

# **Linkages Between Producers of Oregano and Sage and Tourism Sector in Jordan**

An action plan to support the development of stronger linkages

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Master of Sustainable Development Practice Degree

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**September 2017**

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## **Acknowledgements**

*Thanks to Dr. Samia, Mhaba, Rania, Zaid, and Abdullah (REGEP's team), who are always kind, supportive, and who work in an amazing project that will enable rural farmers to have more opportunities in this transactional world.*

*Jordanians, as well as those from other nationalities that I met here, made my time in this country an unforgettable experience.*

Mr. Andrés F. Morales

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## Abbreviations

ASEZA	Aqaba Special Economic Zone
CAC	Codex Alimentarius Commission
GDP	Gross Domestic Product
HMAP	Herbal, Medical and Aromatic plants
ICARDA	International Centre for Agricultural Research in the Dry Areas
IFAD	International Fund for Agricultural Development
JEDCO	Jordan Enterprise Development Corporation
JEPA	Jordan Exporters and Producers Association
JFDA	Jordan Food and Drugs Administration
JHA	Jordan Hotel Association
JSMO	Jordan Standards and Metrology Organization
JTB	Jordan Tourism Board
MIT	Ministry of Industry and Trade (Jordan)
MMA	Ministry of Municipal Affairs (Jordan)
MoA	Ministry of Agriculture (Jordan)
MoH	Ministry of Health (Jordan)
MSME	Micro, Small and Medium Enterprises
NCARE	National Centre for Agricultural Research and Extension
REGEP	Rural Economic Growth and Employment Project

## Vocabulary

1. *Dunam / Donum / Dunum*: A metric that represents the amount of land that could be ploughed by a team of oxen (bovine) in one day. The new metric dunum has been redefined as exactly one thousand meters square (1.000 m<sup>2</sup>).
2. *Hectare*: An area equal to 10.000 m<sup>2</sup>.
3. *Plastic House*: It is a structure with walls and a roof made chiefly of transparent material (plastic); usually semi-circular and used to grow crops.
4. *Smallholder Farmer*: In the Rural Economic Growth and Employment Project (REGEP), a farmer is considered as a "smallholder farmer" if:
  - (i) S/he is located in the highlands and has between 5 - 20 dunums (0,5 - 2 hectares) of land;
  - (ii) S/he is located in the Jordan Valley and has between 10 - 60 dunums (1 - 6 hectares) of land;
  - (iii) Or, s/he has between 5 - 20 plastic houses to cultivate oregano (plastic houses are not used to cultivate sage).

## 1. Introduction

Tourism has become an important source of income for countries' economy around the world. Jordan benefits and relies a lot on this sector, as it has a long history of tourism: as a country with a rich history and safe reputation in the Middle East, Jordan is one of the most visited countries in the region.

Tourism in Jordan is centered around Petra, Dead Sea, Red Sea, culture and other highlights and while these sites are good, little tourism is done that showcases Jordanian lifestyle and even less on their food.

Expanding tourism to include lifestyle and food has a lot of potential in Jordan, and hotels are well positioned to provide a link between food and the tourism sector specifically: Hotels could have a main role in the strategy to increase the demand of local production and improve the welfare of rural population.

Jordan has a wealth of knowledge about Herb, Medical and Aromatic Plants (HMAP) and its production is recognized in the region for its quality. Jordan therefore has a competitive advantage to harness the appeal of these herbs and their expertise in cultivating it to create it a marketable tourism product. However, cooperation and trust is required between farmers themselves and between rural areas and the tourism sector for improving their competitive advantage through strong links.

Developing links between hotels and smallholder farmers has many benefits for both actors. It:

- Creates demand for local products;
- Allows recurrent delivery of fresh and high quality products;
- Communication improves and both actors respond to the demand of the other side;
- Takes local products to prepare food based on local production (chef quality); and
- Creates festivals or campaigns where food and local culture have a main role.

Expanding business opportunities between smallholder farmers and the tourism sector by building win-win agreements for all actors involved, will bring rural areas into the

tourism sector, more income for local farmers (especially to rural population), and fresh seasonable products from local producers for hotels.

With increased economic opportunities the rural populations could satisfy their needs<sup>1</sup> (mainly the basic needs), the government in rural areas will have more income from taxes, and the rural region could have a more dynamic interaction through multiple economic sectors.

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<sup>1</sup> According to Maslow's Hierarchy of Needs, those are classified in three groups: (i) Basic needs, as food, water, warmth, rest, security and safety; (ii) Psychological needs, as intimate relationships, friends, prestige and feeling of accomplishment; and (iii) Self-fulfillment need, as achieving one's full potential, including creative activities.



## 2. Purpose of the study

The goal of my research is to deliver an action plan to facilitate the development of stronger linkages between smallholder farmers (focusing in women and farmer's associations), MSME who cultivate oregano and/or sage in rural areas and the tourism sector.

The specific objectives are to:

- Review the legal and regulatory framework needed in tourism sector for food supplying and business linkages with smallholder farmers and agro-processors;
- Review current linkages (formal and informal);
- Identify opportunities to deepen and expand linkages;
- Deliver an action plan to deepen and expand linkages between smallholder farmers and tourism sector in the areas prioritized.



Figure 1: Hashemite Kingdom of Jordan

### 3. Methodology

#### Prioritizing Stakeholders:

A list of stakeholders was compiled from the sage and oregano value networks, and key actors from the Rural Economic Growth and Employment Project (REGEP). Interviews were prioritized those actors that had the most:

- Impact with the research; and
- Involved in the research.

This allowed me to prioritize them and focus on the tools that were going to be used to capture data for my research.

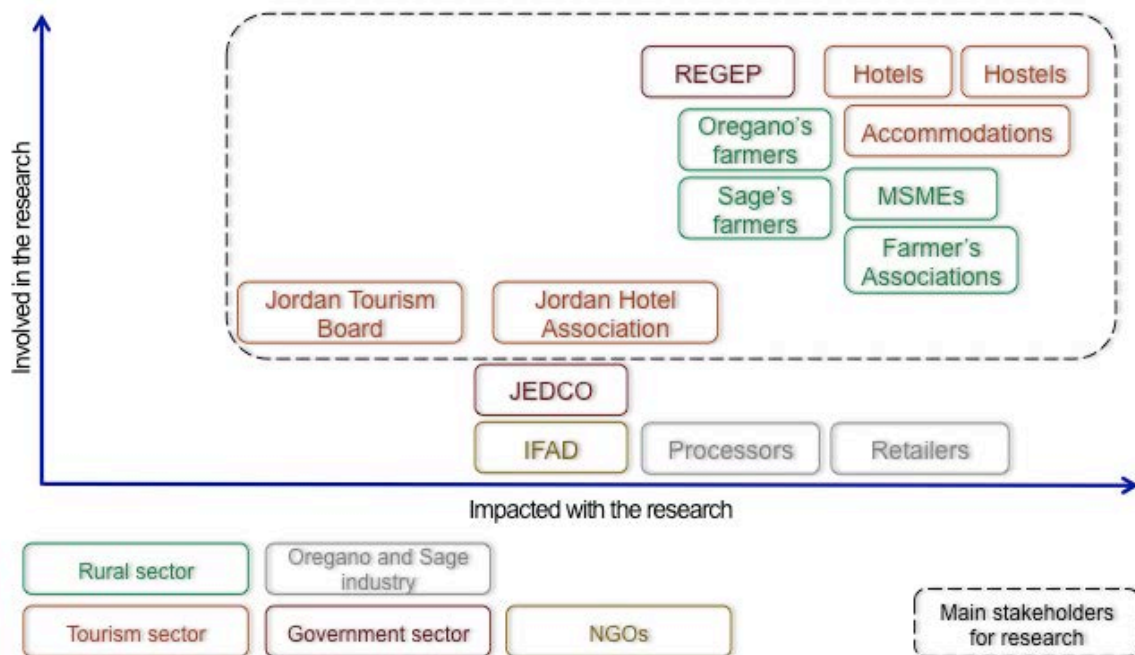


Chart 1: Stakeholders identified and prioritized

#### Data Collection:

Semi-structured questionnaires were made and used as the main data capture tool:

Three templates were made:

- Farmer's Organizations<sup>2</sup>;
- Hotels<sup>3</sup>; and the
- Jordan Hotel Association (JHA) / Jordan Tourism Board (JTB)<sup>4</sup>

A. Farmer's Organizations

Farmer's Organizations were interviewed if they;

- i. Cultivate oregano / sage;
- ii. Were located in the governorates of Ajloun, Jarash and the Jordan Valley; and/or
- iii. Involved women / youths.

B. Hotels

The hotels involved in the interviews if they:

- i. Were 3, 4, or 5 stars: A list with 125 hotels with 5, 4 or 3 in Jordan<sup>5</sup> was received from Jordan Tourism Board (JTB). The hotels with 1 or 2 stars were not included in the sample because they don't offer food to the guests<sup>6</sup>; and
- ii. Were located in Amman, the Dead Sea, and Madaba. The sample size was then 108 hotels.

At least 10% of the prioritized hotels will be included as the sample:

	5 stars sample	4 stars sample	3 stars sample	
<b>Amman</b>	2	3	5	<b>10</b>
<b>Dead Sea</b>	1			<b>1</b>
<b>Madaba</b>				<b>0</b>
	<b>3</b>	<b>3</b>	<b>5</b>	<b>11</b>

Table 1: Hotels sample number

To have an objective selection, the "random" feature on excel was used to assign a number to each hotel, and then the information was sorted in an ascending order.

<sup>2</sup> See Attachment No. 1 - Farmer's Organization interview guide.

<sup>3</sup> See Attachment No. 2 - Hotels interview guide.

<sup>4</sup> See Attachment No. 3 - JHA interview guide.

<sup>5</sup> Except hotels in the Governorate of Aqaba because they have a different organization located in the region

<sup>6</sup> See chapter 5. Context of Jordan - Tourism Sector.

The firsts hotels ordered were marked as "Selected 1" (until complete the sample) and were called first. If they were not interested, the next hotels ordered (until the same number of the sample) were marked as "Selected 2". We had 48 hotels as potentials to participate.

Note: Interviews were done by appointment with the person who fulfilled the roles of: Director or Food and Beverages, Executive Chef or Banqueting Manager or Assistant of General Manager.

The field research was conducted in July, August and September 2017, covering stakeholders and regions prioritized.

### **Information Collection:**

Several interviews were held with people from both public and private companies in the rural areas and across the tourism sector. Entities listed have the potential to link business opportunities between rural workers and the tourism sectors;

- a. Jordan Tourism Board: "JTB was officially established in 1997 as a partnership between the private and public sector with the aim of creating and implementing marketing strategies to market Jordan's tourism potential worldwide"<sup>7</sup>.

Interviewed:

- Rasha Hamshawi - Senior Stakeholders Relations Officer

- b. Jordan Hotel Association: "JHA is a non-profit association representing over 500 hotels throughout Jordan. The association was formed in 1969 and seeks to promote cooperation and good relation among proprietors of the hospitality industry, in addition to assisting members in maintaining a high standard for their establishments to meet international standards"<sup>8</sup>.

Interviewed:

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<sup>7</sup> <http://na.visitjordan.com/Default.aspx?Tabid=300>

<sup>8</sup> <http://johotels.org/contents/about-jha.aspx>

- Mais Al-Kurdi - Marketing Manager

- c. Greater Amman Municipality: "To provide high quality municipal services of excellence and to focus on urban development that brings balance between modernity and authenticity"<sup>9</sup>.

Interviewed:

- Dr. Mervat Mohammad Almhurat - City Manager Deputy for Health and Agriculture Affair; and

- Eng. Ali Ahmad Al Hadidi - Director of Business and Licenses Department.

- d. Jordan Food and Drugs Administration: "JFDA is an independent public sector institution that is the sole national competent authority for ensuring drug safety and efficacy in addition to food safety and quality"<sup>10</sup>.

Interviewed:

- Eng. Bassam Sabra - Head of the Enrolling Food Section; and

- Eng. Ahmad Shyyab - Head of Athletic Food Division.

- e. Jordan Standards and Metrology Organization: "JSMO is a public organization responsible of protecting the health and safety, the rights of the citizens and the environment, and strengthening the confidence in national testing & calibration services and in the products displayed in the market, through the harmonization of quality infrastructure systems, namely standardization, metrology, conformity assessment and market surveillance and accreditation, with the best international practices and in collaboration with partners"<sup>11</sup>.

Interviewed:

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<sup>9</sup> <http://www.ammancity.gov.jo/ar/gam/index.aspx>

<sup>10</sup> [http://www.ttf.gov.jo/ttf/lang/en/Jordan\\_Food\\_and\\_Drug\\_Administration\\_JFDA.aspx](http://www.ttf.gov.jo/ttf/lang/en/Jordan_Food_and_Drug_Administration_JFDA.aspx)

<sup>11</sup> <http://www.jsmo.gov.jo/en/Who%20are%20we/Strategic%20Plan/Pages/mission.aspx>

- Eng. Barah M. Al-Hiary - Head of Jordan Quality Mark Division Certification Department.

#### 4. Literature review

##### Oregano and sage plants

A brief description about the two HMAP (oregano and sage) focused in this research:

Oregano<sup>12</sup>: (*Origanum vulgare* L.)

Oregano is an "aromatic perennial, 20 - 50 cm in height; [with a] reddish stem branched in upper part. Glandular hairs cover entire plant. Leaves opposite, variable in size, lower ones larger (up to 5 cm in length) becoming smaller towards apex; ovate to elliptical, margin entire or broadly crenate. Flowers 4 - 7 mm, pink to red, arranged in panicles on branches".

Oregano is used as a culinary herb and for medicinal purposes.



Figure 2<sup>13</sup>: Oregano's photo

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<sup>12</sup> (Food and Agriculture Organization of the United Nations, 1999).

<sup>13</sup> (Food and Agriculture Organization of the United Nations, 1999).

Sage<sup>14</sup>: (*Salvia officinalis* L.)

Sage is an "undershrub, 20 - 60 cm height, lower part woody, upper part of square stems covered with hairs. Leaves 3 - 10 cm long and 1.5 - 5 cm broad, opposite, ovate and elongated, greenish-gray with hairs. Flowers light blue to violet-blue, 2 - 3 cm long with short upper lip; arranged in axillary whorls of 4 - 8 flowers".

Sage is a culinary herb also used for oil production and medicine.



Figure 3: Sage's photo

### **The importance of oregano and sage in Jordan**

Jordan is a rich country in medicinal and aromatic plants, as well as general herbs and spices. It had begun to realize the promise of medicinal and herbal plants as a strong sector in the country in the last ten years. Over 76 medicinal herbal species have been identified within the Jordanian borders, 39 of which are considered indigenous. The highest level of local HMAP production is focused primarily on parsley, mint, oregano, sage, anise, and coriander<sup>15</sup>;

Oregano and sage in Jordan is important because:

- HMAP can grow in tough conditions;
- They are the most common medicinal and aromatic plants used;

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<sup>14</sup> (Food and Agriculture Organization of the United Nations, 1999).

