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VOCATIONAL TRAINING SUPPORT PROGRAM

Semi Annual Report

April - October, 1983

Specific Support Grant  
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## VOCATIONAL TRAINING SUPPORT PROGRAM (VTSP)

Semi Annual Report: April - October, 1983

### INTRODUCTION

AMIDEAST is completing the first full year of Vocational Training Support Program (VTSP) implementation in Morocco and Jordan. Since the time of the first annual review of the VTSP in March, 1983, AMIDEAST has continued to focus VTSP activities on having the requirements of business and industry for skilled labor dictate the areas of training undertaken by vocational training centers assisted by AMIDEAST. In some cases, AMIDEAST has worked entirely with private industry; in others, with vocational training institutions. However, the thrust of the program has been to assist vocational training institutions in linking their programs to employment realities.

In July, 1983, VTSP staff from headquarters and the field met in Tunis for a conference on linking employment and education. This conference resulted in a major change of emphasis for the VTSP. The VTSP was redefined as a program that will work directly with business and industry to provide leadership in the development of training programs designed to prepare people to fit the job needs of those businesses and industries. In redefining the program, it was felt that training facilities, PVCs and local non-formal vocational education institutions will benefit from the proposed plans because in developing training programs to meet industry needs, the VTSP will often look to these training resources to carry out the training. The training programs will, by definition, become demand driven. At other times, AMIDEAST will utilize

training facilities directly available through industry and business.

The Local Development Officers (LDOs) adopted a new title, Employment and Training Coordinator (ETC), and will be referred to as ETCs throughout this report. Although the ETCs will continue to work with training institutions, they will concentrate on working with businesses to develop training programs appropriate to client and trainee needs, set training priorities, and identify potential trainees. This will include identification of training needs through assessment of production and prior training information; determination of appropriate type of training program; development of instructional materials through task analyses and formulation of performance objectives; selecting and training instructors; locating equipment and supplies; and locating and adapting training sites. ETCs will continue to use local resources to the extent possible, and will be involved in monitoring and evaluation of training programs.

This report will review VTSP activities and outcomes to date for project-related activities and institutional development, discuss future program plans and the impact of the recent change of emphasis, and present revised budget projections for the life of the project.

## Section I: PROJECT ACTIVITIES AND OUTCOMES

During the first year of VTSP implementation in Morocco and Jordan, the primary focus of the program shifted from vocational training institutions to addressing the needs of employers for trained manpower. This has had an impact on the role of the ETC and the nature of services provided during the year.

Since the early months of implementation, the VTSP has addressed linking training to employment. The strategy was to work with vocational training center staff to assess both the needs of the training center and the needs of the local labor market, and to link resources to the center to allow it to make its program relevant to existing employment realities. The ETC's skills were developed in assessing training center needs for curriculum revision, instructor training, management skills, placement guidance, and creation of linkages of the center with potential trainees and employers. As the focus of the VTSP shifted to the employers, the ETC's skills had to be strengthened to permit them to assess industry needs. Some of the new ETC skills are the development of training programs; the selection of training sites; the development of program content and instructional materials and the selection of instructors.

However, the underlying roles and types of activities have remained much the same; the ETC is a linking agent who serves as a coordinator of resources. In the past year, ETC activities in establishing linkages and coordinating resources have reached both private industries and public vocational training centers.

The environment in which the VTSP operates differs from Morocco to Jordan. AMIDEAST has had a longer presence in Jordan than Morocco. The Morocco office was established in late 1979 and has had both less activity and less time for returned participants of U.S. training programs to have an impact on its reputation in the country. In addition, Morocco's industrial centers are dispersed throughout the country. AMIDEAST's office is in Rabat which, although the capital, is not an industrial city. Jordan is smaller than Morocco, both in area and population, and has one central economic center, Amman, where the AMIDEAST office is located. Finally, Morocco has a less developed private sector than Jordan; its economy being structured heavily around the public sector.

In Morocco, these factors have all affected the implementation of the VTSP by necessitating AMIDEAST's careful establishment of its reputation and credibility, both in general and as a vocational education resource. This has been true even though AMIDEAST has just completed an AID sponsored project in industrial and commercial training for women in Morocco.

The geographical factors in Morocco have also made it more difficult and time consuming to identify, contact, and build a network of industries and address industry needs. In Jordan, relative ease of communication and central location of employers and training resources has facilitated the building of a wide network of industries and members of the vocational education community.

Economic growth varies widely between the two countries. In Morocco, the working-age population continues to grow faster than the economy. The demand for labor is limited and the supply of labor is large; limiting, from the

employer's perspective, the demand for vocational training. It is a greater challenge in Morocco to identify private employers willing to invest time and resources in vocational training. Unlike Morocco, Jordan needs to import unskilled and semi-skilled labor. This labor force is in need of training, and employers' receptivity to VTSP services is higher as a result.

Finally, although in all countries bureaucratic structures are slow to respond or change, this is particularly a problem in Morocco where every sector of the economy has a bureaucratic structure. For this reason, carrying out VTSP activities has been and will continue to be more time-consuming in Morocco than Jordan.

This section surveys VTSP activities in Morocco and Jordan and lists the outcomes of those activities. The latter part of this section deals with the same activities carried out at headquarters, particularly those undertaken by the Vocational Education Coordinator.

In addition to on-going project activities, AMIDEAST updated the survey of vocational training needs in Lebanon which had originally been done in 1981. A brief report on the findings of that survey also appears in this section.

Finally, this section includes observations on lessons learned during the first year of implementation.

## I-A JORDAN PROJECT ACTIVITIES

In the past 12 months, the VTSP in Jordan has built a network of contacts with industries, government agencies, vocational training centers, and other resource groups interested in the VTSP. Linkages established by the ETC in Jordan with and among the members of the network have begun yielding results. What follows is a description of selected organizations with which AMIDEAST has worked, activities undertaken, and outcomes of those activities. This should not be thought of as a list of beneficiaries of AMIDEAST assistance; rather it is a list of linkages which AMIDEAST was central in establishing. A complete list of the VTSP network in Jordan appears in Appendix 1.

### 1) Jordan Industrial Investment Corporation (JIIC)

Jordan Industrial Investment Corporation (JIIC) and a sister firm, Jordan Management and Consultancy Corporation (JMCC), control or manage 13 production firms in Jordan. Operations range in size from a washing machine and oven producing firm employing 115 workers to a small solar energy firm with 8 employees. Other products of the JIIC/JMCC firms include castings, razor blades, wood products, metal furniture, and electro-plating services.

Contact with JIIC was established at the time of the original VTSP survey of vocational training needs in Jordan and reestablished by the ETC/Jordan. JIIC plans to establish a center to train its middle management level employees and has looked to AMIDEAST to provide evaluation of the draft plan for the center, make recommendations as to equipment and training material, and identify speakers and other resources for the center. AMIDEAST was particularly interested in working with JIIC because of the potential for gaining access to JIIC member firms. JIIC has since invited the ETC to visit all member

companies as an orientation to JIIC's industrial operations and to conduct practical assessments their training needs. In the immediate future, work-site visits are planned to Overall Company (ovens/washing machines), Arab Metal Industries, Mas Industries (razor blades), and Jordan Brick and Tile Manufacturing Company for the ETC's orientation.

