

Theoretical Conceptualization of Strategic Planning Requirements for Agricultural Extension Programs in the Middle Region of Iraq

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Abstract: *The aim of this research was to put a theoretical conceptualization of strategic planning requirements for agricultural extension programs in the middle region of Iraq according to extension managers and determining approval level of these requirements. The research included 240 respondents representing the extension managers and the supervisors of the extension sections of the middle governorates of Iraq. Proportional (50%) stratified sample was tested, hence the sum of research sample was 120 respondents. Two parts questionnaire list was prepared, in which, the first part included the description of the reality of extension programs submitted by the extension system in the middle governorates of Iraq in 2015 and the second part included preparing a conceptualization of strategic planning requirements for the extension programs, which consisted of 9 axes and 90 terms. A triple - scale has been prepared for approval. The results showed that 56-78% of the respondents describe that the level of implementation of the extension programs falls within the weak category, and 77 – 90% of them describe that the level of use of agricultural technology in the extension programs was also within the weak category. This led to a lack of a clear understanding of the design, planning, and implementation of extension programs. About the approval level of the axes of the strategic planning requirements for the extension programs, the results showed that the weighted averages ranged between 2.4 – 2.5 degrees with a weighted percentage ranging 80 – 86 degrees, the total weighted average was 2.48 degrees and a weighted percentage of 83 degrees. The study recommends adopting the strategic planning requirements of the dynamic cycle programs to improve the future extension work avoiding the use of the current primitive method that depends on the method and mean in extension planning as it's not responding to the ecological, technological, economic and social-ecological environment variables if sustainable development goals for agriculture in Iraq, wanted to be achieved.*

Keywords: *Conceptualization, planning, programs, strategic, agriculture Extension, questionnaire*

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I. Introduction

Planning is the most important management tool used by states, governments, institutions, and organizations to achieve economic, social, cultural and technological change for the economic sectors, including agriculture, due to the planning is a key function in building and achieving sustainable agricultural development for the population, workers, specialists and managers in agriculture. Planning is a difficult task in developing countries, especially those that suffer from imbalances in economic, political and social structures. Planning is a process that helps study the past and present and predicts the future. According this, needs are defined, objectives are drawn up, resources are monitored and procedures are established [1]. At studying and using planning, it must be as a right scientific shape which comes from studying the actual needs of the rural people in accordance with available possibilities and resources through cooperation and coordination with the research and service institutions in the local environment and with providing an opportunity to involve the private sector, companies and agricultural development departments in the transfer developing process of agricultural techniques with the intensification of efforts to apply them in stations and experimental fields in order to find solutions to various agricultural problems [2]. In the field of agricultural extension planning for agricultural extension programs and projects, [3] mentioned that the process of involving representatives of local rural people, extension staff and other professionals working in the agricultural, research, development and service sectors in the study of facts, making decisions and prioritizing programs and projects, and making recommendations for the economic, social and technological development of society, all through educational programs. While the strategic planning is concerned with identifying the basic objectives of the extension organization and allocating resources to achieve them. It is also concerned with changes in the internal and external environment of the organization and through the work of the participants as one team [4]. Planning is the essence of management processes and strategy is one of the strengths of the organization in managing

resources, developing competitive advantage and helping future creation. Studies indicate that strategic planning is the essence of strategic management in the organization. The strategy is one of the strengths of the organization in managing resources, developing comparative advantage and assisting in predicting the creation of the desired future. Thus, organizations in dynamic environments are strategic development programs. The main purpose of the agricultural extension planning process is to embark on extension programs and projects, an educational and collaborative case for farmers, managers, extension staff and other professionals to help them positively change knowledge, skills, and attitudes, in Know-How, towards the development of agriculture for rural people and a better standard of living and well-being [3, 5, 6]. The currently work required is how to support rural communities and develop the agricultural production process and create an appropriate environment to strengthening the capacity of the agricultural extension system to develop new strategic planning mechanisms to be used by the programs and extension projects with condition that must be integrated and coordinated programs achieving efficiency and effectiveness to achieve the goals [7]. The development of extension programs and the analysis of how they work at applying are based on the set of dynamic requirements of the changing nature of (Dynamic Cycle) according to environment change conditions [8]. About using the agricultural extension programs, [4] indicated the importance of improving and submitting the agricultural extension programs, who showed, in 1972, its importance for agricultural extension organizations in developing countries, extension managers and program leaders. In the 1980s, he emphasized the use of extension programs on how to deliver agricultural technology to small and marginal farmers, which created temporary food surpluses. As a result of increased investment in the 1990s in the agricultural sector, governments in developing countries, donor agencies and organizations are discussing the issue of reducing spending on extension and agricultural research and bearing farmers themselves part of the costs. In order for agricultural extension managers to improve the performance of the services, activities, programs and extension projects provided during this phase and the future, must give attention to the following:

1-It is preferable that the extension work provided to farmers has a comparative advantage, with emphasis on knowledge-based technology that has interest and skill by farmers in maintaining the sustainability of the natural resource base.