<sup>15</sup> Akroush, Habbab, Jones, & Aw-Hassan, 2009.



- Their demand has been growing over the years, making markets for production; and
- Those crops are cultivated by a lot of families in their own backyards for consuming and small-scale business.

Despite the role that oregano and sage have in Jordan, separate statistics that allow policy makers to focus on each crop don't exist. Additionally, there some challenges exist in making a high-quality product suitable for market<sup>16</sup>.. Some of them are:

- Limited information on the optimal agronomic practices of cultivated HMAPs;
- Quality control and post-harvest management; and
- Shop traders sell medicinal plants unpacked.

Some information regarding the importance of oregano and sage in Jordan is detailed in a report written by Samia Akroush, Samir Habbab, Mike Jones and Aden Aw-Hassan. Their report's, "Commodity Chain analysis for selected Medicinal and Aromatic Plants in the NENA region", findings are:

#### Oregano:

- For the 84,3% of the "part time"<sup>17</sup> farmers, oregano represented 25, 5% of their total income;
- For the 15% of "full time"<sup>18</sup> farmers, oregano represented 39.9% of their income.
- Open-field oregano production has a higher quality<sup>19</sup> than protected ones;
- Oregano's "protected production" farmers that "the increase in volume [was] more desirable than [attaining the same level of] quality [as] open field oregano";
- 96% of open-field oregano production is dried, but their revenue is 11,5% less than protected producers. This is due to the quantity difference in the product;
- 50% of protected oregano production is dried;

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<sup>16</sup> (Akroush, Habbab, Jones, & Aw-Hassan, 2009).

<sup>17</sup> "Part time" farmers are those who get income from another economic activity besides farming.

<sup>18</sup> "Full time" farmers are those who get all their income from farming.

<sup>19</sup> "Good quality" of oregano is not found on literature, so good quality are defined in the moment of the negotiation.

- Jordanian dried Oregano production is too low and simple. It therefore cannot provide a stable input source; and
- Exporters exclusively look for the lowest prices to improve their margin, not focusing on quality like domestic retailers.

Oregano is suitable to be planted all over Jordan. The best temperature to grow is 20 - 25° C with air humidity of 70%, full light and in fertile soil, especially with high organic content. The best pH<sup>20</sup> is between 6.5 - 7.5<sup>21</sup>.

#### Sage:

- For the 62,5% of "part time" farmers, sage represented 31,5% of their total income;
- For the 37,5% of "full time" farmers, sage represented 49,7% of their total income;
- Less wealthy consumers use sage as a natural alternative to expensive medical treatments.
- "Jordan's sage is insufficient, but if it were sufficient and prices competitive, processors will buy it".

Sage is suitable to be planted in the upland area of Jordan. The best temperature to grow is 20 - 25° C with humidity of 60% of field capacity, full light and in fertile soil especially with high organic content. The best pH is between 5.5 - 7.5<sup>22</sup>.

### **Linkages between tourism and agriculture**

Across the world, private and public actors have been working to develop integrated economic advantages between rural activities and the tourism sector.

Some themes which rural and tourism sector can work together on are<sup>23</sup>:

- Indigenous reservations;

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<sup>20</sup> pH (potential of hydrogen) is a numeric scale used to specify the acidity or basicity of an aqueous solution. Solutions with a pH less than 7 are acidic and solutions with pH greater than 7 are basic.

<sup>21</sup> (Akroush, Habbab, Jones, & Aw-Hassan, 2009, p. 87).

<sup>22</sup> (Akroush, Habbab, Jones, & Aw-Hassan, 2009, p. 87).

<sup>23</sup> (Hall, Kirkpatrick, & Mitchell, 2005).

- Adventure tourism;
- Rural festivals;
- Shopping (malls);
- Outdoor and nature-based tourism (boating, fishing, hunting, camping, cycling and sightseeing);
- Heritage tourism;
- Trails and corridors (scenic trails are long trails that provide opportunities to visit important natural and scenic areas);
- Second homes;
- Farm and agro-tourism; and
- Food / products supply.

All of these themes show several options to deepen the rural and tourism sector opportunities and expand revenues across at least two industries that encompass a lot of people, improving economic and social indexes directly and pushing to conserve the environment because it's there where all activities should take place.

Focusing on food supply, tourism development is also often associated with increased demand for imported food, resulting in foreign exchange leakages and competition with local production. Tourism typically fails to stimulate local agriculture, and in some cases it is associated with a relative decline in production. The potential for tourism to promote local agricultural development, nevertheless, is widely recognized. Scholars' note cases of tourism demand stimulating the production of high value regional specialty foods and local fresh produce<sup>24</sup>.

Studies suggest numerous supply or production-related factors may foster or constrain the development of tourism and agriculture linkage<sup>25</sup>. Some of these factors include:

#### Physical Conditions:

- The nature of local farming systems;
- The quality, quantity, reliability, seasonality of local production;

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<sup>24</sup> (Torres, 2003, p. 547).

<sup>25</sup> (Torres, 2003, p. 548).

- The elevated price of local production;
- The level of local technological capabilities;
- The existence of food processing facilities also influence linkages;

All these factors are exacerbated by:

- Poor transport and a lack of communication and information between the supplier and consumer<sup>26</sup>.

Researchers suggest that opportunities for creating demand for local foods is greatest among certain nationalities and with more adventurous non-mass tourists. Another important factor that influences demand for local products is the promotion of regional foods<sup>27</sup>.

Government has a principal role in creating or deepening linkages between sectors. Government incentives should create a conducive environment for businesses to operate. Equally important is support for farmer's organizations to enable them to meet consumer and public demand. More data is needed on crop production, yield and service providers, as well as the nutritional and health characteristics of local fresh food and processed food<sup>28</sup>.

Some other important areas of potential interaction between the two sectors include transportation, communications, utilities and other service provision. Improving transportation infrastructure and services to accommodate and boost tourism could bring positive benefits for agricultural trade on both domestic and international markets. Another possible positive transportation interaction can be the extension of road networks to facilitate tourism, but which also serve to better link agricultural areas to markets<sup>29</sup>.

But interactions between these two sectors is not without competition:

The tourism and agriculture sectors may compete for resources – land, labor, capital, water, freight capacity and even development assistance. Furthermore, the type of

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<sup>26</sup> (Meyer, Ashley, & Poultney, 2004).

<sup>27</sup> (Torres, 2003, p. 548).

<sup>28</sup> (CTA - The Technical Centre for Agricultural and Rural Cooperation, 2015).

<sup>29</sup> (Steve & Taufan, 2012).

tourism development may significantly preclude some areas of opportunity for linkages<sup>30</sup>.

The nexus between the two sectors and the environment is a crucial area for policy concern. Stress on natural systems and water resources and potential pollution resulting from poorly planned development in either sector could have serious negative environmental impact. In contrast, 'environmentally friendly' agriculture can help sustain the natural environment, which is of importance for rural tourism.

Mutual increases in the competitiveness of both the agriculture and the tourism sectors through linkages, which create enhanced synergies, should be the overriding policy goal. Therefore, national policy frameworks for agriculture and tourism need to recognize the need for positive linkages and appropriate institutions need to be in place to facilitate<sup>31</sup>.

What to expect about linkages between rural and tourism sector<sup>32</sup>:

- Tourism Industry Demand – The tourism industry can serve as an important client for the agriculture sector, especially to small farmers. Finding how to support increased value-chain linkages between the tourism and agriculture sectors.
- Agriculture Specialty Products and Services Supply – Agriculture products and processes that are second nature to a domestic market are often exotic to international tourists. Finding high-potential products and services that will capture tourist dollars.
- Tourism and Agriculture Sector Workshop - Bringing the tourism and agriculture industries together to talk about partnerships, production and further collaboration set the stage for improved sales linkages. Increasing cooperation.
- Branding and Marketing – Branding and marketing benefits help to catalyze cooperation and launch successes. By developing a brand and marketing campaign to promote agriculture products to tourists. Identifying new possible agritourism products further links the mutual benefits of the sectors.

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<sup>30</sup> (Steve & Taufa, 2012).

<sup>31</sup> (Steve & Taufa, 2012).

<sup>32</sup> (Solimar International, 2017).

## 5. Context of Jordan

### Socio-economic factors

Jordan is an Arab Kingdom located at the crossroads of Asia, Africa and Europe, situated between Saudi Arabia, Iraq, Syria, Israel and Palestine. It is considered an upper middle-income country, with a population growing up around 32% during the last five years<sup>33</sup>.

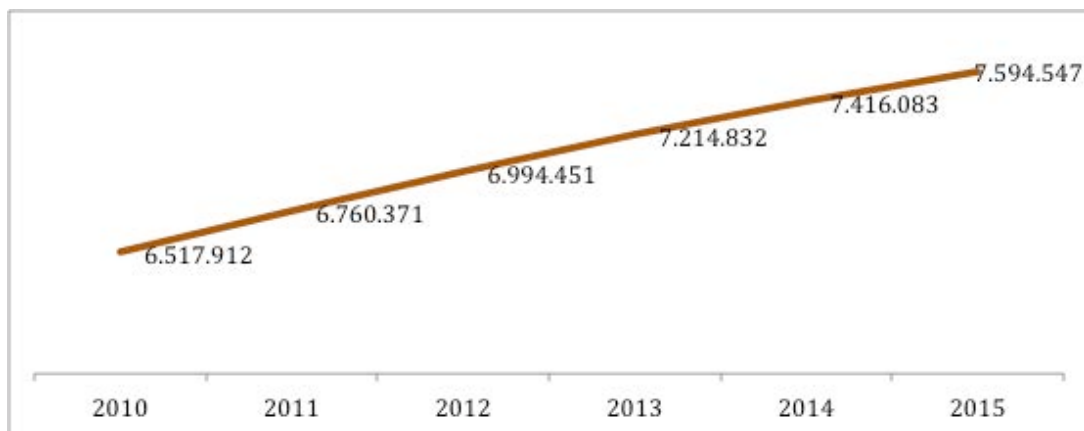


Chart 2: Population of Jordan 2010 - 2015<sup>34</sup>

The country faces different population's growth rates between urban and rural areas. The rural population's growth rate is around 1,6%, while the urban population has had a growth rate of 3,4%. It means a concentration of people in cities bringing poverty and vulnerability in both areas.

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<sup>33</sup> On December 2015, Jordan's population was 7,594,547. 51% of them were men and 49% were women.

<sup>34</sup> (The World Bank).

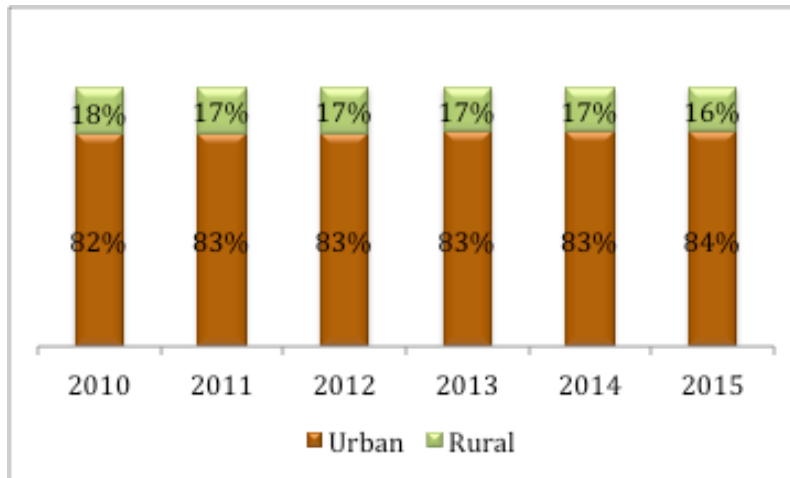


Chart 3: Percentage of urban and rural population<sup>35</sup>

With a population growing, a minor percentage in rural areas, the labor force represents around 26-27% of the total population in Jordan, where men was the 86% in 2016.



Chart 4: Labor force of Jordan<sup>36</sup>

<sup>35</sup> (The World Bank).

<sup>36</sup> (The World Bank).

Even with around a quarter of population in labor age, unemployment has been around 13% of the labor force (since 2012), where men represent the 11% and women the 22% constantly<sup>37</sup>. This has meant that around 14,4% (in 2010) of Jordanians were living below the absolute poverty line, rising to 16,8% in rural areas (IFAD, 2014, p. vii).

About the Gross Domestic Product – GDP, agriculture sector represents 3,4% and demand 2,7% of formal labor force. However, it is estimated that 20% of the population depends on agriculture for some part of their income (IFAD, 2014, p. 2). The service sector represents 67% of the GDP and employs 75% of the formal labor force; and industry sector represents 31% of the GDP demanding 21% of the labor force.

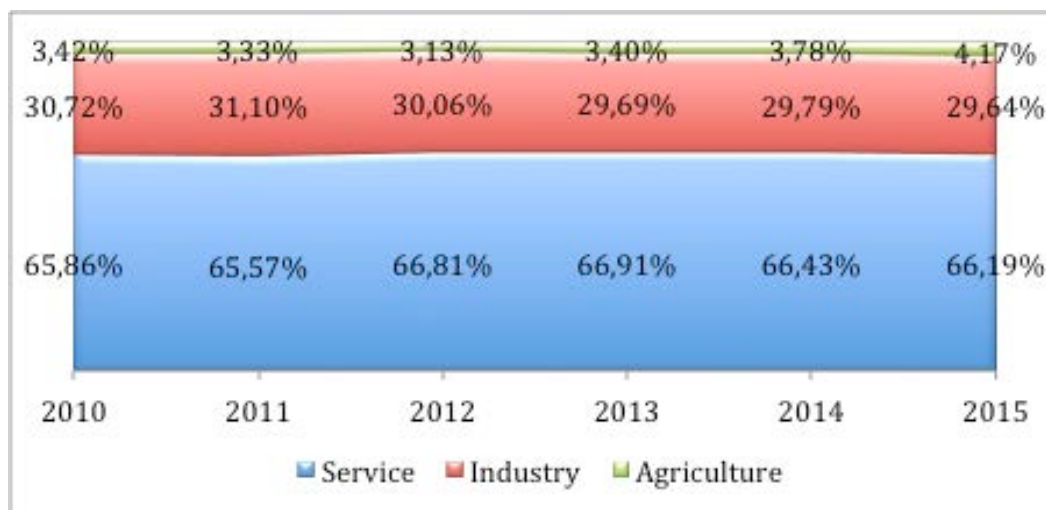


Chart 5: Gross Domestic Product by sectors<sup>38</sup>

The main products from Jordan are Chemicals and Textiles and the destinations are United States, Saudi Arabia, India, Sudan and Iraq concentrating the 56% of the exports.

