketing	CCCCCC	CCCCCC	CCCCCC	CCCCCC
4	ANUGA	CCCCCC	CCCCCC	CCCCCC	CCCCCC
5	Berlin Green Week	CCCCCC	CCCCCC	CCCCCC	CCCCCC
6	Assn Establish	OOOOOO ²	OOOOOO	OOOOOO	OOOOOO
7	Trade Fair	CC			
8	Grapes	OOOOOO	OOOOOO	OOOOOO	OOOOOO
9	Melons	CCCCCC	CCC		
10	Airline Strategy	CCCCCC	CCCCCC	CCCCCC	CC
11	Risk Analysis	OOOOOO	OOOOOO	OOOOOO	OOOOOO
12	Date Production and Marketing	C			
13	Weekly Newsletter	OOOOOO	OOOOOO	OOOOOO	OOOOOO
14	Market Analyses	OOOOOO	OOOOOO	OOOOOO	OOOOOO
	Gulf	CCCCCC	CCCCCC	CCCCCC	CCCCCC
	Russia etal	CC			
	SE Asia	CC			
15	Trial Shipments	OOOOOO	OOOOOO	OOOOOO	OOOOOO
	Indonesia	CC			
	Malaysia	CC			
	Others				

¹C-Indicates "Percent Complete."

²O-Indicates "Ongoing".

Table 2. (Continued)

16	Exhibitions				
17	Contact with Importers	000000	000000	000000	000000
	Indonesia	CCCCCC	CCCCCC	CCCCCC	CCCCCC
	Russia, etal.	CC			
	Ukraine, etal.	C			
18	Association Assessment	CCCCCC	CCCCCC		
19	Fee Collection	CCCCCC	CCCCCC	CCCCCC	CCC
20	Protocol & GATT Study	CCCCCC			
21	Assn Newsletter	000000	000000	000000	000000
22	Pre-cooler Demonstration	000000	000000	000000	000000
23	Airport Refrigeration	CCCCCC			
24	Pesticide Residue Certification Process	CCCCCC	CCCCCC		
25	Investment Promotion	000000	000000	000000	000000
	Franklin Report	CCCCCC	CCCCCC	CCCCCC	CCCCCC
	Etc.				
26	Hand's On Training	000000	000000	000000	000000
	Grape Production	CC			
	Flower Production	CC			
	Pesticide Residue	C			
	Pre-Cooler Manu	C			
	Apt Ref Mgt	C			
	Melon Production				
Etc.					

Table 3: Activities at Various Levels of Production and Marketing to Enhance the Export of Table Grapes:

#	Activity Name	Explanation	Current Activity in Support
1	Develop Vineyards	There is an intense interest in vineyards. Producers need information and feasibility analyses to make decisions. AMDP could identify a Jordanian consulting firm that would become expert in this area with assistance from AMDP.	Proposed hand's on training for grapes could include at least some of the elements needed in helping a farmer decide on the planting of grapes. Further, the risk analysis template could be helpful.
2	Production Technology	Grape producers need much information on all aspects of table grape production. AMDP is planning to provide hands on training; some assistance from VOCA, and further effort in this area should be explored as, for example, development of research contracts between the Table Grape committee and the University; development of marketing research contracts with AMO and the University, etc.	Some VOCA assistance; some hand's on training; efforts to establish a table grape committee are underway.
3	Post-Harvest Handling	Grape producers need to up-grade all aspects of post harvest handling. Selection, pre-cooling, maintenance of the cold chain for both domestic and export markets needs to be developed. Pesticide residue certification is required.	Pre-cooler demonstrations; hand's on training for pre-cooler manufacture has been proposed. Airport refrigeration; Hand's on training for RJ employees in management of facility is proposed. Pesticide residue certification (PRC); Hand's on training for PRC has been proposed.

4	Transport	Grapes from Jordan can reach markets in Western and Eastern Europe, Russia and the other CIS countries, the Gulf Countries, and South East Asia. Transportation issues that need to be dealt with include the possibility of access to Mediterranean ports through Israel; increased access to air freight; sea freight to SE Asia; improved truck access to Gulf Markets; improved truck and air markets to Russia and other CIS countries, etc.	Nothing
5	Protocols and Other Marketing agreements	AMDP initiated the Airline Strategy Study as well as the Protocol and GATT study. More information is needed on this type of issue. AMDP has initiated Market Analyses trips to Eastern Europe, Russia, other CIS countries as well as to key SE Asian countries. More needs to be done here.	Airline Strategy Study; GATT & Protocol Study; Market Analyses in SE Asia as well as in Eastern Europe and CIS countries.
6	Actual Marketing	AMDP is working with the Association to develop marketing efforts. At the moment, two trial marketing shipments (TMS) are planned for Indonesia and for Malaysia. It's very possible that further TMS efforts should be directed to the same region with leadership from the Table Grape Committee of the Exporters Association in the season when grapes are available.	TMS to Indonesia and Malaysia;
7	Vertical Integration	We have often spoken about the need for vertical integration, but, using table grapes as a driving force, perhaps this could begin to become a reality. Perhaps Abu Ghazaleh or one of the other current Jordanian grape producers could be induced to establish a company that would buy grape production from other farmers and market the grapes to existing markets.	Nothing
8	Exporters Association	We are providing strong support to the Exporters Association. We are trying to develop a table grape committee within the Association.	Fee collection analysis; Data collection
9	Investment Promotion	Many would be growers of grapes are interested in possible joint ventures to finance production.	Nothing

PHASE TWO

PROBLEM IDENTIFICATION AND SCREENING

OVERVIEW

The objective of Phase Two of the planning process was to identify and prioritize major export problems. To do this conference participants reviewed the emerging economic and political issues and analyzed their impact on exports. Next, they reflected on the TSP goal, focus, direction, implementation plan, and accomplishments. Major problems affecting exports were identified considering the emerging issues, and based on the participants overview of the TSP. Also considered in this reflection process was the **participants practical experience** with the production and marketing of fruits and vegetables. This was accomplished through three working groups session and four plenary sessions.

EMERGING POLITICAL AND ECONOMIC ISSUES

The emerging regional and international issues were outlined and their impact on the exports of fruit and vegetable from Jordan were discussed.

1. **The Gulf Region:**

The Gulf region represents over 98 percent of the export markets for Jordanian fruits and vegetables. Recent political trends in the aftermath of the Gulf War are encouraging, and may help Jordan re-capture some of the market share it lost to its competitors. However, if Jordan is to realize its potential in this market such obstacles as low quality, high transportation costs, and inadequate export organization must be overcome.

2. **The Iraqi Market:**

Recent political trends point toward lifting the international economic embargo on Iraq. Expected high demand for fruits and vegetables and lower transportation costs to the Iraqi market may increase export demands for Jordanian produce. However, quality and price competition from other exporting countries (Turkey) may affect Jordan's competitive advantage in the Iraqi market.

3. **Eastern Europe:**

The recent democratization process, the rapidly emerging private sector, and Jordan's increasing trade with Russia, former Soviet Republics, and East European countries provide the fruit and vegetable sectors with an opportunity to increase its exports to this region. However, transportation costs, export regulations, currency control, and unorganized marketing systems are some of the problems Jordanian exporters may face in penetrating and capturing a share of these newly opened markets.

4. **Southeast Asia:**

Rapid increase in per capita income associated with high economic growth will increase the demand for high quality fruits and vegetables in this region. This is especially true in such countries as Indonesia, Malaysia, Singapore, and Thailand. The development of good marketing channels in this region, the feasibility of sea and air transportation from Jordan to this region, and increasing trade relations between this region and Jordan will provide a real opportunity for Jordanian exporters to capture a share of this expanding market. However, market information, development and promotion, as well as quality products, continuity, and competitive prices will determine Jordan share of the Southeast Asian markets.

5. **Peace Treaty:**

The recent peace treaty between Jordan and Israel may have an impact on Jordanian exports of fruits and vegetables. For example, Israel could become a new market for certain Jordanian produce during a specific season. The opening of land, air, and sea transportation through Israel will reduce the distance and thus the transportation costs of Jordanian products to Europe. Israel's highly developed marketing and transportation system and a well established marketing channel with various parts of the world may help Jordan in its effort to develop and expand its export markets. Jordan's fruit and vegetable sector may also benefit from Israel's highly developed production and marketing technologies that could reduce costs and increase the quality of Jordanian products in the international markets. The well established and highly developed private sector in both countries may facilitate joint ventures and investment opportunities. Israel's highly developed research and scientific institution may provide basic knowledge to solve some of the pre-harvest and post-harvest technical and economical problems facing the fruit and vegetable sector in Jordan. On the other hand, the highly developed Israeli commercial and technical know-how could overwhelm Jordan's current expertise in the production and marketing of fruits and vegetables. Israel may be able to penetrate the upper 15-20 percent of the Gulf markets that demand high quality products, reducing Jordan's present share at this level. In general, Israel's penetration of the Gulf markets will depend upon further political and cultural developments in the area. The development of an organized fruit and vegetable sector will be important to benefit from the export opportunities provided in this treaty.

6. **GATT:**

The General Agreement on Trade and Tariff (GATT) will become a reality very soon. Jordan is a signatory to this agreement and is expected to approve the final version. The main provision of GATT calls for significant reductions in domestic and export subsidies, price support, and tariff. It also calls for the elimination of market quotas and other barriers to entry. The free trade agreement also specifies a strong environmental provision.

GATT was negotiated for the primary purpose of increasing free trade among nations. It will be costly for some sectors in some countries to adjust to some of the provisions. This, however, is a short-run problem. In the long-run, free trade is in the interest of all societies, and the fruit and vegetable sector in Jordan stands to benefit significantly from this agreement. This sector does not receive subsidies and is not protected by high tariff and market quota regulations. Price control on fruits and vegetables, imposed by the municipalities is below the international price level and generally does not effect export. In the short-run the environmental provision of GATT will be a costly adjustment for Jordan, as well as other fruit and vegetable exporting countries. In the long-run, however, this will lead to more efficient use of chemicals and reduction in production costs. In general, Jordan's competitive position in the production and export of fruits and vegetables will depend upon availability of resources and technological and institutional development.

7. **Global Economy:**

All international and regional economic indicators point toward healthy economic activity. Most developed countries are at the end of their business cycle. The United States and most European countries are out of a mild recession. High economic growth and health conscious consumers in America, Europe, Southeast Asia and the Gulf will be reflected in a high international demand for fruits and vegetables.

The temporary set back in government spending in some Gulf countries is the result of high military expenditures. This should be a short-term situation and will not affect consumer demand for fruits and vegetables in the long-run. The region is moving toward political and economic stability. Projected stable and high oil prices will sustain a healthy economic growth in the region in the long-run.