2-Improving the administrative procedures in the extension work by following the application of the extension programs and their role in making decentralized decisions and implementation in order to improve the efficiency and effectiveness of administrative activities towards raising and improving agricultural productivity.

3- Keep the extension work away from up to down bureaucracy with increasing participation of farmers in the field to identify problems, needs, and priorities of the implementation of the extension programs reaching organizing the farmers themselves in the local organizations.

Currently, studies and research indicate that planners and extension managers face a wide range of difficulties and challenges to develop the extension programs and projects to respond quickly to the needs and priorities of rural communities, especially at the local level, as well as to analyze how they are formulated and implemented in practice. Which is theoretically formulated to help the farmers to acclimate and adapt to face the variables of the agricultural environment, and to address the agricultural policies and conditions of demand for agricultural products in the local market. These extension programs are also required to help grassroots groups build projects and programs with changes that are appropriate to their needs, requiring the planning and preparation of different types of such programs [4]. Therefore, we believe that extension managers need to be enabled for strategic planning issues for extension programs that contribute to sustainable agricultural development due to strategic planning is very useful for organizations that work in an ever-changing environment [8]. In Iraq, despite more than seven decades had spent on the establishment of the extension system in 1952, it had changes in many important developments in terms of tasks, activities, organization, and provision of equipment and physical devices required for the extension work, but the only thing that is certain and fixed is that the extension plans in most of the districts in the center and the provinces were taking place according to method of the way and the means, and not according to the programs and projects plans for the agricultural extension and without participating of farmers in the planning, implementation, and evaluation of the activities provided [5], except for the period 1997 – 1999, in which the application of integrated extension areas and at the field level in three agricultural sections of the agricultural directorates characterized by some basic crops (Babylon, Wasit, and Najaf provinces) and implemented with the participation of workers and farmers of these areas [9]. After 2003, the agricultural sector witnessed many changes in the policy and strategy of the Ministry of Agriculture, especially those related to the progressive rising of the support levels for agricultural production requirements, the orientation towards market policy and privatization, and the movement of cooperative work activities for agricultural associations outside the supervision of the Ministry of Agriculture. In 2005, the necessary investments were allocated to establish the extension network for training and extension training centers and standard extension farms in the districts of most provinces. After 2008, with simple planning and extension procedures contribute implementing of some field agricultural extension programs with developing programs of work with women, while the preparation of the annual plans of the

extension system continued using the traditional method, method and mean, without participating of farmers [10]. The traditional procedures, using the extension system in planning the method and mean, had negatively reflected the concerns of the farmers towards the agricultural extension work, as well as the technical and professional preparation of the extension workers and managers to benefit from the efforts provided by the educational institutions, research centers and international organizations to develop the efficiency of the extension work and its plans, programs and agricultural extension projects, and this led to weak technical and administrative performance of the extension system, accompanied by deterioration of relations, cooperation and coordination with farmers and the sector working in the research and Agricultural technology transfer field [11]. The present research aims at conceptualizing some of the strategic planning requirements, that we believe will contribute to the effectiveness of the extension programs in the field, to improve the agricultural production systems and with the wide participation of all the participants. This will contribute to redefining the agricultural extension policy and prioritizing it to create an extension system guided to implement the extension programs as required and obtain a close support from farmers and other dominant actors working in the local environment and to create the necessary investments and funding, thus contributing to reducing the production costs and financial contribution of the extension system in agricultural sustainable rural development. The strategic planning requirements of the extension programs should be classified as Dynamic Cycle to ensure the success of their work when applied in the agricultural environment and in the agricultural extension environment [12]. These dynamics that requirements of strategic planning have, will demonstrate which is stronger in motion when applied one or all of them that resources and capabilities can be guided to, moving the entire extension system. Thus, the research came to answer the research questions that represent the following objectives:

- 1- Describing the reality of agricultural extension programs carried out by the extension system in the central region of Iraq according to the agricultural extension managers.
- 2- Determining a theoretical concept for the requirements of strategic planning for agricultural extension programs in the central region of Iraq.
- 3- Determining the level of approval of strategic planning requirements for extension programs in the central region of Iraq.

II. Research Hypothesis

There is an appropriate approval of the respondents' opinion that the agricultural extension programs need some strategic planning requirements (Dynamic Cycle) in order to allow the development of the agricultural extension system.

III. Research Methodology

The descriptive approach and the field survey are used in the research where the research method is concerned with describing the phenomenon accurately and scientifically in obtaining data of the strategic planning requirements for the agricultural extension programs, and this is appropriate in conducting exploratory and survey in social research.

IV. Research Community

The research included all agricultural extension managers of long-service in:

- 1- The Office of Agricultural Extension and Training (Department managers, head of the sector, or training center and extension farm supervisor in the centers and governorates) of 94 respondents.
- 2- The managers of extension departments and units of the extension sectors in the agricultural directorates in the provinces of the central region of Iraq (except the provinces of Anbar and Salahuddin), which are 146 respondents, Thus the total research community became 240 respondents.

V. The Research Sample

A proportional sample was randomly selected by 50% of the total of the supervisors and the supervisors of the sectors. The research samples were 120 (Table 1).