<sup>37</sup> In 2012 it was 165.300 men and 71.174 women in labor age with no jobs in Jordan (IFAD, 2014, p. vii).

<sup>38</sup> (The World Bank).



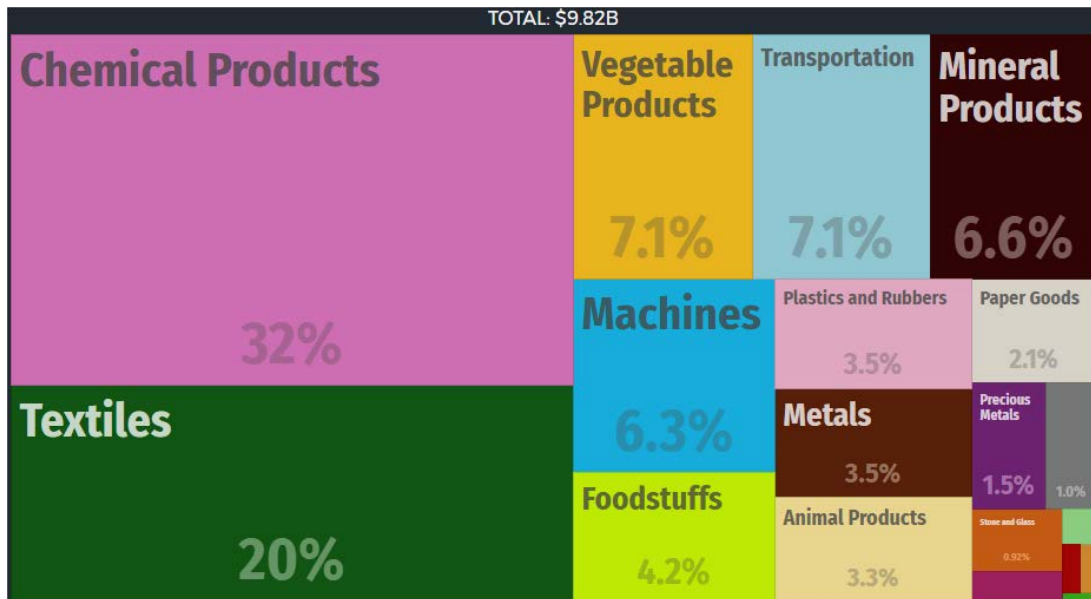


Chart 6: Exports from Jordan<sup>39</sup>

The agriculture is practiced in three distinct agro-climatic regions<sup>40</sup>:

- The predominantly rain fed highlands: Which produce mainly wheat, barley and some pulses, in addition to fruit.
- Irrigated farmlands: It's in Jordan Valley and Southern Ghors, which produce fruits and vegetables for the local and export markets.
- The remaining low rainfall semi-desert areas (the Badia): Which livestock rearing is practiced, though herders' number has been continuously decreasing over the past two decades.

The arid Badia region makes up 90% of the land area of Jordan leaving a very limited area for cultivation. Of the remaining 10% only 5 - 6% is irrigated. The main constraints faced by agriculture sector are:

1. Limited land
2. Severe water scarcity
3. Water intensive horticulture exports
4. Severe land fragmentation

<sup>39</sup> (The Observatory of Economic Complexity).

<sup>40</sup> (IFAD, 2014, p. 2)

## 5. Degradation of rangelands and high reliance on import livestock feed

The challenge and opportunity in Jordan is to transform agriculture from low-value, water-intensive crops to high value, water-conserving crops and to stress the development and exports of alternative water saving crops with international competitive edge (IFAD, 2014, p. 2).

### **Tourism sector**

The Hashemite Kingdom of Jordan through the Ministry of Tourism & Antiquities has articulated three National Strategies to stretches the abilities of companies / people that are in tourism sector in the tourism areas across Jordan:

- National Strategy 2004-2010
- National Strategy 2011-2015<sup>41</sup>
- National Strategy for Handcraft Tourism

The first Tourism's National Strategy 2004-2010 was developed through a public-private partnerships and with the actions articulated, by 2010 tourism was 12,4% of the Jordan's GDP.

The competitiveness environment for international tourism made that the focus of the new National Strategy for 2011-2015 was<sup>42</sup>:

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<sup>41</sup> There's no evidence of a new tourism's strategy for next years.

<sup>42</sup> (Ministry of Tourism & Antiquities, p. 24).



Figure 4: Tourism National Strategy Model of Jordan 2011 - 2015

The strategy was looking for "Jordan was a distinctive destination offering diverse, year-round visitor experiences that will enrich the lives of Jordanians and their guest".

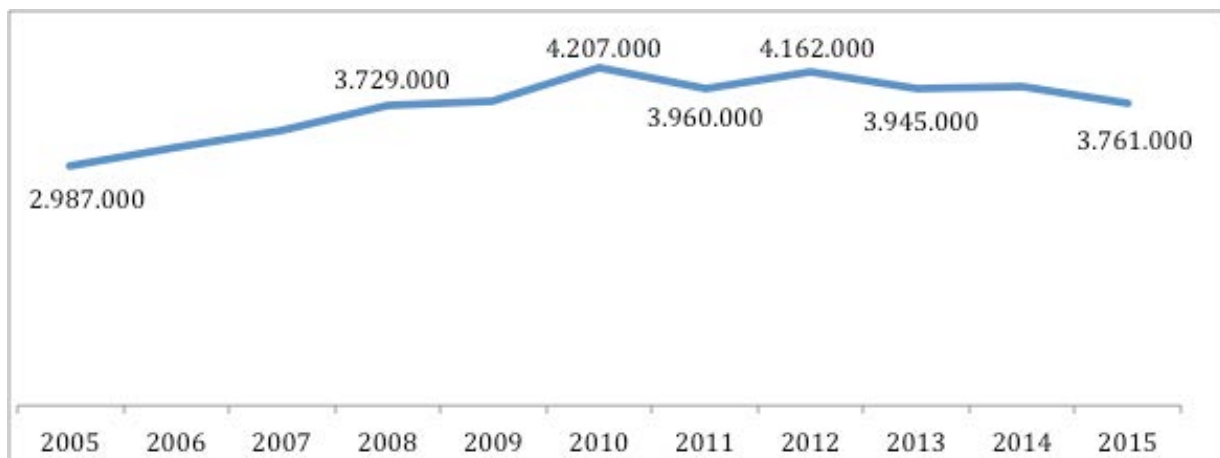


Chart 7: Number of foreign people entering to Jordan by year<sup>43</sup>

However, geo-political situation in the region seem to be affecting Jordan's tourism sector. In the immediately previous chart it shows a marked increase in the number of

<sup>43</sup> (The World Bank).

international visitor who were entering to the country steadily until 2010, a year in which trend changes radically and the number of visitors begins to decline, at least until the year 2015 which is the last date with registered data.

City	Hotels			Total (5 - 3 stars)	Hotels		Grand Total
	5 stars	4 stars	3 stars		2 stars	1 stars	
Amman	18	25	54	97	62	60	247
Dead Sea	7	2		9			
Irbid			3	3			
Ma'in		1		1			
Madaba			2	2			
Petra		2	10	12			
Zarqa			1	1			
<b>Grand Total</b>	<b>25</b>	<b>30</b>	<b>70</b>	<b>125</b>			

Table 2: Hotels in Jordan according to the number of stars

According with data available in the Jordan Tourism Board and Jordan Hotel Association, in the country there are 247 places that offer rooms and beds to people traveling around. Hotels in the Governorate of Al Aqaba are register in a different entity, so the number of hotels in the country would be higher.

Amman, the Jordan's capital city, is the main place for staying. It's because a lot of country's highlights are 1 or 2 hours away from this city.

Hotels with 1 and 2 stars represent the 50% of the staying of the total register in JTB and JHA (excluding Aqaba), Even when those places doesn't offer high quality services, it seems to be important for tourism have places to chose depending of their budget.

5 and 4 stars hotels are concentrated in Amman and around Dead Sea, representing almost 21% of the offering of all hotels registered (excluding Aqaba).

## 6. Strengthen linkages

### Oregano and Sage industry value networks

Studies about commodity chain analysis - the case of oregano and sage and the literature reviewed describe the activities and main actors that participate each link of the chain.

Next charts show how is the oregano and how is the sage *industry* network. These chains are not about a company (Value Chain), they are about the whole industry, for understanding who is the player and what activities are deployed across the industry.

Oregano:

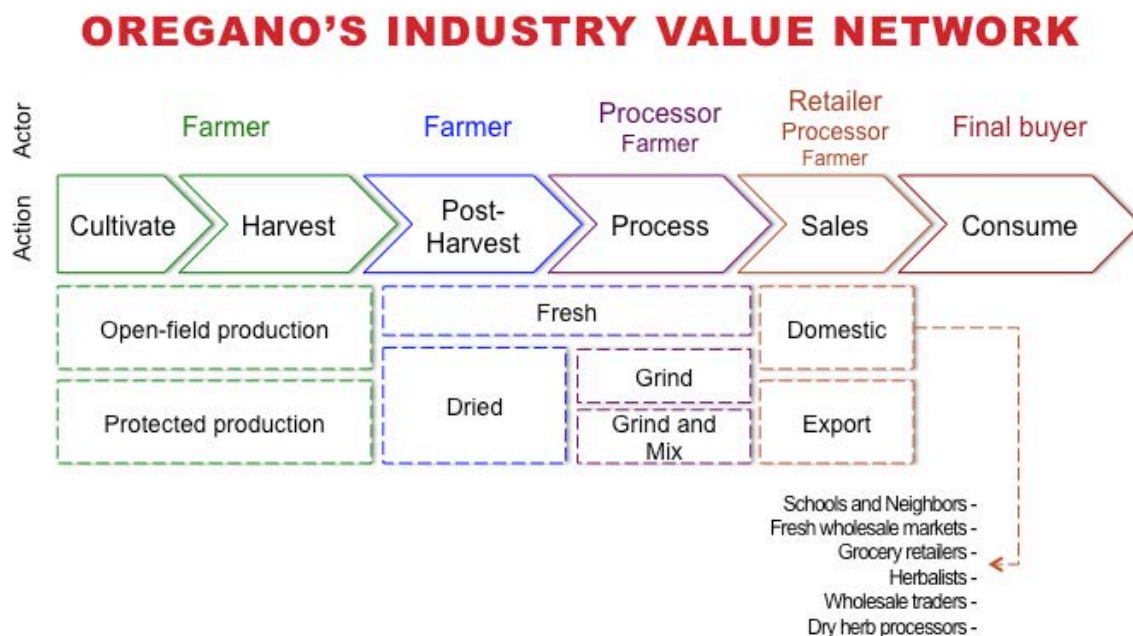


Chart 8: Oregano's industry value chain

Oregano is mainly used in Jordan to do Za'atar, that is a mixture with thyme, summaq, sesame and oregano. Also, it is used to cook different dishes (e.g. Arabic and Italian cuisine) and beverages, too.

Some farmers participate across the industry value network but while the product is value added, his / her participation is less significant and others actor come to capture the higher revenue.

Oregano is accepted in the market in its fresh or dried form, it depends how is going to be use and who is buying it. But there are other issues to consider in any link of the chain. For example:

- From an open-field production, oregano is considered to have a better quality and it could have more demand. But the quantity of oregano from a protected production is significantly higher.
- Keeping oregano fresh or dried it depends of two things: (i) the market's prices, and (ii) the relation 4 parts of fresh per 1 part of dried.
- Smallholder farmers do process activity, because they don't have a lot of quantity, so they can handle it by themselves. But it is different for large farmers.
- The production of oregano consumed in the domestic market is higher, but it is in too many transactions.

Sage:

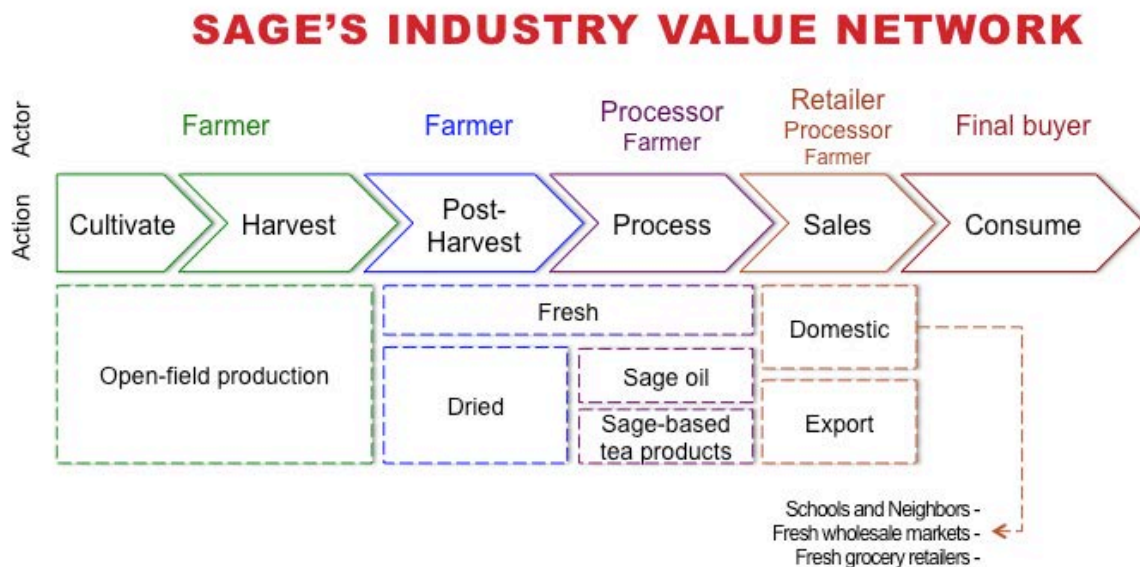


Chart 9: Sage's industry value network

Sage is highly recognized as a healthy beverage used since a long time ago for ancestors. And its used is mainly in teas.

As an ancestor's herbs, sage has potential to become in a tourist demanded product, but it needs to be considered as one for people who are in tourism sector.

- Open-field production is the only way to cultivate it.
- Its market is more reduce that oregano. Sage is mainly sale in specific places.
- However, sage has been used to produce more products for other industries and it could be a great opportunity to increase its demand.

### **Strengthening (developing) linkages between rural areas and tourism sector**

Expanding business opportunities between rural areas with tourism sector require public and private investment, require the improvement of the private and public goods, require an active participation of the government through policies that facility and promote the linkages, require that both sectors (rural and tourism) see each other as complementary partners who could work articulated in a win-win business relations.

Strengthening is going to take some time and efforts to successfully accomplish with the legal requirements and those that markets ask for.