TREND ANALYSIS

Trend analysis of emerging economic and political issues seem to indicate a positive impact on the Jordanian fruits and vegetables sector. Significant portion of this sector's production is marketed abroad. All indicators point toward increasing international demand for fruits and vegetables under a free trade system. Jordan's competitive position in the regional and international markets will depend upon: (1) compliance with the environmental provision of GATT, (2) production and marketing of high quality products, and (3) development of marketing institutions that are technically and financially capable to satisfy the requirements of a highly sophisticated international market.

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IDENTIFICATION OF EXPORT PROBLEMS

The five working groups, identified in Phase One, deliberated independently in an intensive workshop session to identify major export problems. Each group independently reflected on the history of TSP and on the emerging economic and political issues. Members in each group, utilizing personal experience in the production and marketing of fruit and vegetable, used reflective discussion process to identify the major problems affecting the export of fruits and vegetables. The five working groups identified thirty eight (38) major problems. These problems were believed to hinder the scale and the profitability of fruit and vegetable exports. The 38 problems were classified into four major problem areas. These problem areas were: (1) technical; (2) market organization; (3) public regulation; and, (4) finance and insurance as illustrated in Table 4.

SCREENING MAJOR EXPORT PROBLEMS

The export problems, independently identified by each of the five working groups, were presented in a plenary session by the group's chair. Each group's problem set was recorded on flip charts and taped to the wall for the conference participants to view. The thirty eight problems, were discussed extensively for their merit and impact on the export of fruits and vegetables. A screening process was adopted to eliminate duplication and to eliminate problems that were beyond the scope of the TSP. In an intensive 3 1/2 hour plenary session, the participants reduced the thirty eight problems to 14 major problems by dropping some and combining others. Insight about the cause(s) of each problem was deduced from the participants' discussion and evaluation of each problem. The fourteen major problems affecting the export of fruits and vegetables, along with their probable cause(s), are presented in Table 5.

Table 4: Major Problems Associated with the Export of Fruits and Vegetables:

Type of Problem	Description of the Problem
<p>1. Technical</p> <p>a. Pre-harvest:</p> <p>b. Post-harvest:</p> <p>2. Market Organization</p>	<ol style="list-style-type: none"> 1. Lack of knowledge about the varieties demanded in the export market. 2. High production costs. 3. Inadequate pesticide use and control. 4. Misuse of scarce water resources. 5. Inadequate quantity of high quality products, required to meet export demands in specified time. 6. Lack of investments in export-oriented production projects. 7. Insufficient vocational and technical training to meet production needs. 8. Lack of timely production information. 9. Lack of research results. 10. Lack of adoption of appropriate export practices. 11. Lack of efficient quality control methods. 12. Lack of timely market information. 13. Lack of marketing research. 14. Lack of adequate export procedures and management. 15. Insufficient vocational and technical training to meet the requirements of the markets. 16. Inadequate transportation system for perishable agricultural products. 17. Insufficient packaging grading and standard. 18. Absence of cold chain facilities. 19. Lack of export promotion centers in major importing countries or regions. 20. Insufficient preparation for trade fairs and exhibitions. 21. Lack of a well developed importers' visitation program. 22. Lack of coordination among exporters. 23. Lack of coordination and contractual arrangement between producers and exporters. 24. Absence of business-like environment in the export sector.

Table 4. (Continued)

3. Public Regulations	<p>25. Lack of adequate attention to Jordan's traditional markets-the Gulf.</p> <p>26. Insufficient information on Western and Eastern European Markets.</p> <p>37. Insufficient information on Southeast Asia markets.</p> <p>28. Lack of sufficient support for the Exporters Association.</p> <p>29. Lack of clear public policy toward the fruit and vegetable export sector.</p> <p>30. Too much government red tape.</p> <p>31. Customs on imported raw materials.</p> <p>32. Municipality taxes on agricultural products entering and exiting the central markets.</p> <p>33. Government price control.</p> <p>34. Absence of clear governmental policy to regulate export, such as licensing.</p>
4. Financing and Insurance	<p>35. Lack of investments in export-oriented production projects.</p> <p>36. Lack of export insurance.</p> <p>37. Lack of capital financing.</p> <p>38. Lack of cash flow.</p>

Table 5. Fourteen Major Problem Areas Affecting the Export of Fruits and Vegetables

Problem No.	Description of the Problem	Factors Contributing to the Problem
I.	Inadequate Export Organization	<p>A. Lack of Farm-Export Integration System.</p> <p>B. Lack of Business Code.</p> <p>C. Lack of efficient Management System.</p>
II.	Lack of Exporters' Ability to Meet the Export Markets' Requirements	<p>A. Lack of Information on the Variety Desired by Each Market.</p> <p>B. Lack of Information on the Quantity and the Quality of Produce Demanded By the Export Market.</p> <p>C. Lack of Continuity in Satisfying the Export Market Needs.</p>
III.	Lack of Timely Export Information	<p>A. Lack of Coordination Between the Private and the Public Sectors.</p> <p>B. Lack of Adequate Funding.</p>
IV.	Inadequate Investments in Export-Oriented Projects	<p>A. Lack of Investors' Knowledge on the Type, Requirements of Potential Return of Investments in Export-Oriented Projects.</p>
V.	High Production and Marketing Costs	<p>A. Lack of Technical and Economic Information.</p> <p>B. Lack of Modern Management System.</p> <p>C. High Pre-harvest and Post-harvest Losses.</p> <p>D. High Price for Imported Inputs.</p>

Table 5. (Continued)

Problem No.	Description of the Problem	Factors Contributing to the Problem
VI.	Lack of Private Sector Inputs and Participation in Export Policy Deliberation	A. Lack of Public - Private Sector Coordination. B. Lack of Understanding of the Private Sector Role.
VII.	Insufficient Transportation System	A. Inadequate Public Regulations. B. Difficult Transit Regulations. C. Lack of Standards.
VIII.	High Duties and Taxes	A. Custom & Duties on Imported Inputs. B. Taxes on Exported Fruit and Vegetables.
IX.	Inadequate Research and Extension Program	A. Lack of Communication and Coordination Between the Private and the Public Sector. B. Lack of Public and Private Financial Supports for Research and Extension.
X.	Lack of Export Promotion Activities	A. Lack of Coordination Between the Private and the Public Sectors. B. Lack of the Private Sector Role.

Table 5. (Continued)

Problem No.	Description of the Problem	Factors Contributing to the Problem
XI.	Decreasing Emphasis on Jordan's Traditional Export Markets	<ul style="list-style-type: none"> A. Lack of Coordination Between the Private and the Public Sectors. B. Lack of the Private Sector Role. C. Political Fluctuation. D. Risks. E. Profitability. F. Lack of Modern Approach.
XII.	Inadequate Use of Water Resources	<ul style="list-style-type: none"> A. Lack of Technical and Economic Knowledge.
XIII.	Lack of Appropriate Support for the Jordanian Exporters Association	<ul style="list-style-type: none"> A. Inadequate Private Support. B. Lack of Public Support.
XIV.	Lack of Private Sector Incentive in Expanding and Improving Exports Methods	<ul style="list-style-type: none"> A. Lack of Available Capital. B. Lack of Promotion by the Public Sector. C. Government Red Tape.

PHASE THREE

ACTIVITY DEVELOPMENT AND SCREENING

This phase of the planning process focused on developing a final set of activities to be implemented for each problem that the TSP will undertake in coordination with the public and private sectors. The fourteen problems presented in Table 5 were randomly assigned to the five working groups, taking into consideration the group who initiated and developed the problem. Each working group was asked to develop a set of workable activities for each of its assigned problems using a reflective discussion and intensive brainstorming procedure.

Each working group developed a set of activities for the problems they were assigned. The recommended activities were presented in a plenary session by the chair of each working group. Recommended activities for each problem were recorded on flip charts and taped to the wall for the conference participants to view. Extensive discussions of the merit of each activity and its relevance to the problem were conducted by the participants. Activities found to be too general, unrealistic, or beyond the scope and the resources of TSP were eliminated. The final set of activities developed for each of the fourteen problems is shown in Table 6.

Table 6. (Continued)

Export Problem	Recommended Activity
<p>C. Lack of Management Skill</p> <p><u>II. Lack of Exporters Ability to Meet the Requirements of the Export Markets:</u></p> <p>A. Lack of Information on the Variety Desired by Each Market</p>	<ol style="list-style-type: none"> 1. Develop Business Incubators to provide the necessary management services required for modern export enterprise. 2. Provide, to both producers and exporters, on a continuous basis, up to date information on improving their management skills. 3. Organize two workshops per year on modern management techniques in fruit and vegetable farming and in fruit and vegetable exporting. <ol style="list-style-type: none"> 1. Develop an update list of the variety for each product desired in each export market. 2. Conduct a varietal survey to determine the varieties of each product that are most suitable for the climate and soils in various production areas in Jordan. 3. Compile continuous information on new varieties by source of origin, requirements and productivity. 4. Support research for varietal development and improvement. 5. Utilize international trade managing and international warehouses Fax System for varietal information.

Table 6. (Continued)

Export Problem	Recommended Activity
<p>B. Lack of Information on the Quantity and Quality of Products Demand by the Export Markets</p> <p>AND</p> <p>C. Lack of Continuity in Satisfying the Export Market</p>	<ol style="list-style-type: none"> 1. Compile updated information on production and quality of each exported product by seasons and locations and provide exporters with this information. 2. Compile information on the quantity, variety, quality, and prices for each product in export markets and provide farmers with this information. 3. Compile information on all new pre-harvest technology that could improve both quantity and quality of fruit and vegetable and provide farmers with this information. 4. Compile information on post-harvest technologies that maintain quality and reduces losses and provide farmers and exporters with this information. 5. Conduct production and demand focusing studies for each product. 6. Develop an efficient grading and sorting system to standardize quality. 7. Develop an efficient packaging system. 8. Develop a very strict chemical residue certification system to satisfy the environmental provision of GATT.
<p>III. Lack of Timely Export Information</p>	<ol style="list-style-type: none"> 1. Establish Business Incubator. 2. Compile and provide timely information on all export markets for Jordanian fruits and vegetables. 3. Conduct forecasting studies on a continuous basis on international market trends for various products produced in Jordan. 4. Conduct forecasting studies on a continuous basis for production trends in major importing countries.