JIIC appears interested in exploring possibilities for development of other projects with AMIDEAST, particularly training programs to improve productivity at member companies.

#### Outcomes

a) A contract was signed for AMIDEAST to conduct a survey to identify all private/public institutions in Jordan conducting short-term courses in middle management skill development, identify selected regional and international consulting/training services, and recommend management approaches applicable to JIIC needs. The first draft of this survey is nearing completion. This survey will be a valuable reference work, not only for JIIC, but for AMIDEAST in other linking activities.

b) A linkage has been established in which discussions are underway among AMIDEAST, JIIC, and the Al Hussein Society for the Rehabilitation of the Handicapped (AHS), discussed below, regarding the possibility of conducting site visits to JIIC member company facilities and developing work/study programs for AHS vocational trainees.

#### 2) Near East Council of Churches (NECC)

The Near East Council of Churches (NECC) runs a small training center near a refugee camp in Zarqa, not far from Amman. The center trains 70 trainees/year in radio and television repair as well as automotive and domestic electrical repair though its equipment and materials are limited and out of date. NECC had been contacted during the initial VTSP survey in 1981, and the ETC/Jordan kept in contact because of the staff's commitment to improving training and

seeking local solutions to training problems.

Through informal links with area employers and center graduates, center staff determined that its trainees required more modern equipment for instruction and practice. In particular, the center wished to obtain video cassette recording equipment and a late model television.

After local sources proved unable to supply the equipment, the ETC/Jordan informed NECC about the UNESCO Co-Action Programme and suggested that NECC apply to UNESCO for assistance. The letter to UNESCO from NECC and the ETC's cover letter which accompanied NECC's request appear in Appendix 2.

#### Outcomes

- a) NECC received funding for a major piece of instructional equipment thereby enabling it to provide training related to current market demand. This funding amounts to US \$750 and will cover the costs of a new 20" color television.
- b) NECC developed institutional confidence and is now approaching other donors to acquire the remaining equipment needed. In addition, NECC staff now appear willing to follow up on a suggestion made by AMIDEAST that it link its automotive electrical lab work - rewiring starters, generators, and alternators - with local market demand.

#### 3) Vocational Training Corporation (VTC)

The Vocational Training Corporation (VTC) is a semi-autonomous government agency affiliated with the Ministry of Labor. VTC is responsible for developing the trained manpower needed to operate the various royal industries (actually public shareholding corporations with royal majorities) and to address the wider industrial community's needs for vocational training. In 1982, VTC sponsored 54 apprenticeship programs involving a total of 1529 trainees. In these programs, trainees are trained on the job under the

supervision of trainers appointed by VTC. VTC also sponsored 33 short term training programs in 1982 involving 761 trainees. In addition, in 1982, 6 programs were developed to upgrade the skills of 121 trainees, and 11 new training centers were established. VTC expects that trainee intake in 1983-84 will be approximately 2000.

AMIDEAST's contact with VTC dates from the initial VTSP survey in 1981. Since that time, AMIDEAST has kept in close contact with VTC which it sees as the major training resource in Jordan, if not the region. While AMIDEAST has not provided assistance to VTC per se, it has used VTC as a resource for others as well as itself. VTC's outreach does not extend to the training needs of smaller organizations such as the Al Hussein Society, discussed below, and not all private industrial operations are aware of or eligible for the services offered by VTC as was the case with the Jordan Printing Press Agencies Syndicate (JPPAS), also discussed below. AMIDEAST aims to fill the gaps through linking activities and referrals to VTC, as appropriate.

#### Outcomes

- a) ETC/Jordan will accompany VTC technical evaluation team during industrial needs assessments to gain experience in task analysis, performance assessment, and identification of specific training needs of an organization or group within a firm.
- b) Linkage was established with Jordan Printing Press Agencies Syndicate (JPPAS) to develop training programs for JPPAS member agencies.
- c) Linkage was established with Al Hussein Society (AHS) in which VTC has agreed to assist AHS in curriculum development, and design of training equipment.
- d) VTC will assist AMIDEAST in the development of a calendar of vocational education events in the Middle East.
- e) VTC will act as a link between AMIDEAST and the Arab Federation for Technical Education (AFTE), discussed below.

f) AMIDEAST facilitated linkage between VTC and the American Vocational Association. This is explained further in Section I-D.

g) VTC has agreed to help identify individuals and groups in Jordan that can benefit from the VTSP.

#### 4) Jordan Printing Press Agencies Syndicate (JPPAS)

Jordan Printing Press Agencies Syndicate (JPPAS) is the professional association of the 177 registered printing agencies in Jordan. ETC/Jordan contacted JPPAS at the recommendation of an informal contact who knew of the VTSP and its objectives. Labor and training-related problems identified by JPPAS were the need for qualified workers - particularly Jordanian - to replace semi-qualified and often transient Egyptian workers. JPPAS' also lacks funds and other training resources.

JPPAS was unaware of the existence of the Vocational Training Corporation, discussed above, or its services. The ETC arranged for representatives of VTC and JPPAS to meet and discuss possible solutions to JPPAS problems.

#### Outcomes

a) VTC is assisting JPPAS in the development of on-the-job training and apprenticeship programs at several of the member agencies. Newspaper announcements and advertisements for the program were to have come out at the end of Septmeber. Training will begin after apprentices are selected. If the program is successful, it will be repeated next year.

#### 5) Al Hussein Society for the Rehabilitation of the Physically Handicapped (AHS)

The Al Hussein Society (AHS) is the only organization in Jordan providing physical and vocational rehabilitation to both children and young adults.

Presently, the AHS accomodates 26 boarding students and 24 day students. Future plans include the expansion of space, facilities, and limited vocational training. Land and funds have been donated for the construction of a new physical rehabilitation center which will include a vocational training center. The new center, which will be operational in 1984, will accept 40 vocational students, all under 20 years of age. AHS plans to train students in radio and television repair and in the repair of handicap aids such as wheelchairs.

AMIDEAST has chosen to work with AHS because the center staff is highly motivated and committed to a work-related program for its trainees. In addition, the center may serve as a model for other PVO/charitable organizations in Jordan with regard to training and placement.

#### Outcomes

- a) ETC/Jordan completed a needs assessment for the AHS which resulted in a recommendation that two simultaneous efforts be undertaken: one toward development of a training plan for the new center, and the other toward placement of those already trained.
- b) AMIDEAST developed a linkage between VTC and AHS whereby VTC has agree to survey special equipment and curricula needs at the AHS.
- c) AMIDEAST has assisted AHS with the development of policies for admissions, curriculum development, and work oriented shop activities.
- d) ETC/Jordan will train one or more of the AHS staff to link center training activities with local employer needs.
- e) AMIDEAST will act as a link between the center and US suppliers of vocational education video cassettes and other audio visual resources.

#### 6) Jordan Television (JTV)

Jordan Television (JTV), the national television station, has, in the past

shown interest and committment to vocational awareness programming. Since the time of the initial VTSP survey, AMIDEAST has met several times with senior executives of JTV interested in this concept to discuss ways in which the VTSP could assist JTV in developing such programming.

#### Outcomes

a) AMIDEAST has recommended that JTV a) use available air time between scheduled programs (dead air) to present information and public service announcements on vocational issues; b) introduce pre-vocational children's programing using programs commercially available from other countries; and c) produce a local program featuring people at work in Jordan, especially in occupations of anticipated future demand.

b) AMIDEAST has arranged for a Coronet Films representative to meet with AID and JTV staff to discuss its Arabic language and vocational training films.