The next chart shows a proposal model for developing linkages between both sectors with the main issues to work to get a sustainable development across rural areas and tourism sector:

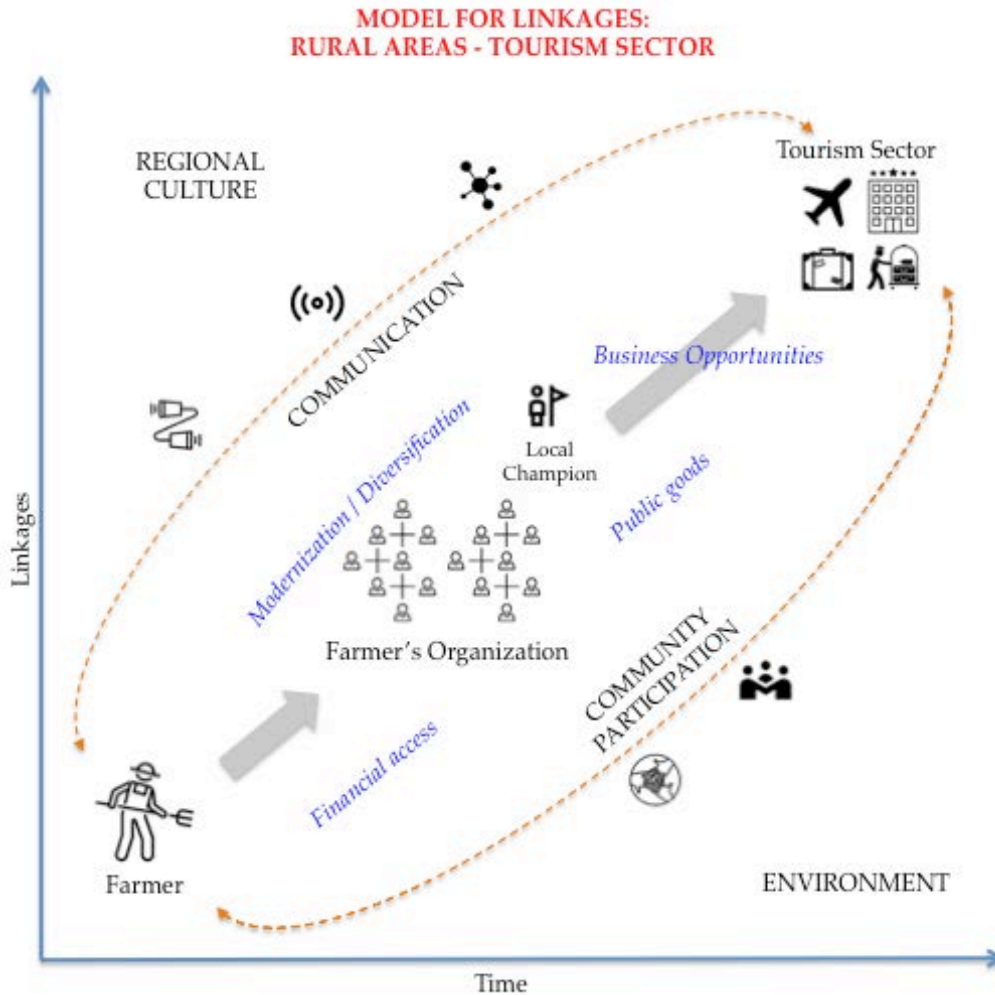


Chart 10: Model for linkages: Rural areas - Tourism sector

Farmers have been facing several challenges once they want to sell their productions outside local markets next to them. Markets with a higher level of requirements. This happens as a summation of factors those need to be addressed for multiple actors across all levels:

- Land ownership: Smallholder farmers that own 0,5 - 2 hectares of land in the highlands or 1 - 6 hectares of land in the Jordan Valley aren't able to have a representative production to sell to the market. So, they have a subsistence economy where usually they produce a little of everything for their own consumption.



- Finance services: Geographical dispersion and farm sizes make smallholder farmers an unattractive market for banking companies. Without loans, farmers aren't able to improve their crops or invest in technologies to add value to their productions keeping their products in a primary level of the economy pyramid.
- Educational level: Usually, smallholder farmers has a low level of education, some of them don't have skills for reading and/or writing. Lack of those skills blocks them to have access of agricultural information that could be find via Internet or from the agricultural stores, or from local schools.
- Good Agriculture Practices - GAP: Even when some governmental entities offer training about Good Agriculture Practices, those trainings don't have full coverage because the geographical dispersion or lack of information about where the smallholder farmers are. Without GAP farmers can't improve their production systems even if those don't require a finance resources, but the lack of access to GAP block them to have access of agricultural information, too.

Those and other factors have being taken business opportunities away for smallholder farmers, because as a single producer there is not quantity and neither quality enough to get a commercial agreement with a buyer, or not a long term one.

However, some Farmer's Organizations have worked as vehicles to enforce farmers to sell their productions in different markets and sometimes adding value to get better revenue.

Having legal and strong Farmer's Organizations, producers have more changes to:

- Have access to bigger markets,
- Get bargaining power,
- Improve their technical and business capacities through private or public trainings,
- Get farming machinery (community or own),
- Get fertilizers with better prices for quantity,
- Others

So, promoting the union between farmers, ensuring a legal constitution, ensuring that the farmers organized share a similar culture, vision and ambitious (collective social

capital). It is a very important task, because farmers only will work together if there is trust between them<sup>44</sup>.

There were 7 seven Farmer's Organizations interviewed located across Jerash, Aljun and Jordan Valley, cultivating herbs, fruits and vegetables. All of them add value to products, they don't sell their products before clean them, wash them, for some of them and for some of them like oregano, adding local species and packing.

Four of the Farmer's Organizations were constituted as a charity one, the others three were constituted as cooperatives. All of them offer more that oregano and sage (e.g. Summaque, Rosemary, Basil, Pears, Mint, Jew's Mallow, Okra, etc.) and usually some farmers cultivate a specific product while the others ones cultivate different kind of crops.

There were three that looked organized:

- The first one was in Jerash, and it was composed for 31 women and has been in the market for 4 years. Those women were innovating with their production, making jellies, pickling vegetables, packing and adding its brand, etc.

However, the only place were they sell everything is in their store, where they offer food, cooking classes. They don't have a marketing strategy and people know about them most of the time by luck or are referenced by someone else.

- The second one was in Aljun and had built for more that 400 women all king of services, as support groups, beauty salon, gym, computer classes, others. This organization was constituted in 2006 and had several commercial agreements but all of them are oral, nothing written, they said that trust is the base for business.

- The third one was in Jordan Valley. It had 30 members. They were the most persistent about finding business opportunities with a buyer. The director had meetings with people from some hotels showing them their products for hotels' showrooms but id didn't work so far. However they had improved a lot how their products look like.

The most common findings to all Farmer's Organizations were:

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<sup>44</sup> See chapter 8: Action plan - Outcomes - Social capital.

- More oregano and sage (and other products) could be produce for smallholder farmers if there is a market where to sell it.
- Farmer's organizations can offer different kind of products; they have different crops according the season.
- Smallholder farmers sell their production in local markets around their houses and the prices are significantly lower than in Amman. Just 2 of them participate in bazars in Amman on the weekends.
- They don't have current commercial agreements with any buyer; a couple of them had it but no longer because those were unfair with them.
- They are able to add a bigger quantity of products by adding new members or planting some dunums that they already have but without crops because there is not market for more products.
- Women are the main gender post-harvesting oregano and sage, and they have been creating different products such as soap, oils, jams, others.
- Two of seven can handle be paying in 45-60 days. The other producers need be paid by cash.
- Most of them don't use label on their products. It allows that a commercial agent take the credits with no reason.

A very positive thing through all Farmer's Organization is there always one person full of energy with good relations that had opened business opportunities before. However, it has to be managed in favor of the organization, it means, that a corporate governance system is required.

A corporate governance system is articulated when are 3 characteristics (Trujilo, 2016):

- Rule of law: Those are the formal and informal frames accepted by a social group and are the law that regulated interactions between all.
- Process: Are the articulated and recurrence activities through social groups interact.
- Structure: It is the hierarchical system that allows generation of networks and alliances in an organized way.

A leader is required in any Farmer's Organization, but it has to be into a hierarchical system accepted for every member; the whole organizations has to know and work according to the process detailed for the organization accomplish all formal and informal rules of law required for operating.

A local champion is who will be looking for business opportunities with actors from different industries, integrating its value chain with the industry's value network. Finding complementation through any activities and building win-win relations.

Linkages between smallholder farmers (rural areas in general) and the tourism sector should be framed into a national or regional Tourism Strategy directed by the Ministry of Tourism and Antiques or a Governorate.

Once the smallholder farmers have improved the quality of their production and through a Farmer's Organization legally constituted and register in the municipality, there is at least 2 business opportunities with the hotels, which were said by some executive chefs, food and beverages directors, directors of sales and marketing and some others hotel's workers that were interviewed:

- Food suppliers for cooking
- Products suppliers for selling in hotels' showrooms

The most common findings to Hotels were:

- Their suppliers have to be legally registered according with municipality and national laws.
- Their suppliers must have certifications (quality, food management, HAACP, others).
- Usually, hotels pay to their suppliers in 45 - 60 days after the reception of products.
- Even when they agree with the benefits for local economy if they buy from smallholder farmers directly, their budgets and hotel's instructions are find best quality with the cheaper price. So suppliers have to have competitive prices if they want to apply to be one.
- They prefer to deal with a supplier that offers as many products as it is possible; in that way they don't spend time managing a lot of them. And they like to have at least 2 or 3 as back up.

In addition, several opportunities can be building if tourism sector and rural areas work together and complement their economies. Some examples are:

- Farm and agritourism: Many tourists (locals and foreign people) would like to have a farm experience, interacting with crops and animals, harvesting and mixing products that they can take with them (e.g. Za'atar).
- Trails and corridors: An important trend today that involves several aspects of natural and heritages is the development of trails and regional corridors. People get tired of the cities and would like going out to rural areas, taking their cars and going from a spotlight to another while all the experience is connected with a topic.
- Heritage tourism: Jordan has several heritage places that can be easily connected with rural activities. Some of the most important rural attractions include small villages, sacred places, cryptic places and more.
- Outdoor and nature-base: Trekking has become in a high demand activity everywhere. Another one is bird watching, people are traveling around the world to watch birds and find out exotic species.
- Rural festivals: Those are common in rural areas, where local people celebrate different kind of things, however those should be add to rural activities and farmers in the region. Also, those festivals should be articulated and promote in a national and international level, showing the advantages of each of them and scheduling them.
- Adventure tourism: People how love adventures will be the market for this kind of tourism. Adventure activities should be articulated in the rural areas.

Planning the National / Regional Tourism Strategies where the linkages between rural areas and tourism sector could have place, need two main activities:

- a) Community participation: The role of the local community in influencing the tourism product is clear, it is going to happen where they live, where they work, where the rise their families. It involves their culture and believes.

The importance of bringing people into the planning process for tourism, and any other community activity is to understand all the impacts, pros and contras to all the stakeholders, and include those who has been exclude of the economic growth.

Work needed to be undertaken with communities to build trust, encourage open and equitable dialogue, and build capacity in the community to develop and maintain this process over time.

- b) Communication: Formal channels of communication have to be open between all the actors of the linkages.

All industries have a supply chain that has to be coordinated and organized according market demanding. The supply chain is about a flow of raw materials, information or money and it is necessary that all work in a coordinated way to keep the business alive.

A synchronized supply chain allows that all members transfer (share) information in real time about inventories, products in transit and data about demanding from the consumers. In that way, all members do their activities coordinated and everything is pushed in function with the market demand.

Communication should work in the same way, it is a supply chain of information and if all the actors know what to do and what is needed, the outcome will be a market satisfied, a private sector and communities with a profitable business and taking care of any component for a sustainable development: Economic, Social and Environment.

### **Factors constraining linkages**

Factors that constrains linkages between farmers and tourism sector can be classified y four main groups as its show in the next chart:

## FACTORS CONSTRAINING LINKAGES

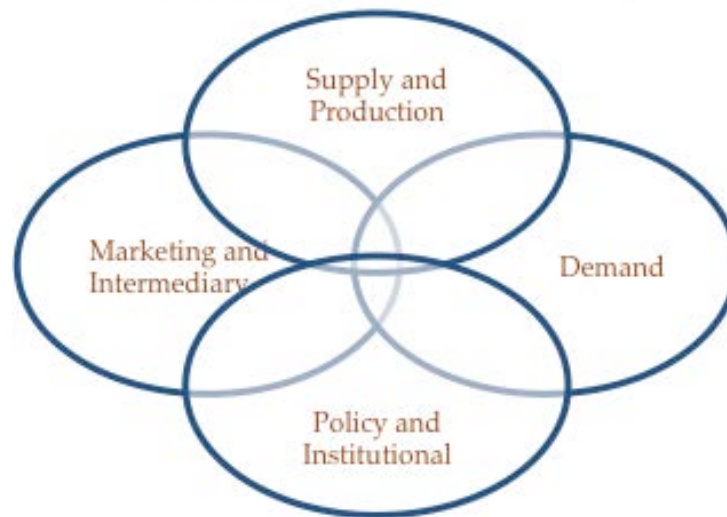


Chart 11: Factors constraining linkages

### Supply and Production - Related Factors:

- Water scarcity and limited land to cultivate make that local growing became in a main issue for stimulating production.
- Lack of consistent agricultural production (year-around) as a result of several reasons (i) limited natural resource base, (ii) inappropriate technology, (iii) insufficient technical assistance, (iv) inadequate market access, (v) marginal status of agriculture for decision makers, (iv) others.
- Lack of workforce or competition for labor between tourism and agriculture. The "temporary migration" between both sectors could have detrimental effect on agricultural production and productivity due to poor crop supervision and labor contracting.
- Inconsistent or poor quality of local agricultural production build a general perception as lower quality, creating a systematic bias against local products in wholesale supplier and hotel purchasing.
- Small-scale productions for single farmers don't allow significant economies of scale. Despite the farmer's organizations, most production remains individual and small-

scale. So, low volumes, inconsistency and irregularity associated with unorganized, individual, small-scale producers restrict their access to key markets such as tourism.

- Land tenure could be an important issue if authorities do not regulate it.
- Limited local processing capacity deters development of tourism and agriculture linkages. Even more when tourism sector demand pre-processed food products instead fresh ones.

#### Demand - Related Factors:

- As tourism food consumption and preferences drive demand for food, it is necessary to promote local production in national and international scenarios.
- Preference for familiar home country foods over local varieties.
- Food procurement strategies in hotels are mainly based more on price than quality or variety, turning procurements directly to wholesale markets and big providers where food offerings, even accounting for transport costs, are less expensive than those of local growers.
- Tourists in developing countries limit their consumption to known products, avoiding local food due to a fear of illness.
- Concerns about food safety and the hygiene and sanitation of local products, chefs and general consumers limit their consumption to import products.
- Chefs' nationality and places where they study determine kind of food they cook using mainly imported foods and be less inclined to incorporate local products in their menus.
- Lack of local food promotion strategies that improve consumption of local products through a "specialty regional cuisine" (tourist experience).