Table 1. Research community and samples distribution

Work Site	Research Community	Research Sample 50%
1- The Office of Agricultural Extension and Training :		
1- Manager of Extension Department	10	5
2- Manager of Extension Sector	48	24
3- Supervisor of Extension Center	8	4
4- Supervisor of Extension Farm	28	14
Total	94	47
2- Agriculture Directorate in the middle provinces:		
1- Manager of Extension Department	8	4
5- Manager of Extension Sector	32	16
2- Extension Units Supervisors	106	53
Total	146	73
Total Amount	240	120

VI. Data Collection

The questionnaire was used for collecting data, which consisted of two parts: the first part included a set of questions related to the description of the reality of the planning and the existence of the extension programs, the second part included the determination of the level of approval of the strategic planning requirements for the planning of the extension programs. It was measured by a three-step scale (high approval, moderate approval, and low approval) given weights as 1, 2, and 3, respectively, and the scale consists of 9 axes and 90 items (Tables of 5 – 12).

VII. Stability And Validity

The stability and validity of the level of approval of the strategic planning requirements of the extension programs were conducted using the half-way distribution method and the coefficient of stability and validity was 0.92, 0.96. The SPSS program was also used in the analysis of the research data using statistical concepts: repetition, percentage, arithmetic average, the weighted average.

VIII. Results And Discussion

8.1 Description of Extension Programs Reality

For many decades, the Extension and Agricultural Training Department has been responsible for the extension work at the national and local levels and coordinates the preparation of its annual plans with the provincial directors of agriculture. The extension organization is available in almost all agricultural work areas throughout Iraq. Agricultural extension plan in 2015 was for the rural women and girls development. Submitted plan included the following:

8.1.1The implementation of small production projects aimed to support and develop the capacities and efficiencies of rural women's management, improving their income and increasing their participation in productive agricultural work.

8.1.2The program emphasizes the importance of educating rural women about the effects of pesticides, raising awareness about the health aspect, its role in social and human development, and implementing the program in the form of extension seminars in all extension farms in provinces, and the proposed number of 47 extension seminars to be implemented during 2015 and on specific dates and various environmental and health issues.

Table 2. Proposed programs of Agricultural Extension and Training Service for 2015

No.	Program Name	Amount	Implementing date	Location of Extension Farms
1	Unification of Farm	4	June	Muthana, Qadisyiah, Najaf, and Thi-Qar
2	Topical Mushroom Planting	1	September	Karbla
3	Quail Breeding	3	Undefined	Basra, Maysan and Wasit
	Total	8		

Respondents were asked about the level of implementation of these programs and their level of use of the agricultural vehicles provided (Tables: 3 and4).

Table 3. Level of implementation of the extension programs according to the respondents' opinions

No.	Program Name	High		Moderate		Low	
		Amount	Percentage	Amount	Percentage	Amount	Percentage
1	Unification of Farm	16	17	25	21	79	66
2	Topical Mushroom Planting	9	8	17	14	94	78
3	Quail Breeding	21	17	32	27	67	56

Table 4: Level of the techniques use provided in the extension programs according to the respondents' opinions

No.	Program Name	High		Moderate		Low	
		Amount	Percentage	Amount	Percentage	Amount	Percentage
1	Unification of Farm	7	6	18	15	95	79
2	Topical Mushroom Planting	4	3	8	7	108	90
3	Quail Breeding	11	9	17	14	92	77

Tables 3 and 4 showed that the rate of implementation of the extension programs according to respondents' opinions ranged between 56-78% and falls within the category of weak description, and 77-90% of the respondents described the use of the extension programs as weak. It can be concluded that the proposed extension programs showed the absence of a correct scientific extension plan to achieve the goals, objectives and educational outcomes to be achieved, as well as the lack of working numbers and activities and not meeting the needs of the target people, and the poor efficiency of those working in a clear understanding of the design, planning, and implementation of these programs, that the extension programs were carried out as extension seminars as those programs for the development of environmental and health aspects.

2-Conceptualize the requirements of the strategic planning of the extension programs

The test of the theoretical aspects of the planning process led us to the fact that the main objective of the planning process is the output of the extension program, which is an educational case to deal with the data and facts required for scientific planning and its importance for future extension work and rural society in the agricultural environment, Agricultural extension programs for the conservation and sustainable use of agricultural natural resources, focusing on increasing agricultural productivity through the use and use of agricultural production systems based on a mixture of modern agricultural technologies, and the equity for a variety of agricultural areas and environments to support all segments of the rural community (Figure 1 and Table 5).