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Table 6. (Continued)

Export Problem	Recommended Activity
<p>IV. <u>Inadequate Investments in Export Oriented Projects</u></p>	<ol style="list-style-type: none"> 1. Conduct studies to provide the private sector with the necessary information on investment requirements, profitability and risk associated with the production and export of various products. 2. Develop several pilot farms in different locations for demonstration in pre-harvest technology, post-harvest technology, and management systems. 3. Provide the private sector with the necessary information on contract farming.
<p>V. <u>High Production and Marketing Costs</u></p>	<ol style="list-style-type: none"> 1. Conduct research to evaluate the production and marketing costs of various products and to determine the principle factors contributing to the high production and marketing costs. 2. Conduct farm management studies to determine the least costly farming system for the production of products for export purpose. 3. Encourage Farmer Cooperatives and Farmer Union(s) to supply agricultural inputs at lower and competitive prices. 4. Conduct studies to determine the levels of pre-harvest and post-harvest losses and analyze the factors responsible for the losses.
<p>VI. <u>Lack of Private Sector Participation in Export Policy Decisions</u></p>	<ol style="list-style-type: none"> 1. Help organize the entire agricultural sector in Jordan under one major organization to participate in the formulation and implementation of public policy that affects this sector.

Table 6. (Continued)

Export Problem	Recommended Activity
<p>VII. <u>Inefficient Transportation System</u></p>	<ol style="list-style-type: none"> 1. Develop air transportation schedule for fruit and vegetables on Royal Jordanian (RJ) passenger fleet. 2. Develop a transportation program for fruits and vegetables on RJ cargo fleet, specifying capacity, destination, departure and arrival schedule, and cost. 3. Help reduce airline regulations and procedures that cause delays of air shipments. 4. Request RJ to equip their fleet with equipments suitable for the shipment of fruits, vegetables and cut flowers. 5. Request RJ to provide air transport insurance against damages and delay. 6. Help implement knowledge and experience gained by developed countries to develop the domestic and international transportation system for fruits, vegetables and cut flowers. 7. Request the traffic department to adopt and implement the international standards for registering and licensing trucks. 8. Request the Ministry of Transportation to negotiate with appropriate countries transit rights for Jordanian trucks passing their countries. 9. Develop an educational program to help producers and exporters in the use of proper methods in the handling and transporting of perishables. 10. Request the proper authorities to implement all present transportation laws and regulations.

Table 6. (Continued)

Export Problem	Recommended Activity
<p>VII. <u>High Taxes & Custom and Duty</u></p>	<p>11. Conduct sea trial shipments to Europe and Southeast Asia.</p> <p>12. Collect and compile all information on fruit and vegetable sea transportation from Jordan to importing countries.</p> <p>1. Support the Syndicate and the Exporters Association in an effort to lift the present fee on exported fruits and vegetables.</p> <p>2. Request AMO to justify to the proper authorities the importance of reducing customs and duties on the imports of materials for use in the development of the export sector.</p> <p>3. Provide the private sector with the economic justification necessary to lobby the appropriate government agencies to reduce customs and duties on imported materials for use in the development of the export sector.</p>
<p>IX. <u>Inadequate Research and Extension Programs</u></p>	<p>1. Develop research and extension programs that primarily focus on improving the production and the quality of fruits and vegetables for the export markets.</p> <p>2. Establish an information center to collect and disseminate research results on fruits and vegetables.</p> <p>3. Reactivate and support the marketing extension section in AMO.</p>

Table 6. (Continued)

Export Problem	Recommended Activity
<p>X. <u>Lack of Export Promotion Activities</u></p>	<p>4. Increase the publication and distribution of extension bulletins and circulars and utilize the T.V. and radio to increase farmers' ability in the proper production and handling of fruits and vegetables for export markets.</p> <p>1. Develop an export promotion strategy.</p> <p>2. Establish an export promotion center in the major importing countries.</p> <p>3. Prepare for and participate in national and international exhibits.</p> <p>4. Utilize specialized fruit, vegetable and cut flower international magazines to promote Jordanian Products.</p> <p>5. Organize trial marketing shipments to new and traditional markets.</p> <p>6. Promote and organize exporters' and importers' visitations.</p> <p>7. Train personnel on export promotion.</p>
<p>XI. <u>Decreasing Emphasis on Traditional Export</u></p>	<p>1. Develop and conduct marketing research.</p> <p>2. Increase trial marketing shipments to the Gulf.</p> <p>3. Improve quality and grading standards of products shipped to the Gulf.</p> <p>4. Develop and implement an export promotion program for the Gulf markets.</p>

Table 6. (Continued)

Export Problem	Recommended Activity
<p>XII. <u>Inadequate Use of Scarce Water Resources</u></p>	<ol style="list-style-type: none"> 1. Adopt modern water management methods for efficient water use. 2. Develop and promote the use of varieties that are more efficient in water utilization.
<p>XIII. <u>Lack of Appropriate Support for the Jordanian Exporter Association of Fruits and Vegetables</u></p>	<ol style="list-style-type: none"> 1. Provide financial and technical assistance to the Jordanian Exporter Association for Fruit and Vegetable to support its activities.
<p>XIV. <u>Lack of Direct Exporters' Incentives</u></p>	<ol style="list-style-type: none"> 1. Request and encourage the Ministry of Trade to increase the agricultural sector share of all trade protocols and bilateral agreements. 2. Request and encourage all lending institutions to provide loans at low interests for export purposes. 3. Develop a cooperative - coordinated relationship between AMO and the Private Sector to reduce all unnecessary red tape that complicates the export of perishables.

PHASE FOUR

PROBLEM PRIORITIZATION

The 14 problems affecting the export of fruits and vegetables, identified in phase two, were prioritized according to their merits and importance. In the final plenary session, participants were asked to rank order the fourteen problems, according to their relevance, merit, and impact on the export of fruits, vegetables and cut flowers. A total of 24 participants, from the public and the private sector, participated in this rank ordering process. A cardinal scale of 1 to 14 was used to rank order the fourteen problems. A ranking of 1 indicated a high priority, and a ranking of 14 a low priority. Table 7 shows the distribution of how the 24 participants ranked the fourteen major export problems.

A scoring procedure was developed and used to prioritize the major export problems. Low scores indicate a high priority and high scores indicate low priority. Table 8 shows the cardinal score associated with each problem and the rank order of the fourteen major export problems.

The results clearly indicate that the first priority group of problems that effect the export of fruits and vegetables are: (1) lack of exporters' ability to meet export market requirements; (2) inadequate export organization; and (3) an inefficient transportation system. The second priority group of problems are: (1) decreasing emphasis on the traditional market; (2) lack of private sector participation in export policy decisions; and (3) lack of timely market information. The third priority group of problems are: (1) high production and marketing costs; (2) inadequate investments in export oriented production projects; (3) lack of export promotion activities; and (4) inadequate research and extension programs. The fourth priority group of problems are: (1) lack of support for Jordanian Exporters Association; (2) high duties and taxes; (3) lack of private sector incentive in expanding and developing export markets; and (4) inadequate use of water resources.

Analysis of the four priority problem groups, and the activities recommended for each, indicate that the major emphasis should be placed on the first priority group. Solutions to the problem in this priority group will directly or indirectly provide solutions to most problems outlined in the other priority groups. Furthermore, many of the problems in priority groups 2, 3, and 4, have a public policy orientation and are beyond the scope of the TSP. The 1995-1996 Export Development Plan will concentrate on priority group 1. The strategic direction developed for the action plan will incorporate most aspects of the other priority groups.

Table 7 : Conference Participant Rank Order of the Major Problems

Major Export Problems	Ordinal Scale												
	1	2	3	4	5	6	7	8	9	10	11	12	13
I- Lack of Timly Export Information.	2	2	2	1	2	3	2	2	1	2	1	3	
II- Indaquate Investment in Export Oriented Projects.	2	2	1	3	2		2	3	1	2	1	2	3
III - High Production and Marketing Cost.	3	4	1	1	1		1	1	4	1	3	1	1
IV - Lack of Private Secotor Participation in Export Policy Desision		3	1	3	3	2	2	4		3	1	2	
V - Inefficient Transportation System.	2	2	6	4	1	2	2	2			1	1	1
VI- High Dutes and Taxes.			1		2	2	3		1	2	4	3	1
VII - Inadequate Research and Extension Programs.	1		3	2	3		2	3		2	4	4	
VIII - Lack of Export Promotion Activities.		1	3	4	2		2	1	3	3	2	2	
IX - Decreasing Emphasis on Traditional Export Markets.	1	1		5	2	5	1	3	1	2	2		1
X - Inadequate Use of Water Resources.							1		5	2	3	3	5
XI - Lack of Appropriate Support for Jordanian Exporter Association.	1		1		4	1	1	4	1		1	2	6
XII - Lack of Private Sector Insentive in Expanding Exports .						1	2		4	4	1	2	5

Table 8. Cardinal Score Associated with Each Problem and Final Rank Order of the Fourteen Major Export Problem

Export Problem	Cardinal Score	Rank	Priority Group
Lack of Exporters' Ability to Meet Export Markets Requirements	75	1	
Inadequate Export Organization	99	2	1
Inefficient Transportation System	123	3	
Decreasing Emphasis on the Traditional Markets	158	4	
Lack of Private Sector Participation in Export Policy Decisions	159	5	2
Lack of Timely Market Information	164	6	
High Production and Marketing Costs	170	7	
Inadequate Investments in Export-Oriented Production Projects	172	8	3
Lack of Export Promotion	176	9	
Inadequate Research and Extension Programs	184	10	

Table 8. (Continued)

Export Problem	Cardinal Score	Rank	Priority Group
Lack of Support for the Jordanian Exporters' Association	219	11	
High Duties and Taxes	238	12	
Lack of Private Sector Incentive in Expanding and Developing Export Markets	266	13	4
Inadequate Use of Water Resources	276	14	

PART III

**THE EXPORT
DEVELOPMENT PLAN**

THE EXPORT DEVELOPMENT PLAN

PART III

CONCEPTUAL FRAMEWORK

Phase four of part II provided the basis for the development of the Export Plan. The Export Plan is focused on providing solutions to the major problems effecting the export of produce from Jordan. The conceptual framework used to develop the Export Plan is illustrated in Figure 2. The growth of the fruits and vegetables export sector will ultimately depend upon profitability. Profit is a function of revenue and cost which are influenced by management and technological application. The overall development and competitiveness of this sector is also controlled by industrial organization including the development of appropriate institutions, market structure, and public regulations.