#### Marketing - Related Factors:

- Local farmers face the competition of relatively cheap and more quality products from foreign border countries.



- Lack of strong associations through which smallholder farmers not only improve their quality, quantity and variety; in addition, they could improve marketing strategies (scale-economies) and stop negotiating with price only.
- Presence of suppliers' monopolies or oligopolies limits market penetration by local producers. Those strong suppliers make attractive deals with hotels and other tourism sector actors blocking new ones.
- Smallholder farmers are usually in an informal economy (do not paying taxes and disable to provide formal facture), constraining formal and legal commercial agreements.
- Lack of communication across all actors and possible distrust that exists between producers, government and tourism sector limit the creation of public-private partnerships.
- Private assets to take products from farms to buyers. As appropriate vehicles by which to transport productions.
- High cost of the product as a result of long distance transportation and price of the gas.

#### Policy and Institutional - Related Factors:

- Absence of an Integrative Strategy for Developing Rural Areas.
- Lack of investment in technological innovation for facing agricultural challenges and limitations.
- Undercapitalization of the agrarian sector, limiting credit, price support, subsidies, government marketing outlets, crop insurance, and farm assistance programs.
- Scarcity of transportation infrastructure, rural roads able for vehicles.
- Cost of the gas that increase the price of the local productions because the transportation fees.

## 7. Legal and regulatory framework / Certifications

To participate in the tourism sector, any actor has to accomplish formal requirements. Some of them are a mandatory and others are advised, as they make commercial agreements easier.

The rural to market pathway shows how rural areas can connect with markets, either local or global, utilizing other actors (give example) or the farmer directly. I suggest that the participation of farmer's organizations and/or factories could be a positive step to add value and scale economies.



Chart 12: Rural to market pathway

### Jordanian Food Official Sector

Ministry of Health - MoH / Jordan Food and Drugs Administration - JFDA:

Responsible according to the Food Law No. 79/2001 and Public Health Law No. 54/2002.

- Food control
- Disease control
- Health safety education

- Food laboratories
- Border control committees
- District health directorates

Ministry of Agriculture - MoA: According to the Agriculture Law No. 44/2002.

- Veterinary
- Plant protection
- Pesticide residues center
- Veterinary laboratories
- Border agricultural centers

Ministry of Industry and Trade - MIT:

- Registration and licensing

Jordan Standards and Metrology Organization - JSMO: According to their JSMO Law No. 22/2000.

Ministry of Municipal Affairs - MMA: According to Municipal Law and Slaughterhouses by-law No. 1/1985.

- Public health
- Slaughterhouse
- Food and meat laboratories

Aqaba Special Economic Zone - ASEZA:

- Directorate of Health and Food Control
- Ben Hayyan - Aqaba International Laboratories

## **Mandatory legal and regulatory framework**

Law No. 79 of 2001 on Jordanian Food Control<sup>45</sup>: This Law is about food control and it is composed of 31 articles. It sets forth some definitions of technical words mentioned in the provisions of this Law.

- To pursue / overtake the assurance of a high level protection of human life and health.
- It establishes the general principles governing food quality and safety at national level.
- Lays down the means to provide a strong science base, efficient organizational arrangements and procedures to strengthen decision-making in matters of food safety.
- Shall pursue the protection of consumers' interests in relation to food, including fair practices in food trade.
- It shall aim at the prevention of: (i) unsafe food handling, (ii) fraudulent or deceptive practices, (iii) adulteration of food, and (iv) any other practices which may mislead the consumer.

Note: It shall not apply to primary production, products for private domestic use or to domestic preparation, handling or storage food for private consumption.

Law No. 44 of 2002 on Jordanian Agriculture<sup>46</sup>: This Law consists of 73 articles. The Ministry of Agriculture shall regulate, organize and develop the agriculture field in order to: increase the production of food and foodstuffs; use of natural and agricultural resources without damaging the environment; create of suitable conditions for investing in agricultural sectors and rural development; increase the production capacity: increase farmer's incomes and improve their lifestyle; protect animal; improve the use of irrigation waters; face animal and plant diseases and epidemics; and carry out scientific research and desertification control.

1. Micro, small agricultural activity registration: Every economic activity has to be register to Jordan Government. Each Governorate in Jordan has defined regulation

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<sup>45</sup> <http://www.fao.org/faolex/results/details/en/c/LEX-FAOC124005/>

<sup>46</sup> <http://www.fao.org/faolex/results/details/en/?details=LEX-FAOC046440>

according with national instructions. However those are similar through the country and this registration is a mandatory for all smallholder farmers.

For example, crops hold in houses in Amman has to follow the document call: "instructions for licensing the practice of domestic professions for the year 2012 and issued under Article I of the Occupational Licenses Law for the city of Amman No. 20 of 1985<sup>47</sup>.

Please check the web site of your municipality to keep update about the requirements.

- Greater Amman Municipality: <http://www.ammancity.gov.jo/ar/gam/index.aspx>

- Ministry of Municipal Affairs:

<https://jordan.gov.jo/wps/portal/Home/GovernmentEntities/Ministries/Ministry/Ministry%20of%20Municipal%20Affairs?nameEntity=Ministry%20of%20Municipal%20Affairs&entityType=ministry>

Greater Municipality of Ajloun	Greater Municipality of Madaba
Greater Municipality of Irbid	Greater Municipality of Mafraq
Greater Municipality of Jerash	Greater Municipality of Salt
Greater Municipality of Kerak	Greater Municipality of Tafileh

This process has to be done for each smallholder farmers to be able to make legal business with any buyer across the country. The cost for registration process depends of size and crops involve, in average it could be between 20 - 70 JD.

2. Processing / manufacturing agricultural products in a factory: It applies for factories and could applies for some Farmer's Organizations where fruits, vegetables and herbs are reunite to mix them, process them, or any activity to add them value<sup>48</sup>. In order to

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<sup>47</sup> Based on the recommendation of the Economic Development Committee at its meeting held on 2/1/2012. I agree - based on the provisions of article 28 of the Building and Organization Law in the City of Amman No. 67 of 1979 and its amendments and the provisions of articles 5 and 6 Amman No. 20 for the year 1985 and its amendments (Dr. Eid Aldahiaatt - Acting Prime Minister)

<sup>48</sup> It's mandatory if products are going to be selling to the public in big stores or via Internet.

obtain a certificate from the Jordan Food and Drug Administration there are several points that must be approved.

- Approval from the Ministry of Environment on site: To develop those activities in a place, the Ministry of Environment will ask for the impact of processing / manufacturing activities to the environment.

Once The Ministry of Environment approves the project, the Jordan Food and Drug Administration articulates the following steps:

- Fill out forms for the food and medicine institution by each stage of the project.
- Facilities, machines and other necessities equipment are discussed during preliminary disclosure for the evaluation of the global production.
- Evaluation of work in terms of availability of health requirements of the building.
- If previous steps are approved, samples of products should be taken for experimental testing about safety and health.
- With the identification card ready, and with the conformity about safety and health items, production is allowed.

Costs are around:

- (i) Visit site fee: 100 JD (only one time);
- (ii) Evaluation fee: 100 JD (only one time);
- (iii) Fee for cards with the same link: 10 JD each

Note: It is possible linking factories with single farmers or farmer's organization, so the name of the group or association will be written with the same name of the owner of the plant.

#### Labeling requirements:

- Labeling and marking requirements issued by JSMO.
- Legal requirements for labeling are fairly standard although a statement of ingredients in order of preponderance is not required.

- All labels must be in Arabic or have a stick-on label in Arabic.
- In general, the label should contain the name of the products, the manufacturer's name and address, net weight, fortifying matter, lot number and "use before" or "best before" date.
- Local labeling requirements do not include Recommended Daily Intake (RDIs).
- Shelf life: The requirement of shelf life become as the - "Best Before" - standard.
- Requirements Specific to Nutritional Labeling is mandatory in certain categories of food such as infant formula, etc.

Packaging and container regulations:

- No restrictions are applied to either packaging or container type.
- No specific restrictions are applied on the type of packaging used.

Food additive regulations:

- Regulated by JSMO and JFDA.
- In general, permissible additives and their concentrations are those approved by the Codex Alimentarius Commission - CAC.
- The technical standards for food contain specific lists for food additive and their permissible levels of use.

Pesticide and other contaminates:

- There is a laboratory capability for testing pesticide residue, Moa and ASEZA.
- The technical standards for food and agricultural products require that pesticide residues not exceed the recommended maximum residue levels of the CAC.
- Pesticides used in Jordan must be approved for use and registered / Pesticides Registration Committee (MoA).
- Anyone who attempts to import unregistered pesticides is subject to civil penalties.

## **Certifications required to participate in the tourism sector**

Certifications allow the market recognizes which companies accomplish some standards and make their productions granting the same product every time. Those works for consumers to take decisions faster in the moment to buy or get a product or a service, and those works for companies to need to get raw material and producing its own products. Summarizing, certifications help to:

- Facilitate trade
- Provide a framework for achieving economies, efficiencies and interoperability
- Enhance consumer protection and confidence

Some certifications are about quality management, environmental management, information security management, food safety management, social responsibility, risk management, occupational health and safety, etc.

Those standards are constantly checked by certification organizations whose are able to audit and to approve procedures in the companies audited. Jordan has a lot of them and also there is the Jordan Standards and Metrology Organization that by law has defined the following principal objectives to be pursued<sup>49</sup>:

- Adoption of a national system for standardization and metrology based on accepted international practices.
- Keeping pace with scientific and technical developments in the fields of standards, metrology, conformity assessment and laboratory accreditation.
- Ensuring the health and safety of the Kingdom's citizenry and protection of the environment by making sure that goods, products and services are in compliance with the technical regulations adopted by the Organization for the purpose.
- Ensuring the quality of local goods, products and services through the adoption of appropriate Jordanian Standards in order to enhance their competitiveness in the local and international markets and thus support the national economy.

According with some executive chefs, food and beverages directors, directors of sales and marketing and some others hotel's workers that were interviewed, to be able to sell

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<sup>49</sup> <http://www.jsmo.gov.jo/en/Who%20are%20we/Pages/Jsmo-Story.aspx>



fruits, vegetables or herbs to companies in the tourism sector, some certifications are required for some of them.

Next paragraphs show some of the most asked certifications for hotels in Jordan. No all of them are require at the same time, but farmers or farmers organizations who want to do business with hotels needs to guarantee that their products are safe to consume.

HACCP - Hazard Analysis and Critical Control Point: "Is a system in which food safety is addressed through the analysis and control of biological, chemical, and physical hazards from raw material production, procurement and handling, to manufacturing, distribution and consumption of the finished product... HACCP is designed for use in all segments of the food industry from growing, harvesting, processing, manufacturing, distributing, and merchandising to preparing food for consumption"<sup>50</sup>.

ISO 9001:2015 - Quality management: "Is based on a number of quality management principles including a strong customer focus, the motivation and implication of top management, the process approach and continual improvement... Using ISO 9001:2015 helps ensure that customers get consistent, good quality products and services, which in turn brings many business benefits"<sup>51</sup>.

ISO 22000:2005 - Food safety management: "Sets out the requirements for food safety management system and can be certified to. It maps out what an organization needs to do to demonstrate its ability to control food safety hazards in order to ensure that food is safe"<sup>52</sup>.

Furthermore an interview was hold with the Head of Jordan Quality Mark Division Certification Department where certifications required were verified. It's necessary make clear that the JSMO don't do consultancy but they do general training to groups of people that require those (not to singles companies).

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<sup>50</sup> <https://www.fda.gov/food/guidanceregulation/haccp/ucm2006801.htm>

<sup>51</sup> <https://www.iso.org/iso-9001-quality-management.html>

<sup>52</sup> <https://www.iso.org/iso-22000-food-safety-management.html>

Some important and useful certifications that farmers and farmer's organizations could take are:

GLOBALGAP - Global Good Agricultural Practices: "Is the internationally recognized standard for farm production. The goal is to get a safe and sustainable agricultural production to benefit farmers, retailers and consumers throughout the world"<sup>53</sup>.

The GLOBALGAP includes: (i) Food safety and traceability, (ii) Environment, (iii) Workers' health, safety and welfare, (iv) Animal, (v) Integrated Crop Management - ICM, (vi) Integrated Pest Control - IPC, (vii) Quality Management System - QMS, and (viii) Hazard Analysis and Critical Control Points - HACCP.

The GLOBALGAP certification will be required if farmers or farmer's organizations would like to export their production / products to any country in Europe.

JQM - Jordan Quality Mark: "Is a voluntary mark according to JQM Instructions 4/2007.

The JQM is granted based on product compliance with technical specifications and system compliance with ISO 9001:2015, ISO 22000:2005 for food organizations, or Jordanian Standard 1407:2006 for vegetables and fruits. The Quality Mark certificate is valid for 3 years. It covers all products except for pharmaceuticals and veterinary products"<sup>54</sup>.

Organic Certification: "Is an internationally recognized set of standards aimed at proving that agricultural and food products have been produced with emphasis on the protection of soil and water, the enhancement of biodiversity and the responsible use of energy and nature resources"<sup>55</sup>.

All food product, clients and suppliers can seek organic certification including farmers (individuals or associations), retailers and independent processors.

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<sup>53</sup> [http://www.globalgap.org/uk\\_en/what-we-do/globalg.a.p.-certification/globalg.a.p./](http://www.globalgap.org/uk_en/what-we-do/globalg.a.p.-certification/globalg.a.p./)

<sup>54</sup> (International Trade Centre, 2015, p. 4).

<sup>55</sup> [http://www.bureauveritas.com/services+sheet/organic-certification\\_1382](http://www.bureauveritas.com/services+sheet/organic-certification_1382).

## 8. Action plan

This chapter describes a proposal plan with action steps required to facilitate the development of stronger linkages between smallholder farmers<sup>56</sup>, MSME in rural areas and the tourism sector.

Next chart show the relations between main challenges found in the research and their impact with human health of farmers, represented as the poverty line.

In green, there are highlight the challenges to be addressed in the action plan.