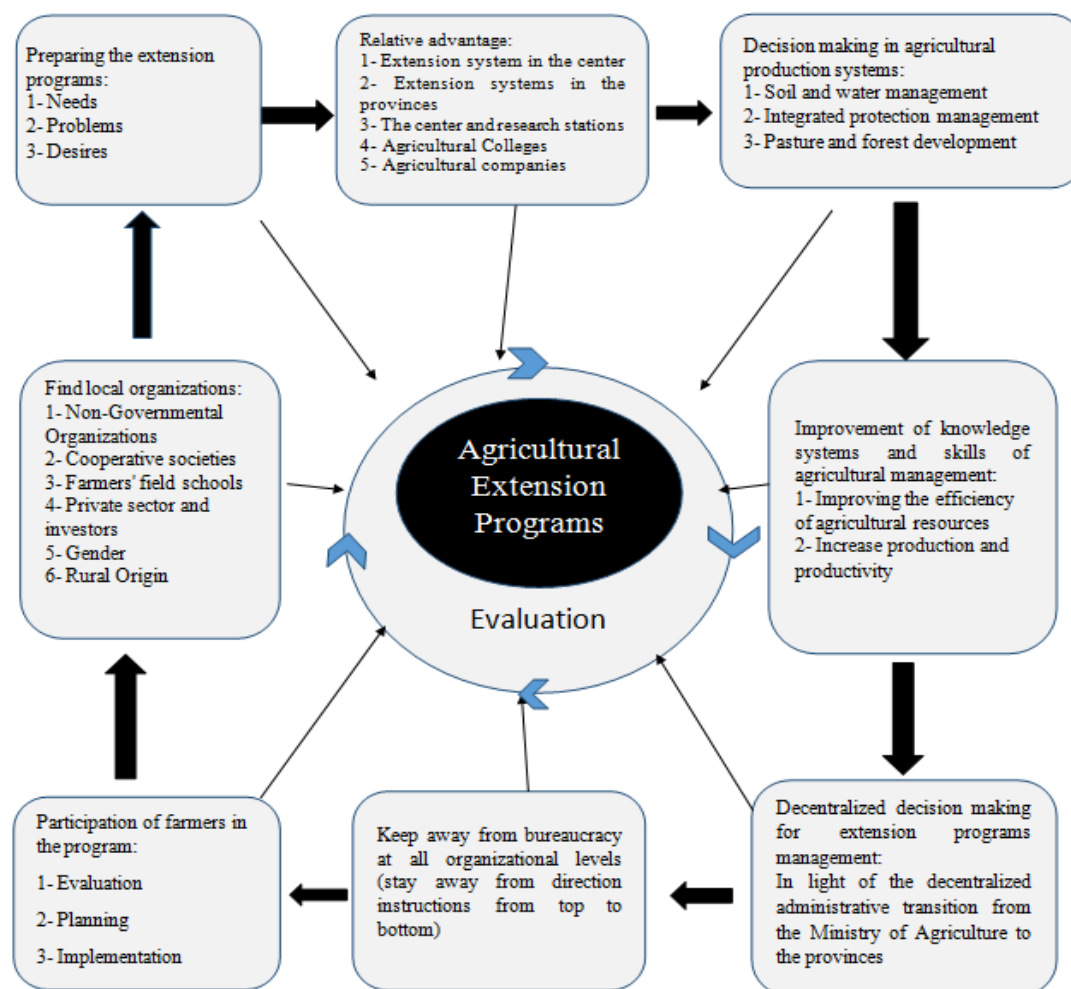


Figure 1. Strategic planning of agricultural extension programs

2.1 Determining the approval level of the strategic planning requirements for the extension programs:

The results showed that all the axes of the strategic planning requirements of the proposed extension programs obtained a weighted average of the highest numerical values for the approval level according to the opinions of the respondents ranging from 2.4 to 2.59 degrees on a three-point approval scale with a maximum grade of 3 and a minimum of one degree. The weighted average of respondents' approval at all axes are higher than the cutting threshold of 2.4, and the percentage weight of 80%. It was also found that the weighted average was 2.48 degrees, with a percentage weight of 83 degrees (Table 5).

Table 5. Respondents' distribution according to the approval level of the strategic planning requirements axes for the extension programs

No	Axes	Approval Level			Weighted Average	Percentage Weight	Order
		High	Moderate	Low			
1	Requirements of the preparation of extension programs	71	26	23	2.41	80	8.5
2	Requirements of the preparation of extension programs according to comparative advantage	84	18	18	2.55	85	2
3	Decision making requirements for agricultural production systems	78	25	27	2.59	86	1
4	Requirements for improvement of knowledge systems and skill for farm management	78	19	23	2.46	82	5.5
5	Decentralized Decision Requirements	73	27	20	2.44	81	7
6	Requirements to stay away from bureaucracy	68	32	20	2.41	80	8.5
7	Requirements for public participation of farmers	75	27	18	2.48	83	4
8	Requirements for the establishment of local organizations	79	26	15	2.53	84	3
9	Requirements of performance evaluation	74	27	19	2.46	82	5.5
	General weighted average	76	25	19	2.48	83	

Table 5 indicates that the decision-making axis requirements in the regulation of agricultural production (soil and water management, integrated protection management, pasture and forest development, use of sustainable technology) came in the first order with a weighted average of 2.55 and weighted percentage of 86%. While in the last order, the axes of preparing extension programs (needs, problems, desires) and move away from bureaucracy in all organization levels (move away from instruction from top to bottom) with a weighted average of 2.4 degrees and weighted percentage of 80 degrees. This is attributed to the opinions of the respondents' approval heading for agricultural operations in the field with treatment to solve agricultural production problems and move away from the theoretical and administrative aspects.