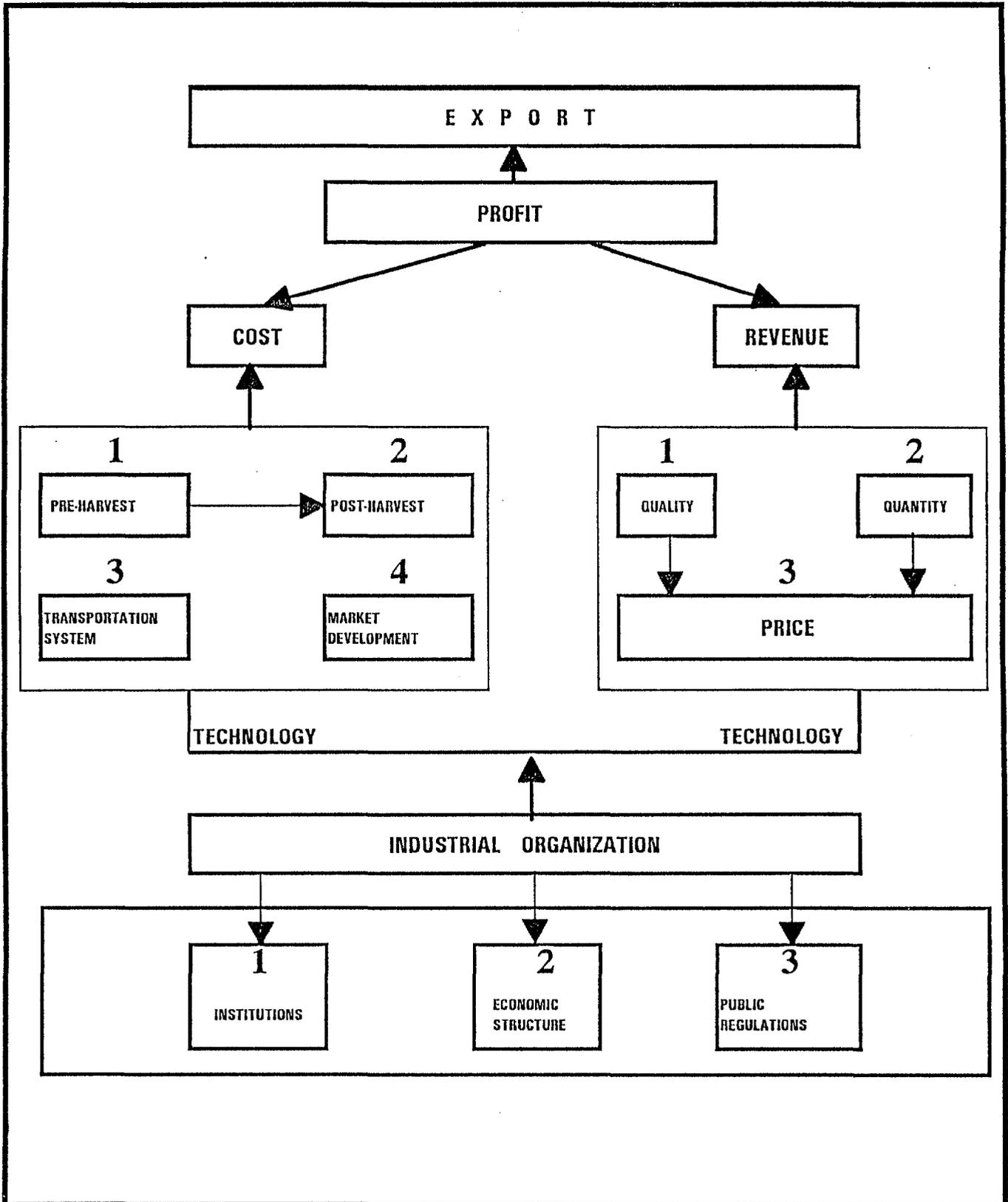
THE STRATEGIC DIRECTION

The strategic direction developed for AMDP is focused on solving the major problems facing the export of produce from Jordan. The direction recommended for each problem is outlined in this Section.

I- **IMPROVING PRODUCERS AND EXPORTERS
ABILITY TO MEET THE REQUIREMENTS OF
THE EXPORT MARKETS**

The following strategies are recommended to improve producers and exporters ability to meet the requirements of the export markets.

FIGURE 2 : THE EXPORT ECONOMIC - PLANNING MODEL



A. Variety Information System

The intent of this strategy is to develop and implement a computerized information system to provide the producers and exporters of fruits and vegetables with current information on demand for each product in each export market. The system will also compile annual information on retail and wholesale prices in each export market.

B. Quantity and Quality Information System

The intent of this strategy is to develop and implement a computerized information system to provide producers and exporters of fruits and vegetables with current information on the quantity and quality demanded of each product in each export market.

C. Grades and Standard System

The intent of this strategy is to develop and implement a system of grades and standards against which improved handling practices can be applied to effectively meet the international market requirements.

D. Packaging System

The intent of this strategy is to overcome product deterioration during shipment through the use of modern packaging materials and the application of modern packing techniques.

E. Continuous Export System

The intent of this strategy is to overcome the problems of shortage in quantity available for export of specific product in specific season.

F. Pre-Harvest and Post-Harvest Technology

The intent of this strategy is to provide producers and exporters with current information on pre-harvest and post-harvest technologies. This strategy will help producers and exporters to improve quality and reduce production and marketing costs. Thus, improve export and net income to both producers and exporters.

G. Chemical Residue Control System

The intent of this strategy is to provide producers and exporters with information on international regulations concerning the tolerance level of chemical residue on fruit and vegetables accepted by various importing countries. This strategy will help develop a coordinated public and private residue control and certification system to comply with the **environmental provision** of GATT.



II - EFFECTIVE EXPORT ORGANIZATION

The following strategies are recommended to develop an effective export organization:

A. Farm-Export Integrated System

The intent of this strategy is to develop a coordinated production-marketing system to minimize production and marketing costs, adjust to changing export conditions and provide the international markets with a high quality product.

B. Improve the Export Business Environment

The intent of this strategy is to develop and implement an up to date business code of conduct to satisfy the financial and business requirements of the export markets. This will help establish a good reputation for the Jordanian business community in both the traditional and new export markets.

C. Market Development and Export Promotion programs

The intent of this strategy is to maintain or expand present export markets and develop new markets.

III- EFFICIENT TRANSPORTATION SYSTEMS

Effective transportation system is vital for international market development and efficient export of perishable products. The following transportation systems are important.

A. Air Transportation System

The intent of this strategy is to overcome problems associated with scheduling, handling, and costs of transporting Jordanian produce to the export markets by air. Additionally, this will include the strengthening of ties with importing countries through speedy and timely marketing processes.

B. Truck Transportation System

The intent of this strategy is to develop the domestic and international truck transportation system in a manner compatible with international standards and regulations for the efficient movement of perishable products.

C. Sea Transportation System

The intent of this strategy is to increase the ability of the fruit and vegetable sector to effectively utilize a low cost sea transportation system. Additionally, this will include the strengthening of marketing ties with distant but promising export markets.

THE TACTICAL SYSTEM AND IMPLEMENTATION PLAN

This sector will outline the **tactical system** and **implementation plan** recommended to solve the problems in the first priority group.

THE TACTICAL SYSTEM

The tactical system consists of three parts, one for each of the three major problems outlined above. The tactics are classified by function under each of the three major problems. A total of fifteen (15) functions are identified and a set of activities is developed for each function as shown in Figure 3.

THE IMPLEMENTATION PLAN

An implementation plan is developed for each function under the three priority problems:

I- Increase Exporters and Producers Efficiency

Six specific functions are developed for this Problem:

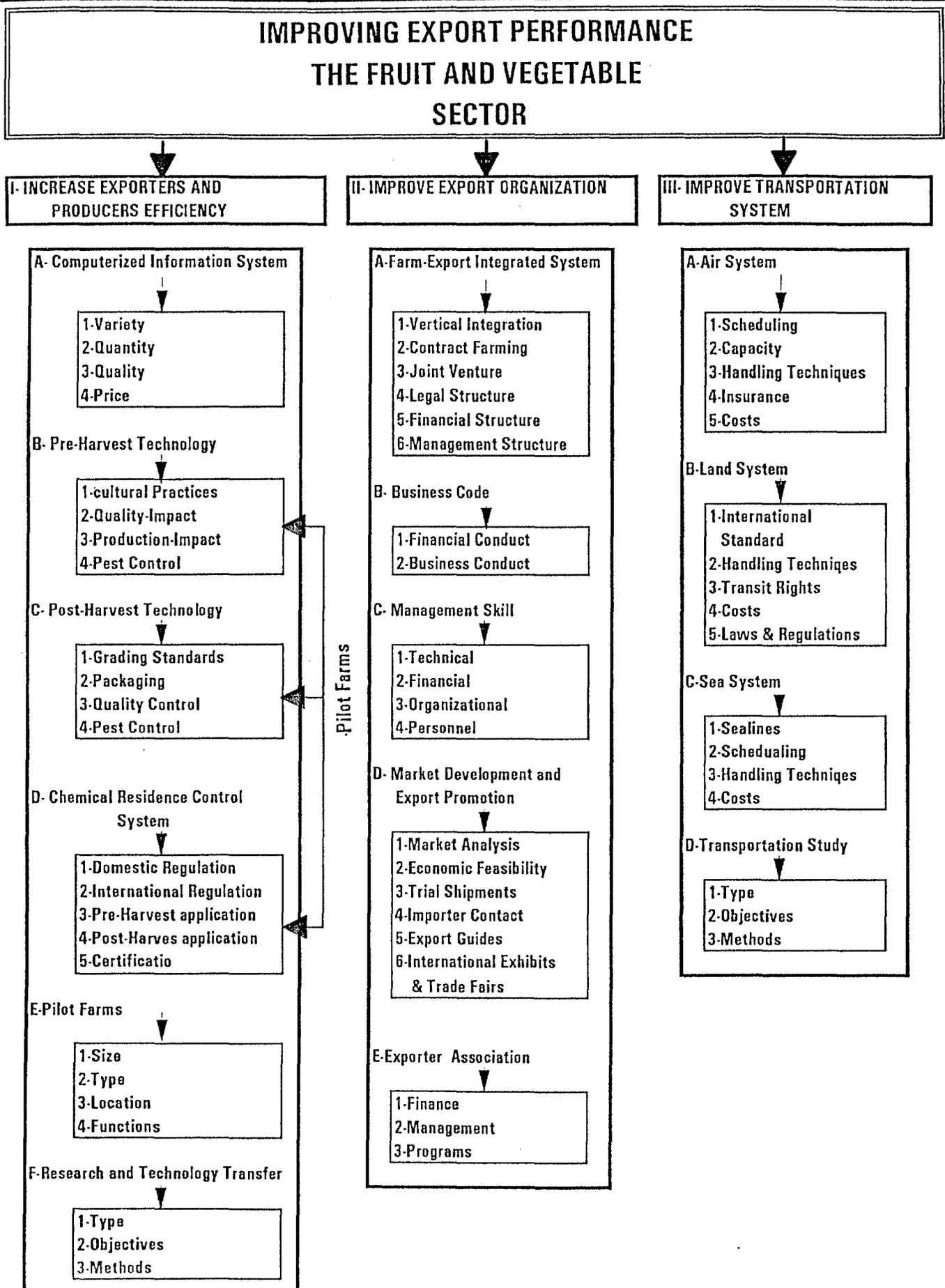
- A. Computerized Information System
- B. Pre-Harvest Technology
- C. Post-Harvest Technology
- D. Chemical Residue Control and Certification System
- E. Pilot Farms
- F. Research and Technology Transfer.