#### 7) The Arab Federation for Technical Education

The Arab Federation for Technical Education (AFTE) is an inter-governmental organization founded in 1980 to deal with issues related to technical and vocational education in Arab countries. AFTE has ties to the Arab Labor Office (ALO) and the Arab League Educational, Cultural and Scientific Organization (ALECSO). The translation of a brochure describing AFTE's objectives and organization appears in Appendix 3.

Through networking among AMIDEAST headquarters and field offices in Morocco and Jordan, AMIDEAST learned of the Federation's existence and initial contacts have been made.

#### Outcomes

a) AMIDEAST has identified AFTE objectives and translated these to make dissemination of information about AFTE possible in the U.S.

b) AMIDEAST has requested a copy of a UNESCO funded AFTE directory of all vocational training institutions in the Arab world.

c) As a result of AMIDEAST's efforts, the Director General of AFTE will be invited to the American Vocational Association's international conference scheduled for December, 1983.

#### I-B MOROCCO PROJECT ACTIVITIES

VTSP networking and linking activities in Morocco were geared toward one project and aimed at linking numerous groups and agencies with one vocational training center. AMIDEAST's strategy for implementing the VTSP in Morocco called for the revitalization of a community based organization, the Temara Social Center (TSC). Both AMIDEAST field office and headquarters staffs felt that this approach would:

- serve as a laboratory for developing AMIDEAST/Morocco's VTSP skills and strategy;
- establish AMIDEAST's credibility in the area of vocational training in Morocco;
- provide a showcase for the specific services the VTSP can offer; and
- serve as a model for other PVO/charitable organizations in Morocco.

Little prior attention has been paid to empowering the vocational training community in Morocco to solve its own problems or make use of local resources. The ETC/Morocco has attempted to establish the viability of the linking and networking components of the VTSP by focusing on those groups that appear interested in change. What follows is a description of the Temara Social Center, and the linkages established through the VTSP for empowering the center staff and integrating its program with various Moroccan and international vocational training efforts. The contacts made and links established will serve as the base upon which to build an industry oriented network and focus

for the VTSP.

1) The Temara Social Center (TSC) - Located approximately 20 miles south of Rabat, the TSC is run as a service of the Rabat Municipal Council. The TSC addresses the needs of approximately 350 resident clients for housing, medical services, food and, for those able to work, vocational training. Currently, there are 53 trainees at the center being trained in carpentry, masonry, and plumbing. The TSC receives some government support as well as donations from private individuals, local businesses and various members of the local Chamber of Industry and Commerce. The center was recommended to the ETC during the early in-country surveys because its staff had a reputation of commitment and because they were struggling to provide vocational training to their clients. The center has been receptive to the ETC's recommendations and has followed through on its commitment to evaluate its curriculum and program in light of local labor market demands, and make other needed changes. To assist the TSC in strengthening its ability to offer employment oriented training, the ETC:

- a) conducted a detailed needs assessment of the center;
- b) trained three counterparts to carry on linking/networking activities for the center;
- c) conducted a labor market survey of 52 local industries;
- d) identified and linked local and international resources with the center; and
- e) established a link between local school administrators and the center.

The following is an abstracted list of the services the ETC has arranged for the center describing the contributing agencies and outcomes. The Temara Center itself has made in-kind contributions of office space for the ETC and the counterparts, and transportation and housing for the counterparts.

2) Ministry of Interior - The Ministry of Interior, at the provincial level, permanently assigned three of its extension staff to the TSC as counterparts to the ETC. This was arranged to ensure that the linking of training to employment continues after AMIDEAST assistance to the center ends. Twenty-four high school graduates and 14 university graduates were screened by the ETC and three were eventually chosen.

The ETC has trained the counterparts in employment-education coordination, needs assessment, project design, management and evaluation. In addition, the counterparts participated in the work of the ETC and in some cases established linkages for the center on their own. The ETC also arranged for the counterparts to be trained in the organization and management of cooperatives.

3) National Office for Cooperative Development (ODECO) - ODECO conducted six weeks of training for the ETC counterparts and one other TSC staff member in design and development of producer and service cooperatives. ODECO has also agreed to provide additional technical expertise in the actual establishment of a cooperative at TSC and will assist in locating funding to cover start-up costs. TSC staff envision a producer/service cooperative formed by center graduates to market services and products locally.

4) Promotion Nationale (PN) - A youth organization that promotes positive work attitudes and training through construction activities, PN has surveyed the TSC site for the construction of four skills training classrooms and agreed to provide materials needed for actual construction. In addition, PN plans to develop this activity as a training opportunity for TSC masonry students, paying them a token salary and exposing them to actual industry standards and

work conditions.

- 5) Organization for Rehabilitation Through Training (ORT) - ORT is an internationally recognized training organization based in London which provides training in electronics, woodworking, engraving, architectural drawings, etc. ORT has one of the most complete and up-to-date training laboratories in Morocco. Originally contacted during the initial VTSP surveys, ORT/Morocco has so far arranged a one-day orientation of its facilities for the TSC Director, ETC counterparts and other TSC staff and has indicated a willingness to offer some technical assistance to the TSC at some as yet unspecified date. ORT/London has agreed to try to find funding and other training resources for the TSC among development agencies located in Europe.
- 6) International Christian Service for Peace (EIRENE) - EIRENE, long active in skills training programs in Morocco, sent a technical delegation to the TSC to investigate the possibility of contributing towards the development of the training programs offered there. A commitment has been made by EIRENE to supply instructors and training materials for general mechanical, woodworking and electricity courses. Official agreements are being prepared and should be signed in the fall of 1983.
- 7) Japan Overseas Cooperation Volunteers (JOCV) - Japan Overseas Cooperation Volunteers, a Japanese government agency which supplies volunteers to developing countries, has been sending volunteers to Morocco since 1967. During that time, it has supplied Morocco with more than 160 technicians in various skills. In September, 1983, JOCV agreed to supply TSC with instructors and materials beginning in the fall of 1984.

8) Moroccan Association for the Training of Youth (AMEJ) - AMEJ is a national youth association with a local office in Temara. This linkage was arranged entirely by the linking agent counterparts that the ETC trained. At this time AMEJ is committed to supplying the TSC with instructors and tutors to teach mathematics, French and Arabic needed for mastery of the various technical subjects offered or planned at the TSC.

9) Rabat Delegation of Primary and Secondary Education - This agency operates under the authority of the Ministry of Education. It gave permission for and endorsed a survey conducted by the ETC of all primary and secondary schools within a twelve mile radius of the TSC.

The purposes of the survey were: a) to obtain a clear idea of the number of graduates or school leavers that would be seeking vocational training and b) to inform students, teachers and administrators of the TSC's programs.

This activity represents a genuine vocational outreach and, if successful, should lead to greater vocational awareness on the part of students; a closer relationship between schools and industries in the Temara region through such activities as vocational field trips, part-time work experiences and classroom visits by local industry representatives.

The actual survey results showed that approximately 250 males and 130 females will be either graduating from or dropping out of local schools this year. This indicates that there is potentially a large local demand for services offered by TSC and supports the idea that a linkage between the center and local schools will enhance TSC's ability to provide services.