2.2 Determining the level of approval of the terms of the strategic planning requirements of the extension programs, including:

2.2.1 Determining the approval level of the terms of the preparation requirements of extension programs as requested by the farmers.

The results showed that the highest level of approval according to the respondents' opinion on the axis terms of the requirements of the extension preparation programs as requested by the farmers ranged between 2.10 - 2.63 degrees on levels approval triple scale (1-3 degrees), with weighted average rate of 2.4 degrees and weighted percentage of 80 degrees (Table 6).

Table 6. Respondents' distribution according to the approval level of the preparation axis terms of the extension programs as requested by the farmers

No.	Term	Approval Level			Weighted Average	Weighted Percentage	Order
		High	Moderate	Low			
1	The focus of the extension programs is on rapid planning to respond to the sustainable agricultural development needs of the local community	88	20	12	2.63	87	1
2	The extension programs contribute to the transfer of modern agricultural technology to the community	72	12	36	2.30	76	8
3	The extension programs address the problems of increasing production and agricultural productivity	80	32	8	2.60	86	2
4	Achieving the preparation and types of extension programs for the needs of small and marginal farmers	56	24	40	2.10	71	10
5	The improvement of the extension programs is the administrative work procedures within the extension system	76	28	16	2.50	83	4

6	The extension programs work to achieve desires, needs and solve all problems of the rural community	68	24	28	2.30	77	6
7	The extension programs should help all participants to understand the philosophy, objectives, and policies of the extension planning	60	40	20	2.30	77	6
8	The extension programs work to solve community economic, social and cultural problems	64	24	32	2.20	75	9
9	Achieving extension programs required a participation of all segments of the local community	72	20	28	2.30	77	6
10	The extension programs address agricultural and ecological environment problems in the targeted agricultural areas	76	36	8	2.50	85	3
	Weighted rate average	71	26	23	2.40	80	

Table 6 indicated that the first term came in the first order with a weighted average of 2.63 degrees and percentage weight of 87 degrees, while the fourth one came in the last with a weighted average of 2.1 degrees and percentage weight of 71 degrees, that might be attributed to the respondents' opinion which tend to local community needs for the extension programs instead of small and marginal farmers needs who difficult to be contacted.

2.2.2

Results showed that the highest numerical value of the approval level according to the opinion of the respondents on the terms of the axis of the requirements of relative advantage ranged between 2.1 - 2.8 degrees on the triple scale ranged from 1-3 degrees and an average weighted rate of 2.55 degrees at a percentage weight of 81 degrees (Table 7).

Table 7. Distribution of approval level on relative advantage requirements

No.	Term	Approval Level			Weighted Average	Weighted Percentage	Order
		High	Moderate	Low			
1	The extension programs have a relative advantage for high economic agricultural commodities production and interested to rural people	60	28	32	2.2	75	8
2	extension programs should focus on the educational and skillful aspects of agro-conservation technology, and the sustainability of natural resources	100	12	8	2.7	92	4
3	Extension system should depend on managers who have an experience in the preparation, design, and implementation of the extension programs	72	24	16	2.3	77	7
4	To benefit from the presence of specialists in all Extension Departments and their participation in the programs	60	20	40	2.1	70	10
5	The workers must participate in research centers, governorates, and other relevant departments	102	8	16	2.8	93	2
6	Better investment of resources, financial and various agricultural development departments should be undertaken to support the work in the programs	56	36	28	2.2	74	9
7	Impacts on rural people when implementing extension programs to improve farmers' income	104	12	4	2.8	93	2
8	Make use of simple and adaptive agricultural technologies and local agricultural and social environments	100	16	4	2.8	93	2
9	To benefit from innovative and distinguished farmers, owners, investors and other private agricultural companies to contribute to the expenses of the extension programs	88	12	20	2.5	85	6
10	The inclusion of all categories of the local community and within the inter-related patterns in the extension programs	96	16	8	2.7	91	5
	Weighted rate average	84	18	18	2.5	81	

Table 7 indicated that the threeterms (5, 7 and 9) competed for first order with a weighted average of 2.8 degrees and percent average of 93 degrees, while the term (4) in the last order with a weighted average of 2.1 degrees and percent average of 70 degrees. That might attributed to the respondents convinced to benefit from the experience of all agricultural professions and not only the agricultural extension workers.

2.2.3

Determining the approval level of the terms of the decision-making requirements of agricultural production systems:

The results showed that the highest numerical values ranged between 2.1 - 2.7 degrees with an average weighted rate of 2.45 degrees and a percentage weight of 81 degrees (Table 8).