II- Improve Export Organization

Four specific functions are developed for this problem:

- A. Farm-Export Integrated System
- B. Business Code
- C. Management Skill
- D. Market Development and Export Promotion

FIGURE 3 : THE TACTICAL SYSTEM



III- Improve the Transportation Systems

Four specific functions are developed for this problem:

- A. Air Transportation System
- B. Truck Transportation System
- C. Sea Transportation System
- D. Transportation Studies

Function briefs and implementation plan for each problem are presented in the following tables.

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Table 9: Computerized Information System

PROBLEM - I		
FUNCTION A	TITLE : COMPUTERIZED INFORMATION SYSTEM	
<p>Task and accomplishment during 1995-1996</p> <p>To develop a computerized information system</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
<p>1. Develop and compile quarterly information on the quantity demanded of each product in each export markets classified by: (a) variety, (b) grade, and (c) price.</p>	<p>Information and Research</p>	<p>Jan. 1995 to Jun. 1995</p>
<p>2. Develop an up-to date list of all varieties for each produce in each location in Jordan classified by: (a) point of origin , (b) year developed, (c)cultural requirements, (d) productivity, (e) price , (f) number of hectares planted in open field, (g) number of hectares planted under cover, and (h) season.</p>	<p>Information and Research</p>	<p>Jun. 1995 to Oct .1995</p>
<p>3. Develop and compile seasonal information on quantity produced of each product for export purpose classified by : (a) variety , (b) grade, (c) location, and (d) price.</p>	<p>Information and Research</p>	<p>Oct. 1995 to Dec. 1996</p>

Table 9. (Continued)

PROBLEM - I		
FUNCTION A	TITLE : COMPUTERIZED INFORMATION SYSTEM	
<p>Task and accomplishment during 1995-1996</p> <p>To develop a computerized information system</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
<p>4. Publish and distribute to producers and exporters an annual information bulletin on current situation</p> <p>5. Publish and distribute to producers and exporters an annual outlook report on domestic production and foreign exports</p> <p><u>Project Resource:</u></p> <p>1. Sigma one consultant (Local)</p> <p>2. Staff person</p> <p>3. Capital equipments</p> <p>4. Operating expenses</p>	<p>Information and Research</p> <p>Information and Research</p>	<p>December 1995</p> <p>January 1996</p> <p>15 days</p> <p>Jan. 1995 to Sept. 1996</p>
<p>Coordinator: Director, Information and Research</p>	<p>Advisor: Richard J. Peters</p>	

Table 10: Pre-Harvest Technology

PROBLEM - I		
FUNCTION B	TITLE : PRE-HARVEST TECHNOLOGY	
<p>Task and accomplishment during 1995-1996</p> <p>To develop and implement a pre-harvest technology program in order to improve quality, increase shelf life and reduce pre-harvest losses.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
<p>1. Conduct field surveys, using a stratified random sampling produce of fruits and vegetable farms, to estimate all pre-harvest losses.</p>	<p>Post-Harvest</p>	<p>Jan. 1995 to Jun. 1995</p>
<p>2. Provide producers with current information on all types of pre-harvest technologies to help them minimize quantity and quality losses.</p>	<p>Post-Harvest</p>	<p>Mar. 1995 to Sep. 1995</p>
<p>3. Conduct bi-annual field day in three different locations to demonstrate the application of pre-harvest technologies.</p>	<p>Post-Harvest</p>	<p>Jan. 1995 to Aug. 1996</p>
<p>5. Conduct 2 weeks training program for specialists in pre-harvest technology.</p>		<p>Oct. 1995</p>

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Table 10. (Continued)

PROBLEM - I		
FUNCTION B	TITLE: PRE- HARVEST TECHNOLOGY	
<p>Task and accomplishment during 1995-1996</p> <p>To develop and implement a pre-harvest technology program in order to improve quality, increase shelf life and reduce pre-harvest losses.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
<p>6. Provide farmers with an efficient system of pre-harvest management.</p> <p><u>Project Resources:</u></p> <p>1- Sigma One consultant to assist AMO in sampling producer and data analysis (local).</p> <p>2. Sigma One consultant to Assist AMO in organizing pre-harvest field day (local).</p> <p>3. Sigma One consultant to assist AMO in developing and conducting training program (Local)</p> <p>4. Operating expense</p> <p>5. Extension specialist , pre-harvest technology (half-time)</p>	<p>Post-Harvest</p>	<p>January 1996</p> <p>15 days</p> <p>8 days</p> <p>15 days</p> <p>Feb. 1995 to Sep. 1996</p>

Table 10. (Continued)

PROBLEM - I		
FUNCTION B	TITLE :PRE- HARVEST TECHNOLOGY	
<p>Task and accomplishment during 1995-1996</p> <p>To develop and implement a pre-harvest technology program in order to improve quality, increase shelf life and reduce pre-harvest losses.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
<p>Coordinator: Director, Post-harvest</p>	<p>Advisor: Richard J. Perters</p> <p>Cooperators:</p> <ol style="list-style-type: none"> 1. Jordan University 2. Ministry of Agriculture 3. National Center for Research 	

Table 11: Post-Harvest Technology

PROBLEM - I		
FUNCTION C	TITLE: POST- HARVEST TECHNOLOGY	
<p>Task and accomplishment during 1995-1996</p> <p>To develop and implement a post-harvest technology program in order to reduce losses, improve quality, and extend shelf life.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
<p>1. Conduct a survey of all exporters, packing plants, and central markets to determine the type of post-harvest technology being used, quantity losses and quality losses. Publish and distribute the results.</p>	Post- Harvest	Jan. 1995 to Jun. 1995
<p>2. Provide packing plants, exporters and the central markets with information on the type and cost of post-harvest technology adopted by developed countries.</p>	Post-Harvest	September 1995
<p>3. Organize and conduct two week training programs in post-harvest technology for AMO specialists and the private sector.</p>		January 1996
<p>4. Conduct 5 day training session in the design and manufacturing of boxes appropriate for shipping fruits and vegetables to the export markets.</p>		

SB

Table 11. (Continued)

PROBLEM - I		
FUNCTION C	TITLE: POST- HARVEST TECHNOLOGY	
<p>Task and accomplishment during 1995-1996</p> <p>To develop and implement a post-harvest technology program in order to reduce losses, improve quality, and extend shelf life.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
<p><u>Project Resources:</u></p> <ol style="list-style-type: none"> 1. Sigma One Consultant (U.S.). 2. Operating expense 3. Extension specialist, post-harvest technology (half-time) 		<p>20 days</p> <p>Feb. 1995 to Sep. 1996</p>
<p>Coordinator: Director, Post-Harvest</p>	<p>Advisor: Richard J. Peters</p> <p>Cooperators:</p> <ol style="list-style-type: none"> 1. Jordan University 2. Ministry of Agriculture 3. National Center for Research 	

Table 12: Chemical Residue Control System

PROBLEM -I		
FUNCTION D	TITLE : CHEMICAL RESIDUE CONTROL SYSTEM	
<p>Task and Accomplishment during 1995-1996</p> <p>To develop a chemical residue control and certification system to meet international standards.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
<p>1. Study the environmental provision of GATT and identify all international regulations concerning chemical application and the required chemical residue certification for fruits and vegetables. Publish and distribute the results.</p>	<p>Export Promotion</p>	<p>Jan. 1995 to Apr. 1995</p>
<p>2. Analyze the present domestic laws and regulations concerning chemical use in agriculture and determine their compatibility with international regulations.</p>	<p>Export Promotion</p>	<p>Apr. 1995 to Jun. 1995</p>
<p>3. Draft, in cooperation with appropriate governmental agencies , the necessary laws to regulate the use of chemicals in agriculture.</p>	<p>Export Promotion</p>	<p>Jul. 1995 to Jan. 1996</p>

Table 12. (Continued)

PROBLEM -I		
FUNCTION D	TITLE: CHEMICAL RESIDUE CONTROL SYSTEM	
<p>Task and accomplishment during 1995-1996</p> <p>To develop a chemical residue contract and certification program to meet international standard.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
<p>4. Draft , in cooperation with appropriate governmental agencies, the legal provision necessary for residue certification of fruits and vegetables to meet internatinal standards.</p> <p><u>Project Resources:</u></p> <p>1. Sigma One Consultant to assist AMO on legal issue (local)</p> <p>2. Sigma One Consultant to assist AMO on the use of chemical and residue certification (U.S.)</p> <p>3. Operating expenses</p>	<p>Export Promotion</p>	<p>Jul. 1995 to Jan. 1996</p>
<p>Coordinator : Director , Export Promotion</p>	<p>Advisor : Richard J. Peters</p> <p>Cooperators:</p> <p>1. Ministry of Agriculture</p> <p>2. Ministry of Health</p>	

Table 13: Establishment of Pilot Farms

PROBLEM -I		
FUNCTION E	TITLE: ESTABLISHMENT OF PILOT FARMS	
<p>Task and accomplishment during 1995-1996</p> <p>To establish , in cooperation with fruits and vegetables producers, three pilot farms in different locations in order to demonstrate pre-harvest and post-harvest technologies</p>	<p>Beginning Date:</p> <p>Ending Date:</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
<p>1. To establish , in agreement with a specialized fruit produce, a pilot farm in a strategic location for the purpose of demostrating modern management techniques in pre-harvest and post-harvest production and handling system.</p> <p>2. To establish , in agreement with two specialized vegetable producers, two pilot farms, in two separate location, for the purpose of applying and demonstrating modern management techniques in pre-harvest and post-harvest production and handling system.</p> <p><u>Project Resource:</u></p> <p>1. Capital for equipments</p> <p>2. Operating expense</p> <p>3. Sigma One fruit consultant</p> <p>4. Sigma One vegetable consultant</p>	<p>Post-Harvest</p> <p>Post-Harvest</p>	<p>Jul. 1995 to Dec.1996</p> <p>Jul. 1995 to Dec.1995</p> <p>20 days</p> <p>20 days</p>
<p>Coordinator: Director, Post-Harvest</p>	<p>Advisor : Richard J. Peters</p> <p>Cooperators: Jordan Valley Farmer Union</p>	