10) Labor Market Survey - The ETC conducted a survey, by mail, of fifty-two local industries located in Temara province. The survey resulted in only six responses despite the fact that official approval for the survey had been granted. The survey document itself was printed in both Arabic and French and focused on industries' current and projected training needs. Subsequent visits to selected local industries revealed that the greatest needs appear to be in general mechanics, electricity, construction skills, welding, air-conditioning and textile skills. This data will be passed along to TSC administration as well as to trainees seeking information about promising employment areas. A copy of the survey and list of industries contacted appear in Appendix 4.

10) Ministry of Interior, Centre de Formation Administrative, Rabat - The Ministry of the Interior trains its extension staff and local councils at administrative training centers throughout the country. The counterparts assigned to the Temara Center are graduates of the center in Rabat.

As a result of the training given by the ETC to the counterparts, the Ministry Director for Training, and the Director of the Rabat center invited the ETC to conduct a seminar at the Rabat center. The ETC gave a 6 hour seminar for 20 future community level workers in management, planning and evaluation of local development projects, including strategies for linking local resources to areas of need.

11) American Chamber of Commerce in Morocco - Both the Field Office Director and the ETC attended an 11 day management workshop sponsored by the American Chamber of Commerce in Morocco. The workshop was designed to allow executives from major American industries operating in Morocco to discuss common issues

and problems. AMIDEAST had an opportunity to explain the VTSP and its objectives. As a result, the ETC became a member of an industry committee formed to explore solutions to industrial vocational training problems. Other members of the committee include Westinghouse and AM General representatives.

These activities summarize the work of the ETC in Morocco during the current evaluation period. A complete list of the VTSP network in Morocco appears in Appendix 1.

#### I-C SURVEY UPDATE IN LEBANON

In the anticipation of possible VTSP implementation in Lebanon, AMIDEAST retained the services of an experienced field research team in Lebanon to review changes in vocational training resources and the needs of employers for trained manpower since the time of the original survey. Data collection for this survey update took place from March to May, 1983, and a final report was submitted in June, 1983.

Briefly, the updated survey indicates that Lebanon suffers from labor shortages at all levels; unskilled, semi-skilled, skilled, and professional. Construction, transportation, storage and communication industries appear to be most in need of trained labor. Vocational training centers require assistance in reconstruction and/or repair, expansion and redirection of training offered - including development of intensive short-term training courses, and training of instructors. The survey points to handicapped, low-income women, and out-of-school youth as those segments of the population most in need of vocational training. In addition, the survey identifies institutions in both

the public and private sectors which would be willing to assist vocational training programs. In the private sector, the Association of Lebanese Industrialists, representing 75% of all industries in Lebanon, indicated interest in supporting programs aimed at training workers in the skills needed by association members.

The recommendations made by the researchers for AMIDEAST's involvement were that the VTSP:

- look to the construction industry for programs aimed at young males;
- aim at training semi-skilled workers;
- encourage accelerated vocational training courses;
- target the groups identified as being most in need of training in income-generating skills; and
- focus its activities in Greater Beirut, both for security reasons and because the majority of Lebanese industries are located there.

These findings confirm those of the original survey conducted in 1981.

A summary outline of the survey appears in Appendix 5. Implications of the survey and recent events in Lebanon are discussed in Section III-G.

#### I-D HEADQUARTERS ACTIVITIES

Headquarters activities have centered on providing technical support to VTSP staff and activities in the field; establishing links between AMIDEAST, vocational education resources, and potential users of VTSP services; providing administrative support to the field; and fundraising.

1) Technical Support - The scope of work developed for AMIDEAST's Vocational Education Coordinator (VEC) focuses on the provision of technical

support to the VTSP staff in the field as well as the establishment of professional linkages between AMIDEAST and the professional vocational education communities in both the Middle East and the US.

In the past year, the VEC has been involved in reviewing project ideas via memo and telex communications and assisting the field in the selection of viable projects. This has included responding to requests for technical information, locating technical materials for field use, researching responses when necessary, and assessing technical requirements of proposed projects.

Often, the VEC has acted as a link between the ETCs and professional vocational education theory and practice.

Technical training for the ETCs has been arranged by the VEC, both on-site and in the US. The VEC has accompanied ETCs on site visits in Morocco and Jordan to government offices, private industries, vocational training institutions, and PVOs to give them on the job training. In addition, the VEC is currently arranging technical training for the ETCs at MSU. Finally, the VEC, working with Dr. Ellen Carlos, was responsible for the bulk of planning and coordination of the VTSP Conference in Tunis.

## 2) Linking Activities

Integrating AMIDEAST into the professional vocational education communities in the Middle East and the US is a logical way to ensure the long-term ability of AMIDEAST to engage in credible vocational training programs. The non-technical activities of the VEC, including conference attendance, workshop organization, contact with professional vocational groups, and identification

of key professional figures, raise the visibility of the VTSP and develop AMIDEAST's capability to provide vocational training services. This non-technical role of the VEC is essentially that of a catalyst - meant to create awareness, facilitate cooperation among partners and recommend solutions to common problems.

What follows is a list of conferences and workshops attended by the VEC to maintain current knowledge of the field, gain visibility for the VTSP and its objectives, and establish or strengthen contacts within the professional international vocational education community:

a) The International Conference on Establishing Technical and Vocational Education Programs With Developing Countries sponsored by the Johnson Foundation at the Wingspread Conference Center in Racine, Wisconsin. The purposes of this conference were to:

- identify the essential components of successful cooperative arrangements for technical/vocational education in developing countries;
- identify key aspects in the management of such arrangements; and
- define issues to be addressed at a proposed 1985 UNESCO world conference on Technical Cooperation Links Between Industrialized and Developing Countries.

The VEC was invited to act as a respondent to papers presented to the conference by vocational training leadership figures from the Middle East.

b) National Academy of Sciences (NAS)/AID Workshop on Research Priorities in International Training - The VEC participated in a two day working group to develop recommendations for AID regarding the Institutionalization of Training

Capabilities in LDCs. The VEC was the only member of the professional vocational education community present and was responsible for focusing attention on questions pertaining to jobs, training, skills development and the image of vocational education.

c) Mississippi State University Industry Services Programs (ISP)/Local Employment Training Coordinator Workshop - Mississippi State University (MSU) has developed, over the past 10 years, an industry-education services program for the state of Mississippi which has become a model for states throughout the US. This program is aimed at attracting industry and business to the state by providing training for private enterprise employment needs. The Industry Services Program works with industries to determine training needs, jobs requirements and schedules. Specialized training coordinators design a training plan which includes course content, trainer requirements, goals, starting and completion dates, location and methods of recruiting and selecting trainees. The program locates the training at a local training facility whenever possible. Since the program replicates in so many ways what the VTSP is attempting to do and since their goals are so similar, a decision was made to adapt MSU's coordinators' handbook and working modules for the ETC's and to invite the leaders from their program to the Tunis Conference.

Workshops are organized on a quarterly basis by the ISP as a way of monitoring coordinator progress, addressing any technical difficulties and as a way of building morale among the ISP staff. The VEC attended one of these workshops in order to explain the VTSP and discuss the possibility of having MSU cooperate with the VTSP staff.