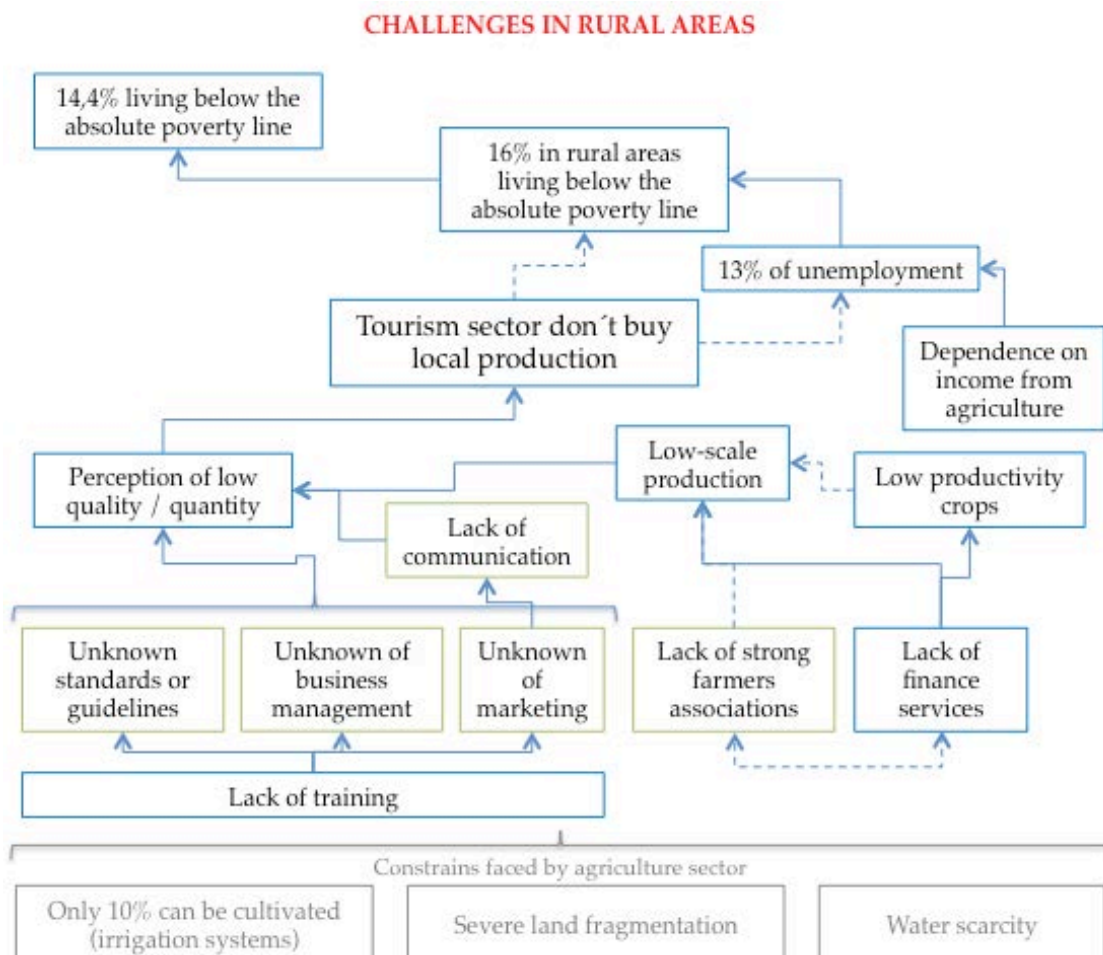


Chart 13: Challenges in rural areas

<sup>56</sup> My research was focused of obtained information from women and farmer's associations who cultivated oregano and sage. However, this action plan doesn't exclude any farmer or kind of products.

As a result, the following action is articulated and explains in the next paragraphs:

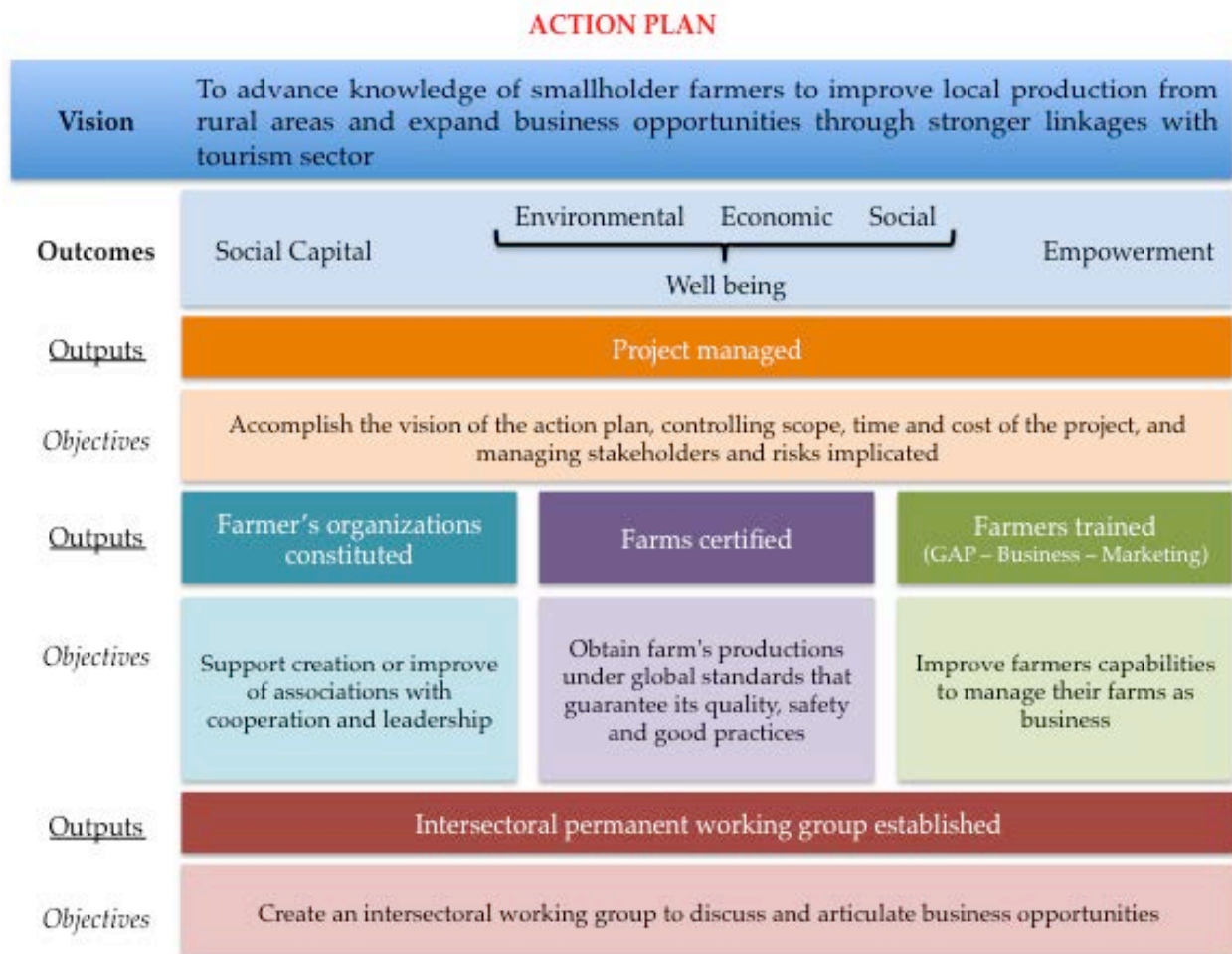


Chart 14: Diagram of action plan

## Vision

Improving knowledge of smallholder farmers is an indispensable and endless task to positively impact their business opportunities with any other actor.

One of the most popular constraint is access to information which will give them the best practices of agricultural, such as cultivating, fertilizing, harvesting, and other kind of knowledge to manage their farms as real business and teach them how to marketing their production.

Knowledge will show farmers ways to improve their production and their business. It will allow them to take right decisions on their farms.

In that way, the action plan is looking for:

*To advance knowledge of smallholder farmers to improve local production from rural areas and expand business opportunities through stronger linkages with tourism sector.*

## **Outcomes**

Develop the action plan will bring positive effects to farmers and communities, that will bring them more capabilities to grow as society.

### Social Capital:

The social capital paradigm establish that stables relation of trust, reciprocity and cooperation could help with three types of benefits<sup>57</sup>:

- Reducing transaction costs;
- Producing public goods;
- Facilitating construction of managerial organizations that are effective, with social participation and a healthy civil society.

The definition of social capital involves the concept of governance (institutions, processes and structures), as a "system of rules and stable social relations that result from interactions in a group of people, and which tend to produce the satisfaction of needs of some or all of them (benefits for) at a lower cost than on an individual basis, or that would be impossible to produce otherwise<sup>58</sup>.

Some of the institutional characteristics and social capital's functions are<sup>59</sup>:

- Social control through share rules of game for the group and the penalty for those members that don't follow them.

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<sup>57</sup> (Durstun, 2000, p. 7).

<sup>58</sup> (Durstun, 2000, p. 22).

<sup>59</sup> (Durstun, 2000, p. 22).

- Creation of trusts between members of the group
- Coordinated cooperation in activities that over exceed the network's capacity
- Resolutions of problems by leaders or institutionalized body
- Management and mobilization of community resources
- Legitimization of the leaders and executives with management and administration functions
- Generation of organizational structures for organizing the teamwork.

The generation of public goods in a collective way as social capital improves the profitability of community enterprises.

In the rural context, associativity can play a key role in negotiation and new contractual arrangements between the State, private enterprise and civil society. When you move from the level of interpersonal networks to associative forms, networks become institutions, and that is the basis of leadership that manages all the human resources of a group for a shared purpose<sup>60</sup>.

### Sustainability:

Human's interactions in the world have radically changed since the concept of sustainable development is the international agenda, highly represents through the Millennium Development Goals (2000 - 2015) and the recent signed Sustainable Development Goals (2015 - 2030).

Sustainable development tries to make sense of interactions of three complex systems: the world economy, the global society, and the Earth's physical environment.

In that way, sustainable development implies<sup>61</sup>:

- A development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

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<sup>60</sup> (Durstun, 2000, p. 33).

<sup>61</sup> (United Nations).

- It calls for concerted, it is crucial to harmonize three core elements: economic growth, social inclusion and environmental protection. These elements are interconnected and all are crucial for the well being of individuals and societies.

- Eradicating poverty in all its forms and dimensions is an indispensable requirement for sustainable development.

To this end, there must be promotion of sustainable, inclusive and equitable economic growth, creating greater opportunities for all, reducing inequalities, raising basic standards of living, fostering equitable social development and inclusion, and promoting integrated and sustainable management of natural resources and ecosystems.

Empowerment:

Empowerment implies that people (men and women) take control of their lives; they establish their own agendas, acquire skills (or the recognition of their own skills and knowledge), increase their self-confidence, solve problems and develop their independence. It is a process and an outcome at same time. Empowerment involves expanding the ability of men and women to make strategic life decisions in a context where this skill had been denied them previously<sup>62</sup>.

**Detailed action plan**

<u>Output:</u> Project managed		
<i>Objectives:</i> Accomplish the vision of the action plan, controlling scope, time and cost of the project, and managing stakeholders and risks implicated		
Responsible: Jordan Enterprise Development Corporation - JEDCO		
<b>Activity</b>	<b>Responsible</b>	<b>Time</b>
Deploy initiation activities according PMI: - Needs statement	JEDCO	1 month

<sup>62</sup> (Sofield, 2003, p. 69).

<b>Output: Project managed</b>		
<i>Objectives:</i> Accomplish the vision of the action plan, controlling scope, time and cost of the project, and managing stakeholders and risks implicated		
Responsible: Jordan Enterprise Development Corporation - JEDCO		
<b>Activity</b>	<b>Responsible</b>	<b>Time</b>
- Project charter - Scope definition - Outcome measures = Work Breakdown Structure		
Deploy planning activities according PMI: - Milestones - Schedule - Cost estimates - Resource needs = Project Management Plan	JEDCO	2 months
Deploy execution and monitoring activities according PMI: - Organization and integration - Communication (internal / external) - Schedule / cost management - Human resources (people) = Deliverables and performance measures	JEDCO	20 months
Deploy control activities according PMI: - Resources - Quality - Risk - Contracts / procurement = Deliverables and performance measures	JEDCO	20 months
Deploy closing activities according PMI: - Final products - Project review - Close-out activities - Knowledge library	JEDCO	1 month

<b>Output: Farmer's organizations constituted</b>
<i>Objectives:</i> Support creation or improve of associations with cooperation and leadership
Responsible: National Centre for Agricultural Research and Extension - NCARE



Activity	Responsible	Time
Set / update the baseline of farmer's organizations	Greater municipality	6 - 8 months
<u>Establishing farmers organizations<sup>63</sup>:</u> - Understand any village community <sup>64</sup> - Identify potential leaders in the community <sup>65</sup> - Talk to the identified leaders and seeking cooperation from other agencies - Help local leaders to call community meetings - Develop an organizational structure for the farmer's organizations - Develop the farmer's organizations management through education and action learning - Monitoring and evaluating the farmer's organizations progress	NCARE	8 - 10 months
<u>Strengthening existing farmers organizations<sup>66</sup>:</u> - Understand the village community and gaining their trust - Talk to leaders about why farmer's organizations are less active - Seek ideas on strengthening and revitalizing community farmer's organizations - Establish a core group of leaders to draft a proposal - Get comments on and community endorsement of the strategy	NCARE	6 - 8 months
Guide organizations in the registration process	Greater municipality	3 - 4 months
For those farmer's organizations that processing and manufacturing productions: - Guide organizations to get certification that proves their products are safe for human consumption	JFDA	3 - 4 months

<sup>63</sup> Some activities come from (Chamala & Shingi).

<sup>64</sup> It's needed to understand the community power structure, problems, and opportunities for development. Walking around and talking to key people can help ease their entry into the community. To develop an understanding of the entire community, including the poor and marginal farmers and women.

<sup>65</sup> Use some sociometry methods help to identify potential leaders by connections with people in villages.

<sup>66</sup> Some activities come from (Chamala & Shingi).

Stronger farmer's organizations create more demand on research and extension. But if the overall policy framework emphasizes empowerment, self-help, or user-pay systems, then more local resources could be mobilized and help increase the correct way of using current natural resources on a sustainable basis. Several low-resource farmer groups working with other stakeholders like banks, agribusiness, NGOs, private consultants, and religious and philanthropic agencies will bring more resources to the development process<sup>67</sup>.

Farmer's organizations with full empowerment reduce the pressure on "routine extension" activities, which take up a lot of time of extension groups<sup>68</sup>. Just as in farmer-to-farmer extension methods, extension's groups should help link the commercial sector with the low-resource farm sector so that win-win projects can be developed.

Output: Farms certified		
<i>Objectives:</i> Obtain farm's productions under global standards that guarantee its quality, safety and good practices <sup>69</sup>		
Responsible: Jordan Standards and Metrology Organization - JSMO		
Activity	Responsible	Time
Set / update the baseline of: - Farmers / farms / products / social conditions / environmental conditions / economical conditions / certifications taken	NCARE	4 - 5 months
Identify potential people in villages and farmer's organizations to get training as internal auditors	NCARE	2 - 3 months
Hold information sessions in rural areas about global standards	NCARE / JSMO	3 - 4 months

<sup>67</sup> (Chamala & Shingi).