Table 14: Research And Technology

PROBLEM -I		
FUNCTION F	TITLE: RESEARCH AND TECHNOLOGY	
<p>Task and accomplishment during 1995-1996</p> <p>To develop a basic and applied research program in order to improve the productivity and quality of fruits and vegetables.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
<p>1. Request the National Center for Agricultural Research and Jordan University to prepare and submit complete proposals in the following areas of research.</p> <p>a- <u>Varietal Selection</u> To test present varieties for productivity and performance under the soil and climate conditions in Jordan and select the top varieties for each product.</p> <p>b- <u>Genetic</u> To improve the productivity of present varieties through breeding and genetic research.</p> <p>c- <u>Cultural Practice</u> To determine the cultural practices required for optimal performance of each variety.</p>	<p>Information and Research</p>	<p>Jan. 1995 to Mar. 1995</p>

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Table 14. (Continued)

PROBLEM -I		
FUNCTION F	TITLE: RESEARCH AND TECHNOLOGY	
<p>Task and accomplishment during 1995-1996</p> <p>To develop a basic and applied research program in order to improve the productivity and quality of fruits and vegetables.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
<p>2. Proposals evaluation and selection by a committee consisting of AMO officials, producers , exporters and scientists</p> <p><u>Project Resources:</u></p> <p>1. Support research fund only.</p>		<p>Mar.1995 to Apr.1995</p>
<p>Coordinators : Director, Information and Research</p>	<p>Advisor: Richard J. Peters</p> <p>Cooperators:</p> <p>1. Jordan University</p> <p>2. National Center for Research</p>	

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Table 15: Farm-Export Integrated System

PROBLEM -II		
FUNCTION A	TITLE: FARM-EXPORT INTEGRATED SYSTEM	
<p>Task and accomplishment during 1995-1996</p> <p>To develop a farm-export integrated system in order to improve the production and marketing efficiency of the fruits and vegetables sector.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
<p>1. Identify and survey the present forms of farm-export integration system in Jordan and evaluate their performance.</p>	<p>Exporters Association</p>	<p>Jan. 1995 to Jun. 1995</p>
<p>2. Develop the legal, financial, and organizational structure of a vertical integration system in the production and marketing of fruits and vegetables.</p>	<p>Exporters Association</p>	<p>Jan. 1995 to Jun. 1995</p>
<p>3. To develop the legal and financial structure for farmer-exporter contractual arrangements.</p>	<p>Exporters Association</p>	<p>Jan. 1995 to Jun. 1995</p>
<p>4. To determine the legal, financial and organizational structure of an international joint venture in the production and exporting of Jordanian fruits and vegetables.</p>	<p>Exporters Association</p>	<p>Jul. 1995 to Dec. 1995</p>

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Table 16: Business Code

PROBLEM -II		
FUNCTION B	TITLE : BUSINESS CODE	
<p>Task and accomplishment during 1995-1996</p> <p>To develop and implement a business code for the fruits and vegetables sector compatible with the international norm of business conduct.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
1. Study the business code of the various business organization in Jordan	Exporters Association	Jan., 1995 to Mar., 1995
2. Study the business code of export organizations in developed countries (U.S.& Germany).	Exporters Association	Mar., 1995 to Apr., 1995
3. Study the business code of import organizations in major importing countries (Gulf & France).	Exporters Association	Apr., 1995 to May, 1995
4. Conduct two days seminar in the international norm of business conduct	Exporters Association	Jul., 1995
5. To develop a business code, with specific financial and business provisions, that is compatible with international norm of business behavior.	Exporters Association	Oct., 1995
<p><u>Project resource:</u></p> <p>1. Sigma One consultant (Local)</p> <p>2. Operating experiences</p>		10 days
<p>Coordinator: Executive Director, Exporter Association</p>		<p>Advisor: Richard J. Peters</p> <p>Cooperator :</p> <p>1. Chamber of Commerce</p> <p>2. Ministry of Commerce</p> <p>3. Ministry of Trade</p>

Table 17: Management Skill

PROBLEM -II		
FUNCTION C	TITLE: MANAGEMENT SKILL	
<p>Task and accomplishment during 1995-1996</p> <p>To increase the managerial skill of the members of the Jordan Exporter Association for Fruits and Vegetables.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION SKILL	Cooperating Agencies	Date:
<ol style="list-style-type: none"> 1. Conduct 5 days training session in financial management. 2. Conduct 5 days training session in business organization and personnel management. <p><u>Project resources:</u></p> <ol style="list-style-type: none"> 1. Sigma One consultants (U.S.) 2. Operating expenses 	<p>Exporters Association</p> <p>Exporters Association</p>	<p>Sep., 1995</p> <p>Nov., 1995</p> <p>10 days</p>
<p>Coordinator: Executive Director, Exporters Association</p>	<p>Advisor: Richard J. Peters</p>	

Table 18: Market Development

PROBLEM -II		
FUNCTION D	TITLE: MARKET DEVELOPMENT AND EXPORT PROMOTION	
<p>Task and accomplishment during 1995-1996</p> <p>To develop export markets and promote Jordanian fruits and vegetable in the Gulf , Europe , and South East Asia.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
1. Analyze the data collected by the " computerized information system, Function A of PROBLEM I, on prices, seasonality, quantity, and quality and project Jordan's potential share of each market.	Information and Research	Dec., 1995
2. Based on the above analysis, published and/or update three guides: (a) an exporter guide to the Gulf markets, (b) and export guide to Europe, and (3) and export guide to Southeast Asia.	Information and Research	Mar., 1996 to Jun., 1996
3. Organize and conduct three market analysis study tours: (a) Gulf, (b) Eastern Europe, and (3) Southeast Asia markets. Each tour should include a team of compatible specializations to collect data on: (a) market system and marketing chain , (b) quantity imported by quality and country of origin, (c) price at all levels of the market chain , (d) population and income, and (e) transportation system.	Export Promotion	1. October, 1995 2. April-May, 1995 3. Jan.-Feb., 1995

Table 18. (Continued)

PROBLEM -II		
FUNCTION D	TITLE: MARKET DEVELOPMENT AND EXPORT PROMOTION	
<p>Task and accomplishment during 1995-1996</p> <p>To develop export markets and promote Jordanian fruits and vegetables in the Gulf , Europe , and South East Asia.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooporating Agencies	Date
4. Conduct economic feasibility studies for each market to evaluate Jordan's economic potential in each market. Publish and distribute the results.	Information and Research	Nov., 1995 to Jun., 1996
5. Organize trial shipments to Southeast Asia and Europe. Collect and compile information on the distribution and testing procedures used in the wholesale and retail markets.	Exporters Association	Jan., 1995 to Sep., 1996
6. Collect and compile information on all international exhibits being planned in the Gulf, Europe and Southeast Asia. Analyze and select the feasible exhibits. Arrange funding , reserve space, and prepare Jordanian's fruits and vegetables exhibit.	Export Promotion and Exporters Association	Jan., 1995 to Sep., 1996
7. In cooperation with the Ministry of Trade , obtain information on all international Exhibits and trade fairs being planned in Jordan. Reserve space and prepare Jordanian's fruits and vegetables sector.	Export Promotion and Exporters Association	Jan., 1995 to Sep., 1996

Table 18. (Continued)

PROBLEM -II		
FUNCTION D	TITLE: MARKET DEVELOPMENT AND EXPORT PROMOTION	
<p>Task and accomplishment during 1995-1996</p> <p>To develop export markets and promote Jordanian fruits and vegetables in the Gulf , Europe , and South East Asia.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
<p><u>Project resources:</u></p> <ol style="list-style-type: none"> 1. Funding for market analysis study tours. 2. Funding for exhibit participants 3. Sigma One consultant on feasibility study 		<p>30 days</p>
<p>Coordinator: Director, Export Promotion</p>	<p>Advisor : Richard J. Peters</p> <p>Cooperators:</p> <ol style="list-style-type: none"> 1. Information and Reseach 2. Exporters Association 3. Ministry of Trade 	

Table 19: Jordan Exporters Association for Fresh Fruit and Vegetables

PROBLEM -II		
FUNCTION E	TITLE: JORDAN EXPORTERS ASSOCIATION	
<p>Task and accomplishment during 1995-1996</p> <ol style="list-style-type: none"> 1. To evaluate the present legal status, organizational structure, management, finances and export promotion activities of the Jordanian Exporters Association for Fruits and Vegetables. 2. To develop an organizational structure that is financially independent. 	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
<ol style="list-style-type: none"> 1. To analyse the present by-laws and the legal status of the Exporters Association. Develop the legal, organizational, and financial structure necessary for a viable association. 2. Develop the functions and the role of the Jordanian Exporters Association for Fruits and Vegetables in the export of produce. 3. Develop the institutional relationships of the Association with others in the public and private sectors. <p><u>Project resources:</u></p> <ol style="list-style-type: none"> 1. Sigma One consultant 	<p>Exporters Association</p> <p>Exporters Association</p> <p>Exporters Association</p>	<p>Jan., 1995 to Mar., 1995</p> <p>Jan., 1995 to Mar., 1995</p> <p>30 days</p>
<p>Coordinator: Executive Director, Exporters Association</p>	<p>Advisor : Richard J. Peters</p>	

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Table 20: Air Transportation System

PROBLEM -III		
FUNCTION A	TITLE : AIR TRANSPORTATION SYSTEM	
<p>Task and accomplishment during 1995-1996</p> <p>To develop an efficient air transportation system for perishables from Jordan to new and traditional export markets.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
1. Collect and compile information on cost, scheduling , and available space for shipment of perishables on all international airlines passengers fleet.	Exporters Association	Jan., 1995 to Feb., 1995
2. Collect and compile information on cost, scheduling, and available space for shipment of perishables on all international airlines cargo fleet.	Exporters Association	Jan., 1995 to Feb., 1995
3. Evaluate the rates, scheduling flexibility, and frequency of departure and arrival delays.	Exporters Association	Feb., 1995 to Mar., 1995
4. Negotiate an annual air transportation program with the preferred airline, including fairs and installation of equipments necessary for air shipment of perishable.	Exporters Association	Apr., 1995 to Jun., 1995
5. Coordinate scheduling for the proper use of cold storage facilities to be constructed in Queen Alia Airport.	Exporters Association	Jul., 1996 to Aug., 1996
6. Prepare a justification and negotiate with the proper authority in the Ministry of Transportation to reduce and/or modify present airline rules and regulations that affect air shipment of perishable products.	Export Promotion and Exporters Association	Jan., 1995 to Jul., 1995

Table 20. (Continued)

PROBLEM -III		
FUNCTION A	TITLE : AIR TRANSPORTATION SYSTEM	
<p>Task and accomplishment during 1995-1996</p> <p>To develop an sufficient air transportation system for perishable from Jordan to new and traditional export markets.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
<p><u>Project Resources:</u></p> <p>Operating Expenses</p>		
<p>Coordinator : Director , Export Promotion Executive Director, Exporters Association</p>		<p>Advisor: Richard J. Peters</p>

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Table 21: Land Transportation System

PROBLEM -III		
FUNCTION B	TITLE : LAND TRANSPORTATION SYSTEM	
<p>Task and accomplishment during 1995-1996</p> <p>To improve the efficiency of land transportation system.</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
1. Prepare a justification and negotiate with the Traffic Department to adopt and enforce international standards in the registration and licensing of all trucks	Export Promotion and Exporters Association	Mar., 1995 to Apr., 1995
2. Prepare a justification and request the Ministry of Foreign Affairs and the Ministry of Transportation to negotiate " Transit Right " agreements with appropriate countries for Jordanian registered trucks.	Export Promotion and Exporters Association	May, 1995 to Jun., 1995
3. Conduct an economic feasibility study to asses the efficiency of the truck transportation system.	Information and Research	Jan., 1995 to Jun., 1995
<u>Project Resources:</u>		
1. Operating systems		
2. Sigma One consultant		15 days
Coordinators: Director, Export Promotion Executive Director, Exporters Association	Advisor: Richard J. Peters.	