The workshop did, in fact, produce many solid recommendations for improving the effectiveness of the VTSP and the ISP staff responded enthusiastically to the invitation to cooperate with AMIDEAST on the VTSP.

MSU's incentive for collaborating with AMIDEAST is that the VTSP appears to be an ideal laboratory for testing the international application of the various ISP resources and techniques. MSU has, for some time, wanted to update and validate their program for use in development programs outside the U.S. and the VTSP can serve as a vehicle for this. The ISP staff considers the goals of the VTSP to be achievable and feels that ISP inputs of technical guidance, research, and industry-services training are ready to be tested in LDCs and elsewhere.

During subsequent visits to Mississippi, the Industry Services staff agreed to send its two most qualified staff members to AMIDEAST's Industry-Education Conference in Tunisia. Reflecting the genuine partnership quality of the AMIDEAST-MSU relationship, MSU covered all costs related to its Industry Services staff participation in the conference. In addition, MSU has offered to develop a custom training program for the ETCs at MSU. This unique program will immerse the ETCs in the special skills that local and state level coordinators must have. It will, at the same time, allow the Industry Services program to begin adapting its approach and resources to effectively meet the needs of a developing country. The Initial ETC training is scheduled to take place by January 1984 in Mississippi.

e) Discussion Group With Representatives from ILO/World Bank/AID/AVA - The VEC organized a meeting of representatives from the ILO, World Bank, AID, and AVA to discuss the reviews of vocational training programs currently being carried out by each organization; and to investigate the level of interest in visiting Mississippi to observe the Industry Services Program in operation.

The discussion covered various agency plans, possible areas of collaboration in research and information exchange, and the Mississippi Industry Services Program.

Interest was high in observing the techniques of the Industry Services Program in Mississippi. The VEC has begun planning and organizing a post-AVA conference site-visit for representatives from the above listed agencies and other interested parties. Details of that activity are discussed below.

f) American Vocational Association (AVA) The AVA International Conference for Vocational Educators, scheduled for December 1983, is the first conference with an international dimension the AVA has organized. Its goal is to promote cooperation between the professional vocational communities in the US on the one hand and those of Europe, the Far East, Africa, the Middle East and Latin America on the other.

The VEC has been active in identifying key people from vocational education in the Middle East for invitation to the conference. The directors of the Vocational Training Corporation (VTC) in Jordan, the Arab Federation for Technical Education (AFTE) based in Iraq, and Office de Formation Professionnelle et de Promotion de la Travail (OFPPT) in Morocco are among those the VEC has identified. Meetings between AVA officials and various bureaus

within AID were also arranged.

The VEC will be the AVA's Arabic language translator and conference guide for conference participants coming from the Middle East.

g) Industry Services Program Site Visit/Mississippi - The VEC is currently working with the Mississippi State University staff to organize a post-AVA Conference site visit to Mississippi. The purpose of the visit is to allow senior policy officials from international agencies and other interested parties an opportunity to see how a the Industry Services Program can work in an economically depressed area. The goals of the visit are to: 1) introduce international vocational training professionals to the Industry Services approach; 2) discuss the applicability of all or part of the approach to training programs in the LDCs; 3) gain visibility for the VTSP and 4) strengthen professional ties between MSU, AMIDEAST and the international organizations represented in the group. The tentative schedule includes discussions with state government officials, industry spokesmen, and the entire range of industry services personnel. This will be essentially an immersion experience, one that should allow the entire industry service approach to be presented in two days.

h) Coronet Films - Coronet Films, based in Chicago, was originally identified by the VEC during a search for Arabic language training resources. Coronet has an impressive catalog of Arabic language film and video resources dealing with training issues. According to Coronet's international manager, Coronet may soon acquire 300 additional films on vocational training, some of which are in Arabic.

Several additional contacts have been recommended to Coronet, including the Arab Federation for Technical Education and OFPPT in Morocco. They have responded by agreeing to allow the VTSP free previewing rights to all their resources. These will be forwarded to the ETCs, as appropriate, who will then pass them onto local agencies engaged in vocational training. AMIDEAST will not assume any financial obligation. Rather the VTSP will act as a passive agent for the dissemination of these and other vocational training resources in the region. In this way, AMIDEAST can perform a "clearinghouse" function and provide its VTSP clients with an additional service.

### 3) VTSP Communique

To further the goal of integrating AMIDEAST into the professional vocational communities in the US and the Middle East, a newsletter focusing on issues of common interest to these groups is being produced. Abstracts of training conferences, description of training organizations such as VTC and Saudi Arabia's General Organization for Technical Education and Vocational Training (GOTEVT), and AVA announcements, as well as VTSP data form the body of the Communique's text. By including items of regional or local interest to employers and members of the vocational education community, the Communique also serves as an introduction device for the ETCs.

### 4) Fundraising

Since AID formally agreed to fund the cores costs of the grant and have AMIDEAST be responsible for project costs, fundraising efforts shifted to covering the costs of project related activities.

AMIDEAST has been successful thus far in having project costs borne either by the client, as in the JIIC project in Jordan, or, in the case of the Temara Center project, by in-kind contributions and a donation of the ETC's time. A report on cost matching can be found in Section IV-B.

In evaluating AMIDEAST's performance in this important area of finding funding for program support, it is clear that the organization has not reached its objective. One major problem has been the lack of staff time and expertise. Almost all the work that has been done to date has been done by the Program Director and the Senior Program Advisor, neither of whom are funded under the VTSP and whose time must be shared by many other activities. Moreover, with the departure in June of AMIDEAST's Fundraiser, no one currently on the staff has any experience or training in fundraising. In addition, the lack of clear program objectives and changes in existing objectives have made it difficult to adequately represent the program to potential donors. AMIDEAST is confident that the now clear focus of the program and the plans for the coming project year will increase its ability to reach realistic funding objectives. Section III-F discusses these plans in detail.

#### I-E LESSONS FROM PROJECT YEAR ONE

During the past 12 months of program implementation, many lessons have been learned. Major among these are the importance of the following:

- clearly defined program objectives from which staff training and procedures are developed;
- strong communication links between headquarters and the field;
- the systematization of information reported from the field for monitoring overall progress;

- strong contacts who can facilitate entree for the ETC; and
- the time investment needed to work with public sector and other-than-profit motivated groups.

Because of its broad original goals and targets, and several changes in focus, the VTSP has suffered until recently from a lack of clear and specific program objectives. This resulted in unclear role definitions and expectations for VTSP staff, unfocused training for field staff, difficulty in representing the program to clients and donors, and the confusion of criteria by which to monitor program success. The decision to provide services to meet business and industry needs for trained manpower has given the VTSP a clear and specific focus and a well understood set of objectives from which staff training and program procedures can be designed.

Communication problems have stemmed from unclear procedures as well as delays inherent in international communication. An example of the importance of regular and systematized communication procedures occurred during VTSP activities in Jordan. Through an oversight on the part of headquarters, a potential client in Jordan, JIIC, was forced to wait an inordinate amount of time for action to be taken on his request for assistance under the VTSP. Fortunately, the request was addressed in time to prevent erosion of VTSP credibility in Jordan.