Table 8. Distribution of respondents according to the 1 approval level on the terms of decision-making requirements of agricultural production systems

No.	Term	Approval Level			Weighted Average	Weighted Percentage	Order
		High	Moderate	Low			
1	All participants agree that the decisions taken on the extension programs should include addressing topics related to inclusive and comprehensive agricultural production systems	52	28	40	2.1	70	10
2	Extension programs should include the adoption of natural resources management and agro-environment technology such as soil and water management	92	8	20	2.6	68	3
3	Extension programs should include adoption of integrated pest management	76	23	21	2.4	81	6
4	Extension programs should include technology and sustainable development	65	36	19	2.3	79	7
5	Extension programs include the deployment of pasture and forest technology	63	32	25	2.27	75	8
6	Extension programs should include the deployment of agricultural intensification technology through farm management and agricultural courses	68	48	4	2.5	84	5
7	Extension programs should include recommendations for improvement of selected animal breeds, livestock production, and veterinary services	100	12	8	2.7	92	1.5
8	Extension programs include fish preparation, industrialization, and marketing technologies	78	19	23	2.2	73	9
9	Extension programs should include methods of producing fodder using agricultural residues	81	27	12	2.6	85	4
10	Extension programs should include the improvement of rural women reality and the development of small rural projects	101	13	6	2.7	92	1.5
	Weighted rate average	78	25	27	2.4	81	

Table 8 indicated that the two terms (7 and 10) came in the first order with a weighted average of 2.7 degrees and percent average of 93 degrees, while the term (1) in the last order with weighted average of 2.1 degrees and percent average of 70 degrees.

2.2.4 Determining approval level of the requirements terms for improving knowledge systems and skills for farm management:

The results showed that the highest and lowest numerical value of the approval level ranged between 2.3 - 2.6 degrees with an average weighted rate of 2.4 degrees and a percentage weight of 80 degrees (Table 9).

Table 9. Distribution of the respondents according to the approval level of the terms of the knowledge and skills requirements axis of the agricultural management

No.	Term	Approval Level			Weighted Average	Weighted Percentage	Order
		High	Moderate	Low			
1	The extension programs should carry out great tasks to gather knowledge and skills in the educational, operational and administrative process of all participants with the management of modernization and creativity	75	17	28	2.3	77	9
2	The extension programs should raise the knowledge aspects related to their agricultural production systems	81	13	26	2.4	81	4
3	The extension programs should contribute to raise the technical aspects of agricultural production systems	74	21	25	2.4	80	6
4	The programs should contribute to changing the attitudes and feelings of participants in agricultural management of agricultural production systems and other social and cultural	71	23	26	2.3	79	9

aspects							
5	Extension programs should Improve resources use efficiency and agricultural potential	89	20	11	2.6	85	1.5
6	Extension programs should contribute to raising agricultural product rate and productivity	91	17	12	2.6	85	1.5
7	The extension programs should improve cooperation and coordination in program management	79	21	10	2.4	80	6
8	Extension programs should contribute to implementation of educational tasks by innovative methods	77	19	24	2.4	80	6
9	The extension programs should contribute to the redistribution of roles and tasks in response to the conditions of the surrounding agricultural environment	69	23	28	2.3	78	9
10	The extension programs should contribute to the full harmony and satisfaction of all participants	73	20	17	2.3	78	9
	Weighted rate average	78	19	23	2.4	80	

Table 9 indicated that the two terms (5 and 6) came in the first order with a weighted average of 2.5 degrees and percent average of 85 degrees, while the four terms (1, 4, 9 and 10) in the last order with weighted average of 2.3 degrees and percent average of 78 degrees.

2.2.5 Determining the approval level of the requirements axis terms of decentralized decisions:

Results showed that the highest and lowest numerical values ranged between 2.2 - 2.7 degrees and average weighted rate of 2.4 degrees with a percent weight of 80 (Table 10).

Table 10. Distribution of respondents according to site level on the axis of the requirements of decentralized decisions

No.	Term	Approval Level			Weighted Average	Weighted Percentage	Order
		High	Moderate	Low			
1	The administrative decision should be made based on the principle of decentralization in the planning, implementation and evaluation of the extension programs in order to improve the efficiency and effectiveness of these programs	66	23	31	2.2	67	10
2	Decentralized procedures should respond to the global call for democracy among workers in the agricultural sector in organizing the agricultural process aimed to increase production and agricultural productivity	69	25	26	2.3	78	9
3	Decentralized procedures should assist in the management of the extension programs, thus facilitating the requirements of supervisory work, training, leadership, evaluation and follow-up	71	27	22	2.4	80	5.5
4	Decentralized procedures in the extension programs should help to improve and evaluate the tasks of management, control, evaluation and expected results with maintaining a good chain of responsibilities and tasks	70	33	17	2.4	80	5.5
5	The managers should respond to mitigate the administrative burden and give wider responsibilities to the local farmers and enable them to work in order to achieve sustainable development	73	29	18	2.4	80	5.5
6	Decentralized procedures should help manage the extension programs and facilitate the provision and reduction of resources under the reform programs	72	27	21	2.4	80	5.5
7	The principle of decentralization should help to achieve satisfaction for rural leaders in order to expand communication in the extension work	74	26	20	2.4	80	5.5
8	Decentralized procedures facilitate creating local leaders and expand accountability mechanisms for participants	83	28	9	2.7	90	1
9	Decentralized procedures should help increasing the role of the participation of research and development institutions, equipment, resources, agricultural technologies and others	81	25	14	2.5	85	2
10	Decentralized administration should help to achieve equity of participation and give role for interaction, dialogue and the integration of expertise of staff	75	23	22	2.4	80	5.5
	Weighted rate average	73	27	20	2.4	80	

Table 10 indicated that the term (8) came in the first order with a weighted average of 2.7 degrees and percent average of 90 degrees, while the term (1) in the last order with weighted average of 2.2 degrees and percent average of 76 degrees.