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Table 22: Sea Transportation System

PROBLEM -III		
FUNCTION C	TITLE : SEA TRANSPORTATION SYSTEM	
<p>Task and accomplishment during 1995-1996</p> <p>To develop and effectively utilize the sea transportation system for fruits and vegetables</p>	<p>Beginning Date: January, 1995</p> <p>Ending Date: September, 1996</p>	
IMPLEMENTATION PLAN	Cooperating Agencies	Date
<p>1. Collect and compile information on Sea transportation lines available and suitable for the shipment of fresh fruit and vegetables from Jordan to Europe and Southeast Asia</p> <p>2. Conduct Sea trial shipments to Europe and Southeast Asia</p> <p>3. Evaluate the economic feasibility of sea shipment of fruits and vegetables to Europe and Southeast Asia</p> <p><u>Project Resources:</u></p> <p>1. Operating expense</p> <p>2. Sigma One consultant</p>	<p>Exporters Association</p> <p>Exporters Association</p> <p>Information and Research</p>	<p>Jan., 1995 to Jun., 1995</p>
<p>Coordinator : Executive Director, Exporters Association</p>		<p>Advisor: Richard J. Peters</p>

APPENDICES

APPENDIX A

LIST OF PARTICIPANTS

PLANNING SESSION
LIST OF PARTICIPANTS

A.

AGRICULTURAL MARKETING ORGANIZATION (AMO)

<u>NAME</u>	<u>TITLE</u>
Dr. Salem Al-Lozi	Director General
Mr. Jamil Zureigat	Project Manager
Mr. Akef Zu'bi	Director, Research and Information
Mr. Mohamed Fara'a	Director, Post Harvest
Mr. Atef Shunnaq	Specialist, Post Harvest
Mr. Jihad Abu Sundos	Specialist, Research and Information
Mr. Raed Hattar	Specialist, Export Promotion
Mr. Marwan Haddadin	Director, Inspection
Miss Nahla Bashiti	Secretary
Mr. Mahmoud Hiyari	Director, Export Promotion
Mr. Nasser El-Ali	Specialist, Inspection
Mr. Mohamed Awamleh	Specialist, Export Promotion

B.

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)

<u>NAME</u>	<u>TITLE</u>
Mr. Tim Miller	Supervisory Officer, USAID
Mr. Munther Azar	Project Officer, USAID

C.
PRIVATE SECTOR

<u>NAME</u>	<u>TITLE</u>
Mrs. Maha Shawareb	Executive Director
Mr. Zeid Abdo	Executive Assistant
Mr. Karim Haddadin	Exporter
Mr. Tala'at Dougmush	Exporter
Mr. Zuhair Jweiha	Producer
Mr. Saleh Kliaib	Producer
Mr. Areef Jweiha	Producer
Mr. Mohamed Al-Taweel	Farmer's Union
Mr. Al-Bakheet	AMPCO's Rep.
Mr. Mazen Odeh	Producer- Exporter
Mr. Abdel Noor Habaibeh	Agri-Business
Mr. Iyad Abu Ali	Exporter
Mr. Mansour Rajabi	Exporter
Mr. Hassan Khurma	Producer
Mr. Abdul Qader Samara	Pesticide Certification
Mr. Nabil Atia	Syndicate, Secretary

D.
AGRICULTURAL MARKETING DEVELOPMENT PROJECT (AMDP)

<u>NAME</u>	<u>TITLE</u>
Mr. Richard Peters	Senior Technical Rep.
Mr. Abrar Sattar	Sigma One Corp.
Mr. Fakhri Nustas	Project Administrator
Mr. Mohamed Hadi	Agribusiness Development Rep.
Miss Randa Bashiti	Pre-Cooler Manager
Miss Shatha Rabadi	Training Associate

**E.
OBSERVERS**

<u>NAME</u>	<u>TITLE</u>
Dr. Nathel Al-Hajaj	Chief Division Bilateral Cooperation Ministry of Planning
Mr. Mohmmoud Jaradat	Chief Division Multilateral Institutions Ministry of Planning

APPENDIX B

LIST OF SPEAKERS AND TOPICS

PLANNING SESSION

LIST OF SPEAKERS AND TOPICS

DATE	SPEAKER	TOPIC
Nov. 19, 12:30	Dr. Salem Al-Lozi, Director General, Agricultural Marketing Organization	"The Agricultural Marketing Organization: Development Achievements, Constraints, and Future Projection".
Nov. 19, 19:00	Dr. Walid Abed Rabbuh, Director General, Policy & Planning, Ministry of Agriculture	"Jordan's Fruit and Vegetable Export Enhancement Policy".
Nov. 20, 12:30	Mr. Karim Haddadin, Chairman, Jordan Exporters Association for Fresh Fruits & Vegetables	"The Challenges Facing Jordan's Export of Fruits and Vegetables".
Nov. 20, 19:00	Mr. Munther Azar, Project Officer, USAID	"Emerging Economic Trends in Jordan: Impact On Exports".
Nov. 21, 12:30	Mr. Mohammed Hisham Murtada, Executive Director of Air-Cargo, Royal Jordanian Airlines	"Royal Jordanian Air-Cargo: Policy, Present Capacity, and Future Development".

APPENDIX C

WORKING GROUPS

PLANNING SESSIONS WORKING GROUPS

<u>WORKING GROUP</u>	<u>NAME</u>	<u>AFFILIATION</u>
A	Richard Peters	AMDP
	Mansour Rajabi	Exporter Agri Business
	Nasser El-Ali	Inspection, AMO
	Zuhair Jweiha	Producer-Exporter
	Marwan Haddadin	Inspection, AMO
	Abdul Noor Habaiba	Agri Business
	Mahmoud Jaradat	Ministry of Planning
B	Mahmmoud Hiyari	Export Promotion, AMO
	Thimoty Miller	USAID-WEA
	Abdul Qader Samara	Pesticide Certification
	Atef Shunnaq	Post harvest, AMO
	Iyad Abu Ali	RUM-Production, Export
	Areef Jweiha	Producer
	Nabil Atia	Syndicate
C	Jamil Zureigat	AMO-AMDP
	Mazen Odeh	Producer-Exporter
	Fakhri Nustas	AMDP
	Randa Bashiti	Pre-Cooler Manager
	Saleh Kliab	Producer
	Zaid Abdo	Exporters Association
D	Karim Haddadin	Exporters Association
	Abrar Sattar	Sigma One Corporation
	Mohamed Awamleh	Export Promotion, AMO
	Hassan Khurma	Cut Flower Association
	Shatha Rabadi	AMDP
	Raed Hattar	Export Promotion, AMO
E	Munther Azar	Project Officer, USAID
	Akef Zu'bi	Research, AMO
	Maha Shawareb	Exporters Association
	Mohamed Al-Taweel	Farmers Union
	Mohamed Hadi	AMDP
	Mohamed Fara'	Post Harvest, AMO
	Tala'at Dougmush	Exporter
Jihad Abu Sundos	Research, AMO	

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APPENDIX D

**PLANNING SESSION'S
AGENDA**

PLANNING SESSION AGENDA

SATURDAY - NOVEMBER 19, 1994:

08:30 Coffee

09:00-12:30 PLENARY SESSION

09:00 A. Introduction

B. Purpose of the Conference

"To formulate AMDP's 1995-1996 Strategic Action Plan to effectively utilize the limited available budget during the remaining 22 months".

C. Historical perspective of AMDP,
June 1993 - December 1994

1. Goal of the Technical Services Proposal
2. Methods and Procedures used to achieve the goal
3. Activities completed
4. Activities in progress
5. Activities planned

D. The Pending German Export Promotion Project

1. Goal
2. Approach
3. Timeline

10:00

VISION FOR AN IDEAL SYSTEM OF EXPORT MARKETING

- A. Major Problem Facing the Marketing of Vegetables and Fruit:
Impact on Domestic and Export Markets**

- B. Emerging Economic and Political Trends:
Impact on Exports**
 - 1. GATT**
 - 2. Peace Treaty**
 - 3. Developments in the Gulf**
 - 4. Developments in Russia and Eastern Europe**
 - 5. Economic Trend in Southeast Asia**
 - 6. WEU Markets**

- C. Selection of Working Groups**
 - 1. Evaluation of Activities**
 - 2. Selection and Prioritization of Major Problems**
 - 3. Development of Goal and Objectives**
 - 4. Implementation Plan - Methods and Procedures**

12:30

Speaker : Dr. Salem Al-Lozi,
Director General,
Agricultural Marketing Organization

Topic : "The Agricultural Marketing Organization:
Development, Achievements, Constraints and
Future Projection".