Periodic reporting has also been difficult because of the lack of systematic procedures for VTSP information exchange between the field offices and headquarters. The system which is described in the VTSP handbook evolved from a model of decision-making authority which placed most of the control over decisions at headquarters. This system has proven inadequate and will be replaced before the end of the calendar year with a streamlined system. This

system will not impede field initiatives but will be used to monitor progress toward quantifiable objectives and document project results which cannot be easily quantified such as in-kind contributions and qualitative changes.

Experiences in both Morocco and Jordan have also shown that the concept of linking local resources to improve vocational training and placement results is new and often difficult to explain. Field staff, especially, have felt the need for descriptive information on the program. The VTSP brochure discussed in Section III-F will help to fill that gap in the future as will the clearer program focus.

Other lessons learned during Project Year One concern improvement of the Communique and the importance of contacts. First, although many within the limited reach of the Communique respond favorably to it, the newsletter needs a firm goal, a clearly defined audience, and adequate support staff to ensure its regular preparation and distribution. Second, VTSP field staff have confirmed the necessity for a strong network of contacts to facilitate entree with potential clients and resources to the VTSP.

Finally, the experience of the last 12 months indicates that large investments of time are necessary in order to generate changes within the public sector and PVOs depending on external support. AMIDEAST believes that the new focus on the private sector will result in more productive use of the ETCs' time and engage the private sector in stimulating changes within PVOs and the public sector.

## Section II: INSTITUTIONAL DEVELOPMENT

An important objective of this grant has been to build AMIDEAST's capacity to support and improve vocational training in the Middle East region. This capacity has taken two forms: building an infrastructure; and gaining experience and expertise. After one year of field implementation, the former is almost complete; the latter is continuing.

A unique challenge of the grant has always been that the organization was expected to produce specific quantifiable results in its technical services to clients at the same time as it was building the capacity to perform the work. The lead-time necessary to build the infrastructure first was not available, nor perhaps was it altogether desirable. For only by having the field staff begin the work of project development was the program able to sharpen its focus to meet the real manpower needs of the region for well-trained workers and not, as was originally conceived, to upgrade vocational training institutions.

Section I of this report presented the cumulative experience and outputs of the program to date. With the development of the VTSP infrastructure, the pace of project activities has increased, especially in the last six months. This level of activity is expected to increase even more in the next six months as the staff spends more and more time on project-related activities and less on mission and role definition, and the inevitable "settling-in" process.

Section II will deal with the development of AMIDEAST's infrastructure, primarily staff training, computerization, outreach and leadership. The following text documents the various training programs attended by VTSP staff

which have had a direct impact on the program.

## II-A STAFF TRAINING

### 1) VTSP Conference

The VTSP staff and field office directors from Jordan, Morocco, Lebanon, Tunisia and Washington attended a training conference this summer in Tunis, Tunisia from July 24-31. Not only was it the first opportunity for all the staff to come together as a group and meet each other, but it was the first time the VTSP team was able to come to a consensus on important issues dealing with the mission statement and the role of the ETCs. Of critical importance to the conference, and by implication, to the program as a whole, was the participation of two leaders in the field of industry services from Mississippi State University. It was their depth of experience and expertise in coordinating training programs for industry which enabled the group to sharpen the focus of the program so that the priority is on serving the needs of the users rather than the suppliers of trained manpower. The needs of the latter group will be met through linkages arranged by the ETCs between strong training programs and industry and business. They will no longer be the prime focus of the program however. (See Appendix 6 for Executive Summary of Conference.)

Beyond this, a very important outcome of the conference was to empower the field staff, particularly the Field Office Directors, to take greater responsibility for the success of the program and to lay out a clear strategy for the future. Plans and recommendations stemming from the conference appear in the Executive Summary in Appendix 6 and are described in detail in the VTSP

Conference Report. Plans for Project Years Two and Three are based on the plans and recommendations resulting from the conference. These are discussed further in Section III.

## 2) Other Training for VTSP Staff

AMIDEAST has always put a high priority on providing in-service training for its staff. Likewise, a key activity of the VTSP has been to extend specific program-related training to all VTSP staff and supervisors, both at headquarters and in the field.

In the past six months, all members of the VTSP team have been provided in-service training, the most important of which is described above, the training conference held in Tunis this summer. Other types of training which the staff received ranged from management training for field staff to specific industry-education coordination training for headquarters staff. The general purpose of all training however is to strengthen and upgrade project-related skills, provide expertise, and to improve the management of the program. The following list briefly describes other training received by VTSP staff.

a) Mississippi State University - The Vocational Education Coordinator and the Program Assistant attended a two-day coordinator's workshop at MSU. This training familiarized the VTSP staff members with the goals and methods of the MSU program, the scope of work of the coordinators and began the process of establishing a linkage between the VTSP and MSU.

b) Conference Planning - The VTSP headquarters staff and supervisors attended a two day session on conference planning given by Jane Watkins through the Management Development Services of New TransCentury Foundation. After previewing the proposed conference schedule, Ms. Watkins went over each session with the staff for suggestions on presentations and arrangement of sessions. She discussed elements of group dynamics, problem solving and conflict resolution for successful conference presentation.

c) Project Documentation and Evaluation - The Program Assistant spent a day with the Program Planning and Evaluation Officer of International Services for the Seventh Day Adventist World Service (SAWS) which has development projects in 155 communities in 17 countries around the world. SAWS has developed a useful project planning and evaluation handbook which their HQ and field missions use to plan and document project activities. AMIDEAST gained invaluable insight in project evaluation which has facilitated the preparation of the VTSP procedures handbook.

d) Management Training - The Field Office Director and the ETC from Morocco attended an 11 day Executive Training program in Morocco sponsored by the American Chamber of Commerce and conducted by Stanford University Graduate School of Business and Columbia University Graduate School of Business. Topics ranged from human behavior to elements of the management process and decision making.

e) Action Research Planning - The Senior Program Advisor spent a half day session with Ms. Watkins to learn the elements of Action Research Planning, a technique for planning, implementing and evaluating projects, which was then presented to the entire VTSP staff and other participants at the Tunis

conference.

f) Word Processing/Data Processing - All of the Headquarters staff and supervisors have been trained in word processing to enable them to use the new computer facilities at AMIDEAST. In addition, the Senior Program Advisor attended a three-day session at Management Engineers, Inc. (MEI) to learn how to use the Advanced Information Management System (AIMS), the computer program AMIDEAST uses for data management. (See next section for further discussion of computerization.)

## II-B COMPUTERIZATION

AMIDEAST is now well into its first full year of computerization. Using the Wang 2200 MVP, the organization has now computerized all financial information, payroll, general ledger, accounts payable and receivable, and students costs. All project costs can now be tracked by computer and data is available for project income and expenditures within 30 days. Computerization has reduced costs and time, and greatly increased accuracy, flexibility, and control over information. In addition, AMIDEAST is now able to more easily and accurately plan future budgets and project costs.

The Advanced Information Management Systems (AIMS) and the Data 3500 Word Processing system have been purchased as basic software packages for the organization. AIMS is an information manipulation, storage, and retrieval system which is used extensively to store student and project data and manipulate it for various uses such as research, placement, report writing, performing cost analysis, evaluations, and forecasting outcomes. The Data 3500

system is now used by most AMIDEAST staff in organizing, writing, editing, and printing written material. It can easily interface with AIMS when needed.