2.2.6 Determining the level of approval of the terms to move away from bureaucracy at all organizational levels:

The results showed that the highest and lowest numerical values ranged between 2.2-2.6 degrees with an average weighted rate of 2.4 degrees and percent weight of 80 degrees (Table 11).

Table 11. Distribution of respondents according to the approval level of requirements axis to move away from bureaucracy at all organizational levels

No.	Term	Approval Level			Weighted Average	Weighted Percentage	Order
		High	Moderate	Low			
1	The extension programs should contribute to reducing frustration resulting from the one-way bureaucracy from top to bottom	56	48	16	2.3	77	8.5
2	The extension programs should contribute to the farmers' confidence and involvement in the planning, evaluation and implementation activities	84	26	10	2.6	87	1
3	The extension programs help using scientific and human management, which reduces the bureaucracy that encourages the use of public media	65	23	32	2.3	77	8.5
4	Participatory extension programs help the public to reduce the long hierarchies in extension management	60	37	23	2.2	76	10
5	The orientation of extension programs to large sectors of the rural people and not limited to a particular category to prevent the emergence of bureaucracy	67	32	21	2.4	80	4.5
6	The extension programs help to reduce reliance on the general extension approach of the state and reduce staff numbers that cause administrative control and the spread of labor bureaucracy	69	28	23	2.4	80	4.5
7	The extension programs provide opportunities for farmers to show their satisfaction or resentment over the work-oriented bureaucracy, which is reflected in the volume of cooperation and the required reforms	71	27	22	2.4	80	4.5
8	The extension programs should not adopt some methods of agricultural extension that leave no space for initiative and lack of re-nutrition required for not expanding the bureaucracy	65	31	24	2.3	78	6.5
9	The extension programs give greater flexibility to the work performance that directly contributes to reducing bureaucracy	63	35	22	2.3	78	6.5
10	It is understood to all participants that bureaucracy weakens and implements rural development and agricultural policy decisions	66	37	17	2.4	80	4.5
	Weighted rate average	68	32	20	2.4	80	

Table 11 indicated that the term (2) came in the first order with a weighted average of 2.6 degrees and percent average of 87 degrees, while the term (1) in the last order with weighted average of 2.2 degrees and percent average of 76 degrees.

2.2.7Determining the approval level of axis terms of farmers' participation:

The results showed that the highest and lowest numerical value ranged between 2.3-2.6, with an average weighted rate of 2.4 degrees and percent weight of 80 degrees (Table 12).

Table 12. Distribution of respondents according to the approval levels of axis terms of farmers' participation in the extension programs

No.	Term	Approval Level			Weighted Average	Weighted Percentage	Order
		High	Moderate	Low			
1	Extension programs should allow continuous involvement of farmers and other professionals in the positive participation of the latest models and theories of agricultural extension and their best practices	89	23	8	2.6	89	1
2	Programs, through the public participation, can help reduce efforts to solve problems and meet the needs and requirements of strategic planning for sustainable agricultural development	81	17	22	2.5	83	3.5
3	Public participation should contribute to raising the spirit of self-mobilization in evaluating needs and prioritizing the implementation of the extension programs	79	25	16	2.57	84	2
4	Public participation should help to create extension system guided as farmers' request to gain their trust	77	21	22	2.4	80	7.5
5	Expanding the approach to active participation in the extension programs contributes to the development of rapid needs evaluation methodologies	71	29	20	2.4	80	7.5
6	Participation should contribute to the dissemination of initiatives, experiences, and activities of committee members	65	33	22	2.4	80	7.5

7	Expanding public participation helps to respond to agricultural development problems and their attitudes towards the recommended technology	70	31	19	2.4	80	7.5
8	Expanding public participation strengthens the relevance of the extension and scientific recommendations issued	75	27	18	2.5	83	3.5
9	The expansion of public participation should be criticized by extension systems for neglecting the large number of small farmers and rural women for the benefit of fewer farmers and investors	74	28	18	2.46	81	5
10	Wide participation should address the diverse agricultural environments and facilitate the provision of standardized farming technology to increase agricultural production	69	31	10	2.3	77	10
Weighted rate average		75	27	18	2.4	80	

Table 12 indicated that the term (1) came in the first order with a weighted average of 2.6 degrees and percent average of 89 degrees, while the term (10) in the last order with weighted average of 2.3 degrees and percent average of 77 degrees. It might be attributed to that the respondents wanted extension work mechanisms to be improved in less time and show signs quickly to the farmers and then the search will submit technologies and agricultural recommendations, which show results after a relatively long time.

2.2.8 Determining the approval level of axis terms of the requirements for the finding farmers' local regulations: The results showed that the highest and lowest numerical value ranged between 2.4-2.6, with an average weighted rate of 2.5 degrees and percent weight of 83 degrees (Table 13).