13:00

LUNCH

14:30-17:30 FORMULATION OF STRATEGIC DIRECTION

- A. Group Workshop Sessions**
 - 1. Selection of Chair and Recorder**
 - 2. Evaluation of Emerging Issues on Strategic Action Plan**
 - 3. Identification and Prioritization of Problem Areas**

14:30-17:00 FORMULATION OF STRATEGIC DIRECTION

Plenary Session - Discussion of Group Recommendations

- 1. Selection of Final Objective(s)**
- 2. Selection of Implementation Method(s)**
- 3. Finalizing Timeline**

**19:00 Speaker: Mr. Munther Azar,
Project Officer, USAID**

**Topics: "Emerging Economic Trends in Jordan:
Impact on Exports"**

19:30 DINNER

MONDAY - NOVEMBER 21, 1994:

08:00 Coffee

08:30 DEVELOPMENT OF STRATEGIC ACTION PLAN

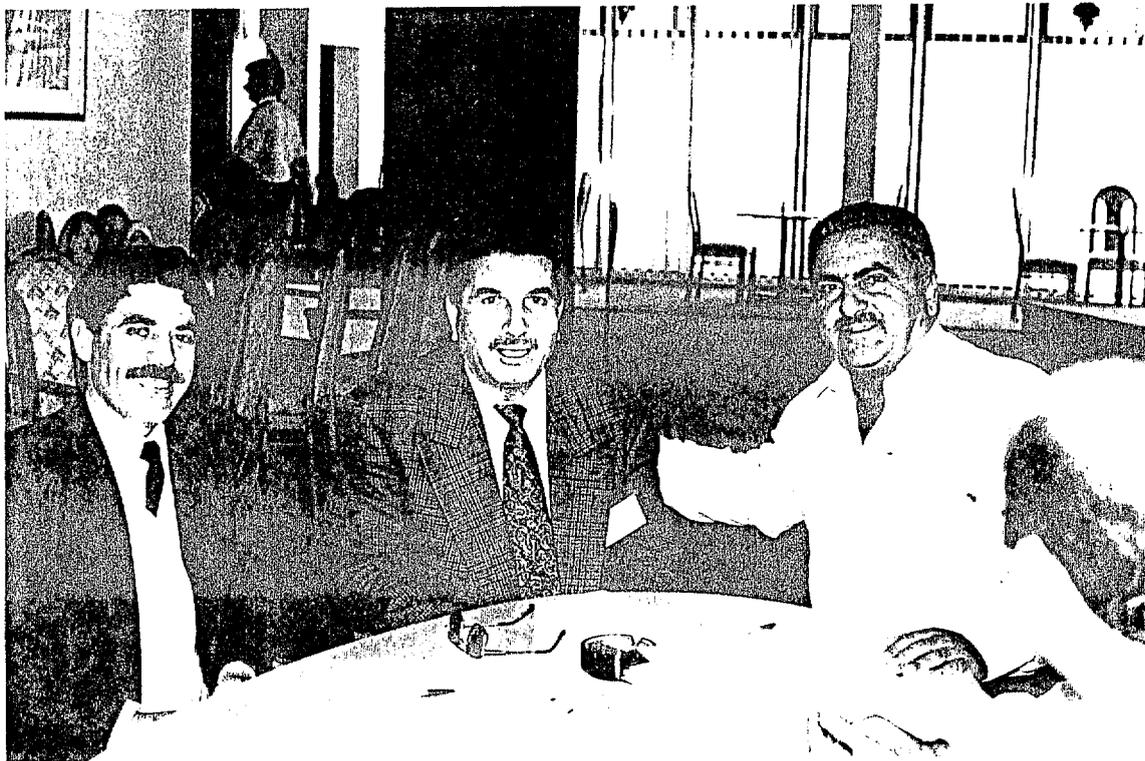
Plenary Session

- 1. Problems**
- 2. Priorities**
- 3. Goal and Objectives**
- 4. Focus**
- 5. Direction and Implementation Plan**
- 6. Timeline**
- 7. Public - Private Sector Coordination**



Dr. Ahmed A. Araji, Professor of Agricultural Economics at Idaho State University, served as facilitator of the Strategic Planning Conference organized by the Agricultural Marketing Development Conference.

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Mohamed Awamleh, AMO/EP; Dr. Salem Al-Lozi, Director General, AMO; and, Karim Haddadin, owner and operator of Haddadin Farms Exporting, participate in an informal session.



The second evening at Mai'n Spa turned into a pleasant family evening with several participants bringing family. Here is Zuhair Jweiha, his wife and children at dinner.



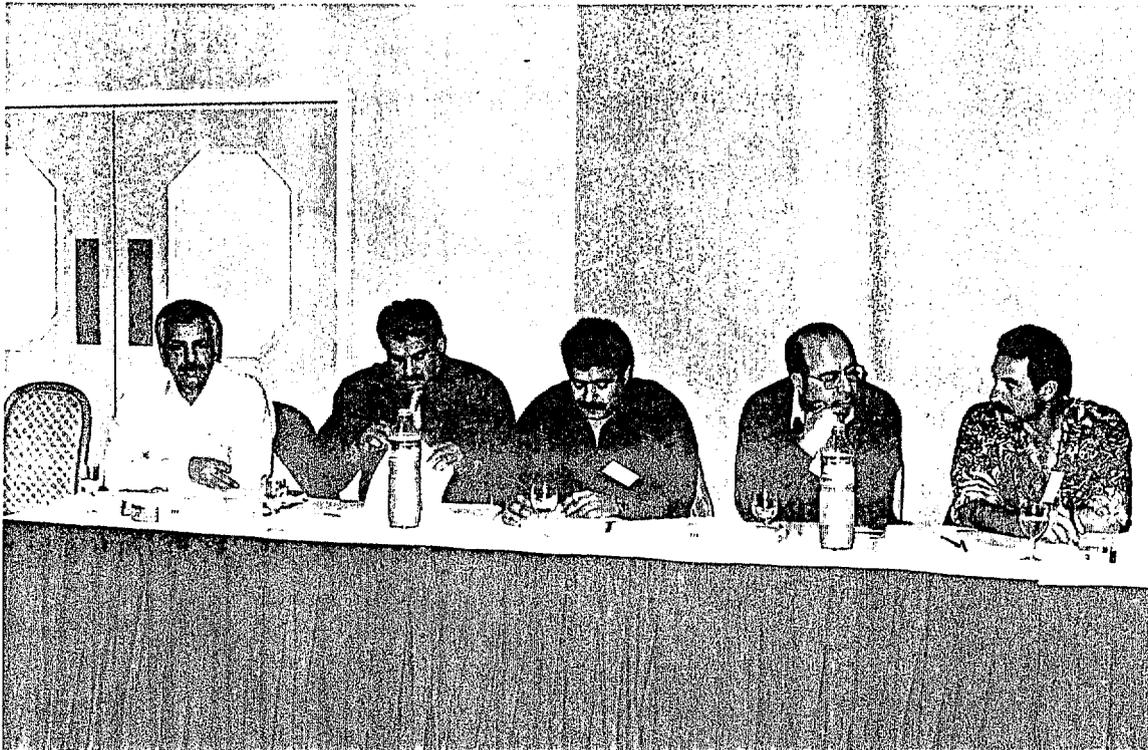
Jihad Abu Sondos, AMO/SS; Ziad Al-Bahik, AMPCO; Ronda Bashiti, EA; Richard J. Peters, Senior Technical Representative; Abdel Qader Samara, Environmental Laboratories.



Dr. Salem Al-Lozi, Director General, AMO; Hassan Khorma, Fresh Cut Flower Grower; Jamil Zureigat, Director, AMDP.



Munther Azar, USAID/WEA; Jihad Abu Sondos, AMO/SS; Mohamed Fara', AMO/PHT; Maha Shwareb, EA; and Mohamed Hadi, AMDP, participate in a group working session.



Mohamed Fara', AMO/PHT; Mohamed Al-Tawil, JVFA; Atef Shunnaq, AMO/PHT; Iyad Abu Ali, RUM Farms General Manager and Mazen Odeh, Multi-Span Greenhouse owner and operator participate in general session.

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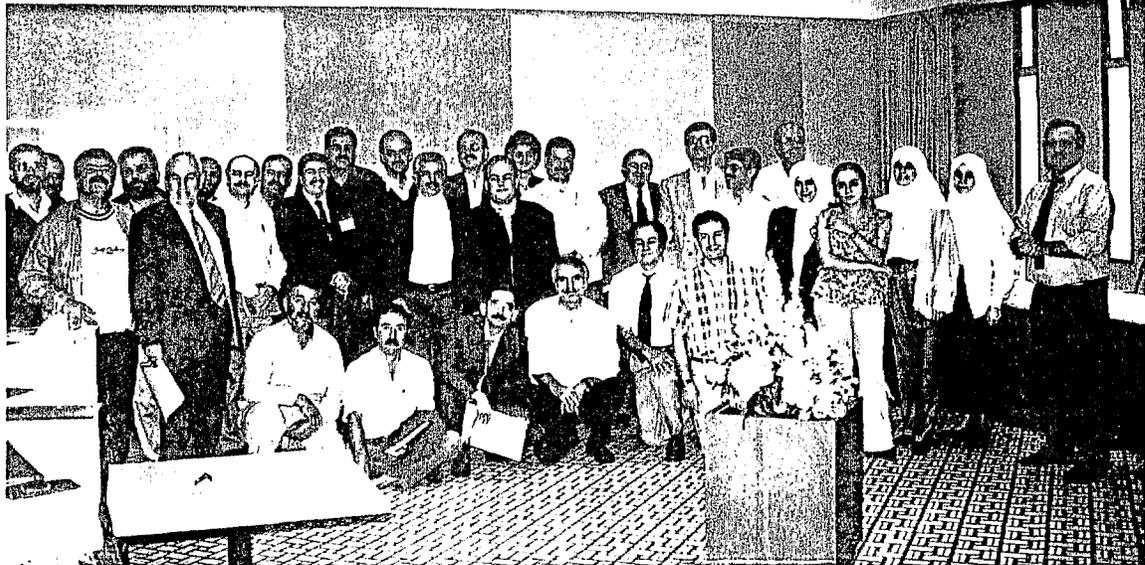
Karim Haddadin, Haddadin Farms; Abdel Qader Samara, Environmental Laboratories; Munther Azar, USAID Project Officer; Tala't Dougmush, Exporter, enjoy an ad hoc celebration of Doughmush' birthday.



Karim Haddadin, Haddadin Farms; and Sheik Saleh, Vegetable Grower in the Jordan Valley, enjoy a light moment at the conference.



Fakhri Nustas, AMDP Administrator; Shatha Rabidi, AMDP Associate; and Abrar Sattar, Sigma One Corporation, share a lunch at the conference.



Jihad Abu Sondas, Munther Azar, Atef Shunnaq, Nabil Atief, Arief Zweihan, Abrar Sattar, Tim Miller, Nasser Al Ali, Sheik Saleh, Tala't Dougmush, Mohamed Al-Tawil (since deceased), Mazen Odeh, Ziad Al Bahik, Mohamed Fara', Abdel Qader Samara, Zaid Abdou, Zuhair Jweihan, Maha Shawareb, Marwan Haddadin, Hassan Khorma, Jamil Zureigat, Ahmed Araji, Mansour Rajabi, Mohamed Hadi, Mohamed Awamleh, Iyad Abu Ali, Nahla Bashiti, Shatha Rabidi, Nadal Jweihan, Ronda Bashiti & Fakhri Nustas.