AMIDEAST has used AIMS to organize all student files in the computer and create files for admissions, universities, and student rosters. The organization can now accurately predict costs per student and is able to generate more and better information than before on such things as student admissions and placement status, and student demographic information.

An important use of AIMS has been in developing a computerized base for fundraising purposes. Files have been created of major corporations, foundations, individuals, specialized private institutions, board members, former AMIDEAST staff and others. Information in these files includes previous donations, contact names, etc. These files have greatly facilitated AMIDEAST's ability to reach potential donors and has already resulted in an increase in unrestricted donations.

Future plans for the computer include the addition of storage capacity, increased number of terminals, introduction of "floppy discs" to store information that does not need to be kept permanently, and gradual computerization of the field offices (the Jerusalem office will be the first office to receive a computer in FY '84.) Compatible computer systems and use of floppy discs will enable headquarters and field offices to exchange information easily.

## II-C VTSP ADVISORY COMMITTEE

During this report period, the AMIDEAST Board of Directors formally recognized the VTSP Advisory Committee. John R. Hayes, Vice President/Public Affairs, Mobil Middle East Development Corporation, agreed to serve as chairman of this committee whose other members are Dr. Elizabeth Fernea, Professor at the Center for Middle East Studies at the University of Texas at Austin; Rodney Grandy, Senior Vice President of Exxon Chemical Company; and Dr. Nadia Youssef, Senior Policy Specialist for UNICEF. The role of this committee and its proposed activities are discussed in Section III-F.

### Section III: PROPOSED ACTIVITIES FOR PROJECT YEAR TWO

Due to the significant change in focus that has evolved in this program over the last 12 months, coupled with recommendations that came out of the Tunis conference, AMIDEAST plans in the coming weeks to substantially revise the Logical Frameworks done a year ago. These Log Frames will be the result of a strategic planning session the VTSP staff will organize to explore potential directions for AMIDEAST in the area of in-region vocational training. Elements of the planning will include both the impediments and the positive factors affecting expansion, an attempt to quantify the size and rate of growth of the program and an assessment of the current and projected staff, and finally, identification of potential clients and donors. In doing this, the headquarters staff will involve the field staff through use of direct telex and cable communication and by incorporating suggestions and recommendations which the field staff proposed during the conference in Tunis. Therefore, the following section will only contain an introduction to activities projected for the coming year. The Log Frames will appear in a supplemental report but should be considered as part of this section.

AMIDEAST's plans for the coming year fall into the areas of project development, project support, staff training, evaluation, implementation of the program in a third country, and fundraising. Roughly three-quarters of staff time will be spent on project-related activities and one-quarter on institutional development.

### III-A PROJECT DEVELOPMENT

In the area of project activity, the VTSP staff plans to increase substantially its level of project development by building on contacts and networks already established by the ETCs and by generating new contacts and projects, particularly within the business and industrial community.

From both the Near East Bureau and from the MSU team, AMIDEAST has received recommendations which if implemented will lead to an increased number of beneficiaries and strengthened training programs in a shorter period of time than had been planned earlier. These recommendations center around focusing on short term, industry-based projects and gaining a broad knowledge of business and industry. They are as follows:

- 1) Establish a "base of operations" within a highly industrial area, perhaps even having the ETC relocating temporarily at a particular industry, training school or business.
- 2) Continue gaining a broad professional knowledge of the business and industrial community.
- 3) Develop several short-term, industry-based training projects in both countries, either in-service for existing employees or pre-employment training for new employees.
- 4) When practical, develop these training programs in co-operation with a local training facility.

Based on these recommendations, and the experiences in Project Year One,

AMIDEAST proposes that the ETC in Jordan follow-up on activities which have grown out of work with JIIC, JPPAS, Jordan Television and the Vocational Training Corporation. All of these enterprises are located in or around Amman and are well known to the ETC and the Amman Field Office Director. Both JIIC and the VTC are umbrella organizations which can provide entree for the ETC to many private businesses and industries.

In addition to these projects, the Amman office will continue to expand its contacts and explore new business opportunities. In fact, it is expected that the ETCs in both Jordan and Morocco will spend some 50-60% of their time developing new projects with the remainder spent on actual project supervision.

In Morocco, the staff will need to select a "base of operations" and gain a broader knowledge of the business and industrial community, building on contacts made and skills developed during the Temara Center project.

An immediate priority in Morocco is the replacement of the current ETC. This person, while well chosen for carrying out the original goals of the program, is not as qualified for or interested in developing an industry-based program. Several candidates were identified on the last visit of the Vocational Training Coordinator to Rabat. The lag time involved in training a new ETC should be somewhat offset by the experience and background of the Field Office Director who has worked closely with the current ETC and by the clearer focus and direction of the VTSP. Furthermore, when selected, the new ETC will go through a training program at MSU further strengthening his/her skills. Once the new ETC is hired, s/he will want to follow-up on plans laid down during the last reporting period.

### III-B PROGRAM BACKSTOPPING

In addition to specific project development activities, AMIDEAST plans to increase the amount of backstopping and support from headquarters and the Field Office Directors for the ETCs. The Vocational Education Coordinator will make four trips to the region in the coming year to:

- Assist the ETCs to plan and implement projects, particularly when those projects include designing training programs.
- Assist ETCs in evaluation of on-going and potential projects.
- Act as troubleshooter to the field when problems arise which the field staff cannot address without technical assistance.
- Train new ETCs.
- Develop visibility for the VTSP and enhance its credibility through visits to leaders in the business and vocational education communities.

The VEC and Program Assistant will continue to support field activities by locating resource materials, responding to requests for technical information and information on project design, and further networking

### III-C HANDBOOK

An important activity for the coming year will be to complete the handbook. The change in emphasis and recommendations made at the conference by field staff, who have been using the handbook for 6 months, necessitate revision of certain sections of the handbook. Some of these changes will include modification of the reporting and monitoring forms to reflect the shift in authority to the field and guidelines for the ETC to use in providing information to headquarters for the annual and mid-year reports. Also added will be guidelines for working with industry and schools and designing training

programs for industry which will be based on information from the MSU models, thus furthering the integration of the MSU program and the VTSP. Additions and revisions will also be made to the section on project design to include the Action Planning Model.

#### III-D STAFF TRAINING

As previously mentioned, AMIDEAST plans to offer in-service training to all VTSP staff in the coming year. Management training is proposed for headquarters and supervisors, specific project-related training at MSU for ETCs and headquarters staff, and further financial and budgetary training for the Program Assistant. Additional training will be considered on an "as-needed" basis. Training for the new ETC in Morocco will be conducted by the Vocational Education Coordinator and the Rabat Field Office Director.

#### III-E EVALUATION

As has been planned, AMIDEAST will design an evaluation model and reporting procedures to furnish information on the impact of AMIDEAST activities and on progress towards achieving the objectives and goals of this grant. In addition to semi-annual reports, AMIDEAST plans to initiate an impact evaluation based on the goals and objectives outlined in the forthcoming Logical Framework. AMIDEAST expects to seek information from AID, from other PVOs and from outside consultants to design the evaluation model. This activity will begin within the next two months in order to prepare for the in-depth evaluation to be conducted during Project Year 2 at headquarters and field offices. This evaluation will focus on changes in organizational structure and procedures,

and on the philosophical and programmatic implications of these changes for future AMIDEAST involvement in in-region development. Moreover, AMIDEAST proposes to look at the extent to which local demand for occupational training is being met by AMIDEAST's services.