<sup>68</sup> For example, "Landcare" groups in Australia and some successful FOs in Malaysia, the Philippine, Thailand, India, and Africa are helping other farmer groups or farmer organizations to be effective not for egalitarian or welfare reasons, but because they see that the commercial sector is dependent on low-resource farmers or upland farmers in solving their salting, erosion, water quality, and pest and weed management problems. Ecologically, the commercial sector is dependent on resource-poor or other minority tribes and groups for their survival (Chamala & Shingi).

<sup>69</sup> Universities could be invited to participate. Some faculties as industrial enginery could allow their students support rural areas identifying gaps, documenting and getting everything ready to apply for certification, as part of the curriculum.

<b>Output: Farms certified</b>		
<i>Objectives: Obtain farm's productions under global standards that guarantee its quality, safety and good practices<sup>69</sup></i>		
Responsible: Jordan Standards and Metrology Organization - JSMO		
<b>Activity</b>	<b>Responsible</b>	<b>Time</b>
Organize educational material training about: - Auditing - HACCP - ISO 9001:2015 - Quality management - ISO 22000:2005 - Food safety management - GLOBALGAP - Global Good Agricultural Practices - JQM - Jordan Quality Mark - Organic Production	JSMO	1 - 2 months
Classify farmers and farmer's organization according interest about standards and those standards required for their activities	JSMO	1 month
Establish gaps between current situation and the standards	Internal auditors trained	2 - 3 months
Organize trainings through rural areas according previous classification	NCARE / JSMO	3 - 4 months
Deploy into farmer's organizations all steps to a apply to a certification: - Policy - Objectives - Manual - Documentation of mandatory procedures	Farmers / Farmer's organizations / Internal auditors trained	2 - 3 months
Support review of documentation previous applying a certification	Universities' students	1 month
Deploy internal audits	Internal auditors trained	2 - 3 months
Adjust the aspects identified in internal audits	Farmers / Farmer's organizations / Universities' students	1 month
Select certification body	Farmers / Farmer's	1 - 2 months

<b>Output: Farms certified</b>		
<i>Objectives: Obtain farm's productions under global standards that guarantee its quality, safety and good practices<sup>69</sup></i>		
Responsible: Jordan Standards and Metrology Organization - JSMO		
<b>Activity</b>	<b>Responsible</b>	<b>Time</b>
	organizations	
Execute audits to get the certification	Certification body selected	3 - 4 months
Who approves, include logo and documentation to their organizational process to start applying to business opportunities.	Farmers / Farmer's organizations	1 - 2 months
Who doesn't approve, Adjust the aspects identified and ask for a new audit	Farmers / Farmer's organizations	3 - 4 months
Update de database with farmers, farmer's organizations and products, productions certified	JSMO	1 - 2 months
Track every step and every activity to adjust the process and getting farms certified	JSMO	18 months

<b>Output: Farmers trained (GAP - Business management - Marketing)</b>		
<i>Objectives: Improve farmers capabilities to manage their farms as business</i>		
Responsible: National Centre for Agricultural Research and Extension - NCARE		
<b>Activity</b>	<b>Responsible</b>	<b>Time</b>
Set / update the baseline of: - Farmers / farms / products / social conditions / environmental conditions / economical conditions / certifications taken	NCARE	4 - 5 months
Organize educational material training about: - Good Agricultural Practices	NCARE	1 - 2 months
Organize educational material training about: - Business Management	NCARE	2 - 3 months
Organize educational material training about: - Marketing	NCARE	2 - 3 months
Create a modular training program to obtain an academic degree	NCARE	3 - 4 months
(Prioritizing farmer's organizations) Deploy trainings	NCARE	12 - 14

<b>Output:</b> Farmers trained (GAP - Business management - Marketing)		
<i>Objectives:</i> Improve farmers capabilities to manage their farms as business		
Responsible: National Centre for Agricultural Research and Extension - NCARE		
Activity	Responsible	Time
in rural areas according with need identified in the baseline		months
Promote the creation of knowledge networks through farmers and people from rural areas who teach by doing.	NCARE	6 - 8 months

<b>Output:</b> Intersectoral permanent working group established		
<i>Objectives:</i> Create an intersectoral working group to discuss and articulate business opportunities		
Responsible: Jordan Enterprise Development Corporation - JEDCO		
Activity	Responsible	Time
Build a previous list with potential stakeholders: - Ministry of Agriculture - Ministry of Tourism and Antiques - Ministry of Industry and Trade - Jordan Enterprise Development Corporation - Jordan Fruit and Vegetables Exports and Processors Associations - Representatives of farmer's organizations - Jordan Hotels Associations - Others	JEDCO	2 months
Select members of the intersectoral working group	JEDCO	2 months
Invite stakeholders selected to participate in the permanent working group	JEDCO	3 month
Sign an engagement letter for participating in the permanent working group	Working group	1 month
Co-create governance of the working group: rules, process and structure	Working group	2 months
Approve governance or the working group	Working group	1 month
Deploy recurrent workshops (as bimonthly), establishing:	Working group	Bimonthly

<b>Output: Intersectoral permanent working group established</b>		
<i>Objectives:</i> Create an intersectoral working group to discuss and articulate business opportunities		
Responsible: Jordan Enterprise Development Corporation - JEDCO		
<b>Activity</b>	<b>Responsible</b>	<b>Time</b>
- Agenda - Participation / discussion - Commitments - Results - Co-creation		

Intersectoral collaboration is the joint action taken by rural areas and government sector, as well as representatives from private, voluntary and non-profit groups, to improve the development of populations.

Intersectoral action could take different forms such as cooperative initiatives, alliances, coalitions or partnerships.

Effective collaboration is more likely to occur when participants have a clearly stated purpose, base on share values and interests. It is important to recognize that participating partners often place value on different things; the aim of collaborative work is to find common ground and to generate collective action to improve development.

Establishing this shared purpose allows partners to see how participation will help them to achieve their own mandate as well as contribute to the larger good.

Intersectoral action should be viewed as a "win-win" situation, whereby each party gains something, as opposed to a competitive exercise where one sector is seen as benefiting from the work of others in fulfilling its own purpose or mandate.

## Proposed schedule

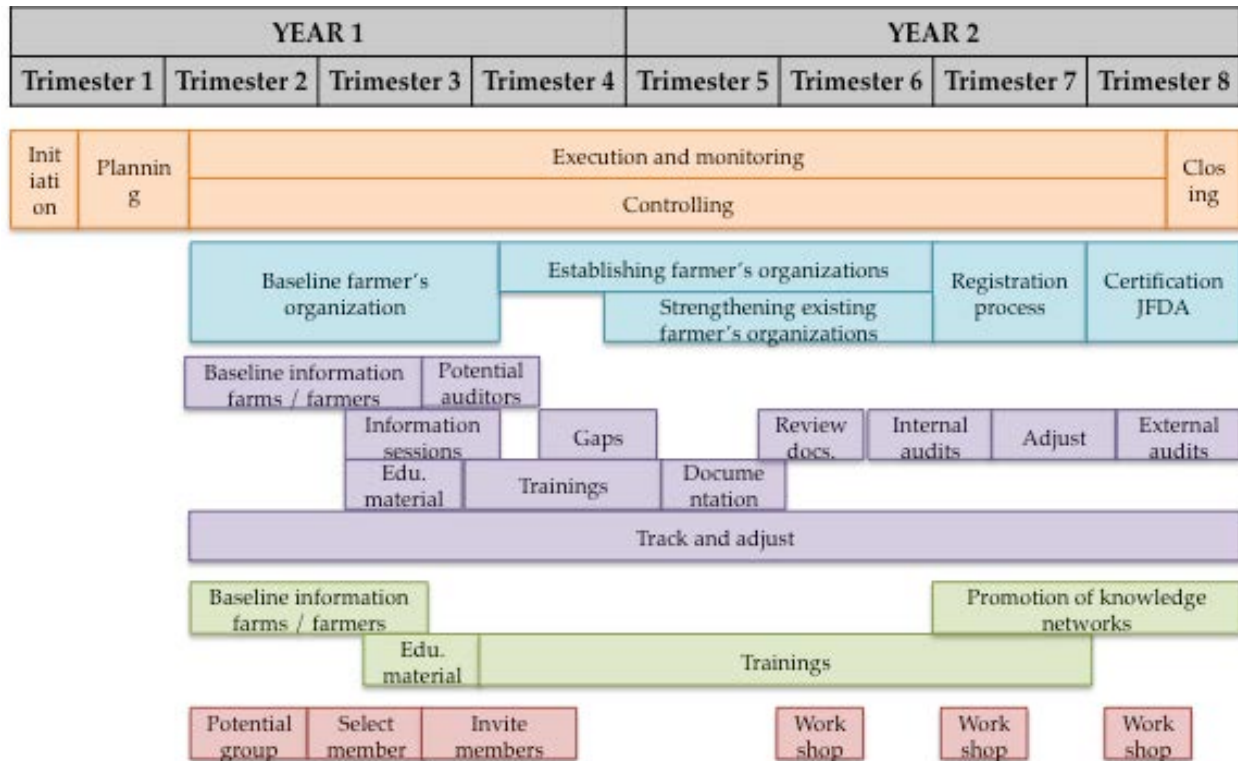


Chart 15: Proposed schedule

## Recommendations

Business opportunities between rural areas and tourism sector can be build as soon as both actors start knowing and understanding each other.

Some issues to consider:

- Quality of productions and products from rural areas should accomplish with global standards that ensure process, safety and health and good agricultural practices.
- Certifications that include cultivate, harvest and post-harvest, could help to facilitate linkages.
- Farmers reunited in any kind of association could accomplish with quantity required for tourism sector.
- The current distrust between actors (farmers - tourism sector - government) has to decrease and has to become in cooperation and creation of win-win relations.

- Investment in production without changing purchasers' perceptions is therefore futile.
- Regional transportation, storage, and distribution infrastructure is necessary to facilitate linkages.
- Involve chefs in Jordan and encourage them to use local productions on their cooking. For example, have cooking training to all chefs in Amman, where some famous and known chefs from Amman, teach to others all the food and beverages that they could do using local productions. It could be financed by government and also farmer's organizations that show to the chef that they accomplish with all standards and also have the quality enough to deliver their products.
- Improve capacity through strengthening the farmer's organization to articulate marketing tasks and enable farmers to be a medium-big provider.
- If farmers coordinated among themselves to stagger production, there are numerous products that they could, together, supply year-round. Developing a consistent supply capability would allow farmers to secure regular and established markets for product delivery throughout the year.
- Projects have to take an integrated approach that tackles the multiple facets of tourism sector and rural areas linkages. Those have to involve several actors related, as farmers, hotels, chefs, suppliers, government bodies and others.
- To encourage hotels to purchase from local farmers, incentives could be developed including accreditation for hotels that buy locally, marketing material for hotels to put in their brochures about their local purchasing, and governmental incentives (e.g. tax benefits) for those that contribute to poverty-reducing objectives.



## Attachment No. 1 - Farmer's Organization interview guide



### Rural Economic Growth and Employment Project (REGEP)

#### Interview Guide Farmer's Organizations

Time required: 2 hours

#### **Presentation:**

##### Objective:

This interview is made to capture data that allows expanding business opportunities between hotels and the smallholder farmers and farmer's association who produce mainly Oregano and Sage.

It's necessary to know what could be tourism sector demand from the rural sector in terms of quantity and quality of the products, legal and regulatory conditions to be accomplish, and others.

And find potential linkages between both sectors that work in a win-win way for all the actors, improving incomes for the rural population and obtaining best prices of a quality product for the tourism sector.

##### Who we are:

*JEDCO:* The Jordan Enterprise Development Corporation is a governmental organization founded in 2003 that replaced the Jordan Export Development and Commercial Center Corporation, which was establish in 1972.

Its mission statement is "Achieving growth in start-ups and SMEs (Small and Medium Enterprises) by improving the business environment, encouraging and supporting entrepreneurial enterprises and start-ups, enhancing SME competitiveness, and focusing on innovation and the technological component of these institutions.

Now, *REGEP* is the acronyms of Rural Growth and Employment Project that is based on the need to address poverty, vulnerability and unemployment in rural areas of Jordan.

##### Interviewers:

*Mhaba Ayes*: Field Officer of the Rural Economic Growth and Employment Project - REGEP.

*Andrés Morales:* A candidate to Master degree in Sustainable Development, he comes from Colombia (South America) to be part of the REGEP for 3 moths and do a research that allow rural and tourism sector finding business opportunities.

##### Interviewed:

Name:

Organization's name:

Phone number:

Email:

Date of interview:

**Questionnaire:**

**General:**

**1. Composition of the Farmer Organization:**

1.1. What type of organization is this one?

Cooperative

Charity

Agricultural

Other: \_\_\_\_\_

1.2. How many years have this organization been working?

\_\_\_\_\_

1.3. How many members does this organization have?

\_\_\_\_\_

1.4. Are they classified in any way? (By size, by production, by location, others) How many are for each one?

Classification criteria	Number of members
<b>Total</b> (Same number answer 1.3.)	

**2. Production:**

2.1. Which products are produced by the members of this organization? And, How much could it be by kilograms?

Product	Kilograms	Period
Oregano		
Sage		

Product	Kilograms	Period

2.2. As a Farmer's Organization, Do you process any product adding value for it? Which one? How?

Product: \_\_\_\_\_  
 Process description (short): \_\_\_\_\_  
 \_\_\_\_\_

Product: \_\_\_\_\_  
 Process description (short): \_\_\_\_\_  
 \_\_\_\_\_

Product: \_\_\_\_\_  
 Process description (short): \_\_\_\_\_  
 \_\_\_\_\_

3. Commercial agreements:

3.1. As a Farmer's Organization, Do you have any commercial agreement with a buyer? Which ones, What is the purpose of the agreement?

Buyer	Origin of the buyer	Product(s) involved	Purpose

Frames to sell production from the farms:

4. Legal or regulatory frames for food suppliers:

4.1. Are there any legal or regulatory (formal) frames that farmers have to accomplish to sell their production to the tourism sector (Hotels)?

Yes: \_\_\_\_

No: \_\_\_\_

4.2. If the answer is affirmative, Can you tell me which ones are those legal or regulatory frames to be a hotel's food suppliers?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

4.3. Which organizations establish legal or regulatory frames to be a hotel's food suppliers?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

5. Informal frames to be a hotel's food suppliers

5.1. Are there any other informal frame to be food suppliers? (Any from the market itself or from this hotel - guidelines)

Yes: \_\_\_\_

No: \_\_\_\_

5.2. If the answer is affirmative, Can you tell me which ones are those informal frames to be a hotel's food suppliers?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Production of Oregano and Sage:

6. Form as Oregano and Sage are sold

6.1. Which forms are Oregano and Sage sold, fresh or dried, both?

4

Fresh: \_\_\_\_  
 Dried: \_\_\_\_

6.2. If the answer is affirmative, can you say an average of which percentage in any form is sold for both products?

	Oregano	Sage
Fresh		
Dried		
Total		

7. Quantity needed for Oregano and Sage

7.1. Do you have data about how much Oregano and Sage tourism sector (hotels) have been bought per week or per month or per year?