Table 13. Distribution of respondents according to the approval level of the axis terms of finding farmers' local organizations

No.	Term	Approval Level			Weighted Average	Weighted Percentage	Order
		High	Moderate	Low			
1	The extension programs help farmers to organize themselves in a varied local and specialized organizations, such as NGOs, that help combating poverty and illiteracy and achieve desired sustainable development.	82	21	17	2.5	84	5
2	The extension programs help to guide farmers to be in cooperative agricultural societies as they contribute to raising the efficiency of the agricultural extension system and disseminating its recommendations, approaches, and methods	84	23	13	2.6	84	5
3	Local associations facilitate implemented extension programs and are an important source of feedback on the effectiveness of these programs	79	30	11	2.5	84	5
4	Local associations and organizations help to organize and empower farmers to effectively reverse needs and problems	87	27	15	2.5	84	5
5	The extension programs, through their specialists, help to educate local regulators how to improve and develop agriculture	80	26	14	2.5	84	5
6	Local organizations contribute to cooperation and coordination with research stations, environment, equipment, veterinary, marketing center, agricultural colleges and other development agencies working in the rural regions	87	24	9	2.6	88	1.5
7	Private companies and non-profit organizations provide advice to farmers in all agricultural activities with avoiding waste of efforts and resources	76	30	14	2.5	84	5
8	Extension programs should facilitate their gender analysis services as a basis for agricultural policy-making and extension programs	73	25	22	2.46	81	9
9	Extension programs for rural women's organizations should include home economics with an expansion to include training in agricultural technologies in beneficiary farms	72	25	23	2.42	81	10
10	Agricultural extension programs should include expanding the work with rural creation centers as they the future of agriculture	79	27	14	2.5	84	5
Weighted rate average		79	26	15	2.5	83	

Table 13 indicated that the two terms (2 and 6) came in the first order with a weighted average of 2.6 degrees and percent average of 88 degrees, while the term (9) in the last order with weighted average of 2.4

degrees and percent average of 80 degrees. It might be attributed to that the respondents prefer to a lesser extent the regulations concerning rural women.

2.2.9 Determining the approval level of the requirements axis terms of evaluating performance:

The results showed that the highest and lowest numerical value ranged between 2.3 – 2.6, with an average weighted rate of 2.5 degrees and percent weight of 82 degrees (Table 14).

Table 14. Distribution of respondents according to the approval level of the requirements axis terms for evaluating the performance of the extension programs

No.	Term	Approval Level			Weighted Average	Weighted Percentage	Order
		High	Moderate	Low			
1	Extension programs should help to evaluate performance of the strategic planning requirements of programs to continue	77	25	18	2.5	83	4.5
2	Extension programs should contribute to the identification of deviations, reactions, and satisfaction with all strategic planning requirements and prioritize them in implementation to improve practices	76	31	14	2.5	83	4.5
3	The extension programs should include the evaluation process of the strategic planning requirements of the programs as a continuous and interacted process to show the results	72	27	21	2.4	80	7.5
4	All participants in the extension programs should contribute to evaluating process of strategic planning requirements	74	28	18	2.5	83	4.5
5	Extension programs should help to determine a certain extent that participants should get to avoid being less experienced	71	30	18	2.4	80	7.5
6	The extension programs should promote a sense of fear free of change and challenge resulting from the evaluation of the requirements of strategic planning in its organizational, administrative and political aspects	79	19	22	2.5	83	4.5
7	The evaluation process is a systematic process that helps to prioritize and make decisions about the requirements of strategic planning and to determine the gap between what is being and what is required, to interpret the judgments and conclusions	75	27	18	2.6	85	1
8	The evaluation process contributes to the sense of security and reassurance and improve the sense of confidence in others and their intentions and motives	71	30	19	2.4	80	7.5
9	Extension programs should help to educate the evaluation needs of individual and group, and rapid rural appraisal	73	26	21	2.4	80	7.5
10	Programs can help raise awareness of the definition of content selection and the appropriate way to submit program management	69	27	24	2.3	77	10
	Weighted rate average	74	27	19	2.5	82	

Table 14 indicated that the term (7) came in the first order with a weighted average of 2.6 degrees and percent average of 85 degrees, while the term (10) in the last order with weighted average of 2.3 degrees and percent average of 77 degrees. It might be attributed to that the respondents realized that putting priorities and making decisions for strategic planning is appropriate and better than spreading the awareness of the definition of the content and the method used in the extension programs, the fact that the first is more comprehensive, wide and influential in the evaluation process.

IX. Conclusion And Recommendations:

The research concludes that the opinions of the respondents and the compatibility of all groups with the presence of the requirements elements of the extension programs strategic planning, and these requirements give the dynamic nature of the programs, and any guidance to change one of these requirements axis helped to provide conditions suitable for the provision of other requirements and their integration in achieving the development and sustainability of agricultural production. Therefore, the study recommends adopting the strategic planning requirements for the extension programs and adopting them to improve the future extension

work, departing from the current popular method in the extension planning, using the method and means which not responding to ecological, economic, political, social and technological changes.

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