Yes: \_\_\_\_  
 No: \_\_\_\_

7.2. If the answer is affirmative, Could you share it with us? (We will use only for the research, no commercial or other uses)

Yes: \_\_\_\_  
 No: \_\_\_\_

8. Quality required for Oregano and Sage

8.1. Which is the quality required for Oregano in the market?, Can you say at least 3 characteristics?

- (Most important) \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

- (Less important) \_\_\_\_\_

8.2. Which is the quality required for Sage in the market?, Can you say at least 3 characteristics?

- (Most important) \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

- (Less important) \_\_\_\_\_

8.3. How many of the farmers registered in this association accomplish with the quality's requirements

Classification criteria (Same as answer 1.4.)	Oregano (#)	Sage (#)

9. Uses for Oregano and Sage:

9.1. What is *Oregano* used for in tourism sector? (Cooking, Sell in bags, do mixtures, others)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

9.2. What is *Sage* used for in tourism sector? (Cooking, Sell in bags, do mixtures, others)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

10. Places to sell Oregano and Sage

10.1. Which are the places/companies/persons that farmers use to sell their Oregano and Sage?

10.2. How many kilograms could it sell for them?

10.1.	10.2.			
Name	Oregano (Kg)	Oregano's form (Fresh / Dried)	Sage (Kg)	Sage's form (Fresh / Dried)

10.1.	10.2.			
Name	Oregano (Kg)	Oregano's form (Fresh / Dried)	Sage (Kg)	Sage's form (Fresh / Dried)

Current and Potential win-win linkages

11. Current linkages

11.1. Are there any current commercial agreement or linkages between some farmers and tourism sector? Which ones? What are the purposes of the agreements?

Tourism sector actor	Location of the actor	Product(s) involved	Purpose

12. Potential win-win linkages

12.1. If hotels are interested about buy Oregano and Sage directly from smallholder farmers, Would this farmer organization interested about to have a formal commercial relationship with them as direct buyer for those products?

Yes: \_\_\_\_

No: \_\_\_\_

12.2. Why did you answered that?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

12.3 How much Oregano and Sage could the farmers of this organization produce every month?

Month	Oregano (kg)	Sage (Kg)
January		
February		
March		
April		
May		
Jun		
July		
August		
September		
October		
November		
December		
<b>Year</b>		

12.4. Which business opportunities could you see between smallholder farmers and tourism sector?

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

Recommendations / observations

13. Recommendations / observations

13.1. If you have any recommendations or observations about anything that we have talk, please write in the next lines what you want to say:

\_\_\_\_\_

\_\_\_\_\_



## Attachment No. 2 - Hotels interview guide



### Rural Economic Growth and Employment Project (REGEP)

#### Interview Guide

#### Hotels

Time required: 1 hour

#### **Presentation:**

#### Objective:

This interview is made to capture data that allows expanding business opportunities between hotels and the smallholder farmers and farmer's association who produce mainly Oregano and Sage.

It's necessary to know what could be tourism sector demand from the rural sector in terms of quantity and quality of the products, legal and regulatory conditions to be accomplish, and others.

And find potential linkages between both sectors that work in a win-win way for all the actors, improving incomes for the rural population and obtaining best prices of a quality product for the tourism sector.

#### Who we are:

**JEDCO:** The Jordan Enterprise Development Corporation is a governmental organization founded in 2003 that replaced the Jordan Export Development and Commercial Center Corporation, which was establish in 1972.

Its mission statement is "Achieving growth in start-ups and SMEs (Small and Medium Enterprises) by improving the business environment, encouraging and supporting entrepreneurial enterprises and start-ups, enhancing SME competitiveness, and focusing on innovation and the technological component of these institutions.

Now, **REGEP** is the acronyms of Rural Growth and Employment Project that is based on the need to address poverty, vulnerability and unemployment in rural areas of Jordan.

#### Interviewers:

**Mhaba Ayesb:** Field Officer of the Rural Economic Growth and Employment Project - REGEP.

**Andrés Morales:** A candidate to Master degree in Sustainable Development, he comes from Colombia (South America) to be part of the REGEP for 3 moths and do a research that allow rural and tourism sector finding business opportunities.

#### Interviewed\*:

Name:

Job position:

Hotel:

Number of hotel's stars:

Phone number:

Email:

Date of interview:

\* We suggest that the person who participates in the interview is closer to decide which are (will) the food suppliers of the hotel. In that way, it could be the chef or the procurement manager or the general manager.

**Questionnaire:**

General:

1. Hotel's capacity

1.1. How many rooms does this hotel have?

\_\_\_\_\_.

1.2. How many guests on average are in this hotel in:

Season	Number of guests per week
Summer	
Winter	

Procurement of Oregano and Sage:

2. Form as Oregano and Sage are bought

2.1. Which forms are Oregano and Sage bought, fresh or dried, both?

Fresh: \_\_\_\_

Dried: \_\_\_\_

2.2. If the answer is affirmative, Can you say an average of which percentage in any form is bought for both products?

	Oregano	Sage
Fresh		
Dried		
Total		

3. Legal or regulatory frames for food suppliers:

3.1. Are there any legal or regulatory (formal) frames this hotel has to follow to buy food from a supplier?

Yes: \_\_\_\_

No: \_\_\_\_

3.2. If the answer is affirmative, Can you tell me which ones are those legal or regulatory frames to buy food from a supplier?

\_\_\_\_\_.

\_\_\_\_\_.

\_\_\_\_\_.

\_\_\_\_\_

\_\_\_\_\_

3.3. Which are the organizations that establish legal or regulatory frame for food suppliers in Jordan? (Ministry of..., Chamber of..., Others)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

4. Informal frames for food suppliers

4.1. Are there any other informal frame for food suppliers? (Any from the market itself or from this hotel - guidelines)

Yes: \_\_\_\_

No: \_\_\_\_

4.2. If the answer is affirmative, Can you tell me which ones are those informal frames for food suppliers?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

5. Quantity needed for Oregano and Sage

5.1. Do you have data about how much Oregano and Sage this hotel have been buying per week or per month or per year?

Yes: \_\_\_\_

No: \_\_\_\_

5.2. If the answer is affirmative, Could you share it with us? (We will use only for the research, no commercial or other uses)

Yes: \_\_\_\_

No: \_\_\_\_

5.3. Can you say how much does this hotel buy of Oregano and Sage?

Product	Purchase Period (Week / Month / year)	Unit (Kg)	Quantity
Oregano			

Product	Purchase Period (Week / Month / year)	Unit (Kg)	Quantity
Sage			

6. Quality required for Oregano and Sage

6.1. Which is the quality required for *Oregano* in this hotel?, Can you say at least 3 characteristics?

- (Most important) \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- (Less important) \_\_\_\_\_

6.2. Which is the quality required for *Sage* in this hotel?, Can you say at least 3 characteristics?

- (Most important) \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- (Less important) \_\_\_\_\_

7. Uses for Oregano and Sage:

7.1. What is *Oregano* used for in this hotel? (Cooking, Sell in bags, do mixtures, others)

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

7.2. What is *Sage* used for in this hotel? (Cooking, Sell in bags, do mixtures, others)

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

8. Places to buy Oregano and Sage

8.1. Which are the places/companies/persons this hotel use to buy Oregano and Sage?

8.2. How many kilograms do you buy from them?

8.1.	8.2.			
Name	Oregano (Kg)	Oregano's form (Fresh / Dried)	Sage (Kg)	Sage's form (Fresh / Dried)

Current and Potential win-win linkages

9. Current linkages

9.1. Are there any current commercial agreement or linkages between this hotel and some farmers? Which ones? What are the purposes of the agreements?

Farmer	Farmer comes from	Product(s) involved	Purpose

Potential win-win linkages

10. Potential win-win linkages

10.1. If smallholder farmers fulfill all the requirements about quantity and quality of Oregano an Sage, Would this hotel interested about have a formal commercial relationship with them as direct suppliers for those products?

Yes: \_\_\_\_\_

5

No: \_\_\_\_\_

10.2. Why did you answered that?

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10.3 How much Oregano and Sage could you need directly from farmers every month?

Month	Oregano (kg)	Sage (Kg)
January		
February		
March		
April		
May		
Jun		
July		
August		
September		
October		
November		
December		
Year		

11.4. Which business opportunities could you see between tourism sector and smallholder farmers that produce Oregano and Sage?

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Recommendations / observations

12. Recommendations / observations

12.1. If you have any recommendations or observations about anything that we have talk, please write in the next lines what you want to say:

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## Attachment No. 3 - JHA interview guide



### Rural Economic Growth and Employment Project (REGEP)

#### Interview Guide Jordan Hotel Association

Time required: 2 hours

#### **Presentation:**

##### Objective:

This interview is made to capture data that allows expanding business opportunities between hotels and the smallholder farmers and farmer's association who produce mainly Oregano and Sage.

It's necessary to know what could be tourism sector demand from the rural sector in terms of quantity and quality of the products, legal and regulatory conditions to be accomplish, and others.

And find potential linkages between both sectors that work in a win-win way for all the actors, improving incomes for the rural population and obtaining best prices of a quality product for the tourism sector.

##### Who we are:

*JEDCO:* The Jordan Enterprise Development Corporation is a governmental organization founded in 2003 that replaced the Jordan Export Development and Commercial Center Corporation, which was establish in 1972.

Its mission statement is "Achieving growth in start-ups and SMEs (Small and Medium Enterprises) by improving the business environment, encouraging and supporting entrepreneurial enterprises and start-ups, enhancing SME competitiveness, and focusing on innovation and the technological component of these institutions.

Now, *REGEP* is the acronyms of Rural Growth and Employment Project that is based on the need to address poverty, vulnerability and unemployment in rural areas of Jordan.

##### Interviewers:

*Mhaba Ayesb:* Field Officer of the Rural Economic Growth and Employment Project - REGEP.

*Andrés Morales:* A candidate to Master degree in Sustainable Development, he comes from Colombia (South America) to be part of the REGEP for 3 moths and do a research that allow rural and tourism sector finding business opportunities.

##### Interviewed:

Name:

Job position:

Email:

Phone number:

Date of interview:



**Questionnaire:**

General:

1. Hotels classification in Jordan

1.1. Do you have it classified as Hotel, Hostels and Accommodation?

Hotels: \_\_\_\_\_

\_\_\_\_\_

Hostels: \_\_\_\_\_

\_\_\_\_\_

Accommodations: \_\_\_\_\_

\_\_\_\_\_

Other: \_\_\_\_\_

\_\_\_\_\_

1.2. Or, Do you use the number of the stars according to the quality to classify them?

Stars	Meaning
*****	
****	
***	
**	
*	

2. In your web page it seems that there are more than 500 hotels registered in JHA

2.1. Which are the advantages for a hotel be registered in JHA? (Top 5)

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

2.2. How many of the hotels registered are active members, participating in forums, trainings, and other kind of sessions that you offer?

\_\_\_\_\_

### 3. Rules of game

3.1. Is the JHA the organization through the "rules of game" for tourism sector are negotiated before going to the government to put it as law, legal framework?

Yes: \_\_\_\_

No: \_\_\_\_

#### Procurement of Oregano and Sage:

### 4. Legal or regulatory frames for food suppliers:

4.1. Are there any legal or regulatory (formal) frames those hotels have to follow to buy food from a supplier?

Yes: \_\_\_\_

No: \_\_\_\_

4.2. If the answer is affirmative, Can you tell me which ones are those current legal or regulatory frames to buy food from a supplier?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

4.3. Which are the organizations that establish legal or regulatory frame for food suppliers in Jordan? (Ministry of..., Chamber of..., Others)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### 5. Informal frames for food suppliers

5.1. Are there any other informal frames for food suppliers? (Any from the market itself or from some hotels)

Yes: \_\_\_\_

No: \_\_\_\_

5.1. If the answer is affirmative, Can you tell me which ones are those informal frames for food suppliers? and Where those come from?

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

**6. Quality required for Oregano and Sage**

**6.1. Which is the quality required for *Oregano* in hotels?, Can you say at least 3 characteristics?**

- (Most important) \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- (Less important) \_\_\_\_\_

**6.2. Which is the quality required for *Sage* in hotels?, Can you say at least 3 characteristics?**

- (Most important) \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- (Less important) \_\_\_\_\_

**7. Uses for Oregano and Sage:**

**7.1. Do you know which is *Oregano* use for in hotels? (Cooking, Sell in bags, do mixtures, others)**

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

**7.2. Do you know which is *Sage* use for in hotels? (Cooking, Sell in bags, do mixtures, others)**

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

Current and Potential win-win linkages

8. Current linkages

8.1. Are there any current commercial agreement or linkages between tourism sector and farmers? Which ones? What are the purposes of the agreements?

Seller	Seller comes from	Product(s) involved	Purpose

9. Potential win-win linkages

9.1. If smallholder farmers fulfill all the requirements about quantity and quality of Oregano and Sage, Would be the JHA interested about recommended to its members to have them as direct suppliers for those products?

Yes: \_\_\_\_

No: \_\_\_\_

9.2. Why did you answer that?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

9.3. Which business opportunities could you see between tourism sector and smallholder farmers that produce Oregano and Sage?

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

**Contacts**

**10. Potential hotels to connect with this research**

**10.1. Could you say which hotels would like to participate in this research? (name of the hotel and name of a contact person with and phone number if it is possible)**

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

Recommendations / observations

**11. Recommendations / observations**

**11.1. If you have any recommendations or observations about anything that we have talk, please write in the next lines what you want to say:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Attachment No. 4 - Photos of field activities**



Figure 5: Oregano' crops (harvested in 3 different periods)



Figure 6: Oregano' crops in Madaba



Figure 7: Oregano being dried on field in Madaba



Figure 8: Beit Khairat Souf (Farmer Organization in Jarash)



Figure 9: Training in Mafraq



Figure 10: Rural Woman (Farmer Organization in Aljun)



Figure 11: Creative Woman (Farmer Organization in Aljun)





Figure 12: Al-Amani Society (Farmer Organization in Anjara - Ajloun)



Figure 13: Sakhra Association Woman (Farmer Organization in Sakhra - Ajloun)



Figure 14: Vision for Blind People Corporation (Farmer Organization in Deir Alla - Jordan Valley)



Figure 15: Development and Construction in Jordan Valley Corporation (Farmer Organization in Jowfet-Alkafrain - Jordan Valley)



Figure 16: Interviews in Hotels in Jordan

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