### III-F FUNDRAISING

An essential activity during Project Year Two will be to carry out activities which will raise funds to help support the program after the end of the grant period. Working with the Advisory Committee, AMIDEAST will identify potential donors and map a strategy for reaching those donors. In carrying out this activity, AMIDEAST may call upon the services of a consultant to assist in developing an appropriate strategy. Additional fundraising activities will be carried out in the field and at headquarters to obtain project funding and core cost funding.

It is expected that with the new focus on working directly with industry and business to develop training programs, the program will be able to charge a percentage of the costs of project implementation to clients. Even in cases where AMIDEAST will be working with local vocational training schools or private, voluntary organizations to conduct training programs for industry, the VTSP staff will encourage industry to cover project costs. AMIDEAST hopes to eventually cover up to 50% of field core costs (staff, fringe benefits, overhead and other direct costs) with client payments for ETC services. This rate will vary from country to country depending on a variety of factors, not the least of which is the country's economy and general development climate. For the balance of field costs and all of headquarters costs, AMIDEAST will

have to look elsewhere.

There will be, of course, a need for AMIDEAST to find ways of covering the core costs of the program once AID's grant period is over. While the Assistant Director for Information and Development has acted as Program Director in Project Year One, during Project Year Two, she will be exclusively involved in fundraising and other project development. Program direction will be provided by the Senior Program Advisor, as needed.

From previous experience and from the advice of the VTSP Advisory Committee, there appear to be several potential sources of funding the organization can draw upon. These include US, multinational, and local companies doing business in the Arab world, specifically in Morocco and Jordan. As illustrated in the monthly newsletter "Enterprise and Development" published by the United States Council for International Business, companies operating in the third world are interested in joining with PVOs to support local development programs.

The VTSP Advisory Committee will meet in November, 1983 to establish its own goals and tasks, however the committee's generally agreed upon role will be to advise the VTSP staff and the Board in the following areas:

- . Development of a public relations strategy for fundraising purposes and for promotion of the VTSP in the US and the Middle East.
- . Publicity and materials development for public relations.
- . Fundraising.
- . Identification of in-region contacts for possible project development.
- . Identification of additional committee members.

With the new focus of the program on serving the needs of industry and the new "cost-matching" plan for funding the VTSP, the Advisory Committee will be assisting the staff in mapping a strategy for long-range program funding and in expanding contacts with the corporate and business community not only for fundraising but for business development. The latter will be done not only through personal contacts of the committee members but through fundraising and informational brochures. (The VTSP staff has developed an informational brochure in three languages, but because of changes in the mission statement which resulted from the conference the text will have to be changed. It is expected sometime next month.)

AMIDEAST, with the assistance of the Advisory Committee, plans to assess the level of expertise and staffing needed to reach the objective of a securely funded program. Recommendations will then be made on any inputs the program may need.

### III-G NEW SITE SELECTION

AMIDEAST is proposing to initiate a new program in a third country in Project Year 2. In anticipation that Lebanon would be the country, a survey update was conducted which indicated that conditions for project implementation were favorable. Both the AMIDEAST field office and the USAID/Lebanon Mission Director recommended that implementation begin as soon as possible. In view of this, and thorough discussions between VTSP staff at the Tunis Conference, AMIDEAST supports program implementation in Lebanon. However, in view of the current situation, AMIDEAST recommends that the decision to implement a program in Lebanon await a more favorable environment. AMIDEAST has not planned on

beginning a program in Tunisia this project year. The proposed budget shows implementation of Tunisia in Project Year 3. Recent discussions between the Field Office Director and the Mission Director in Tunis were not conclusive but the AID representative indicated that since AID was winding down operations in Tunisia in 1987, no new projects which required mission support or supervision could be started up. While AMIDEAST believes there are several points to counter this, no survey update has been conducted in Tunisia which AMIDEAST and AID feel is essential before a decision can be made to begin a program. If events in Lebanon mitigate against initiating a program there in this project year however, AMIDEAST recommends consideration be given to program implementation in Tunisia.

## Section IV: BUDGET

A revised program budget, including actual expenses through June 30, 1983, appears in Figures 1 and 2. This budget represents the core costs for running the VTSP, which AID in its "Summary of 1st Annual Review of AMIDEAST VTSP" of 6/6/83 agreed to fund. Although AMIDEAST has made some changes in the total amounts for Project Years 2 and 3, the overall grant sum of \$798,839 has not changed. Figure 1 compares major categories of this budget with the original grant budget appearing in the grant agreement. Figure 2 presents the detailed revised budget for the life of the project.

What follows is a discussion of program activities and plans which impact on the budget and future funding. Project Year 1 expenditures will be summarized, as will cost-matching achieved by AMIDEAST in PY 1. The change in focus and recommendations which grew out of the Tunis conference, and current events in Lebanon have budgetary implications for PY 2 and 3. These will be detailed after brief summaries of the proposed budget for the two project years. Finally, items requiring approval or action from AID will be spelled out.

### IV-A PROJECT YEAR ONE

A grant amendment from AID, dated 6/6/83, extended the completion date for PY 1 funding to 9/30/83 making the project year twenty-four, rather than eighteen, months long. Project Year 1 has included, therefore, not only the initial survey of vocational training in Morocco, Tunisia, Jordan and Lebanon

but the first full year of program implementation in Morocco and Jordan and a program-wide conference in Tunisia.

As of 6/30/83, VTSP expenditures totaled \$227,662. AMIDEAST projects that by the end of the project year on 9/30/83, an additional \$58,350 will have been spent, bringing the total PY 1 expenditures to \$287,012. This amount is \$22,337 less than the amount of \$309,349 originally obligated by AID for PY 1. A comparison of actual PY 1 spending with that originally budgeted for in the grant agreement shows that the bulk of the difference lies in lower actual expenditures for salaries and fringe benefits. Staffing changes approved earlier by AID reduced the amount spent on salaries, fringe benefits, and overhead in PY 1. AMIDEAST proposes to use the surplus in PY 3 to offset, primarily, the cost of 10% of Field Office Directors' time, an item proposed in Section IV-D.

#### IV-B COST-MATCHING IN PROJECT YEAR ONE

Through the activities of the ETC in Jordan, AMIDEAST generated project funds of \$2,042 in PY 1. This amount is roughly equivalent to 10% of the annual cost of salaries and fringe benefits for the VTSP in Jordan. These funds, received for a project with JIIC described in Section I above, covered ETC salary for 6 weeks at 50% effort, benefits and overhead based on that salary, and other direct costs associated with the project. In addition, AMIDEAST charged JIIC a fee of 10% which will be used for funding other VTSP activities in Jordan. As a result of the project, costs billed to AID for VTSP/Jordan are less than had previously been projected.

#### IV-C PROJECT YEARS TWO AND THREE

It should be noted here that the grant amendment dated 6/6/83 which extended the completion date for PY 1 funding, did not amend the completion date for PY 2 or the starting and completion dates for PY 3. The result is that PY 2 is six months long. According to that grant amendment, PY 2 dates are 10/1/83 - 3/14/84 and PY 3 dates are 3/15/84 - 3/14/85. AMIDEAST has budgeted for a 12 month project year for PY 2 and assumes that PY 3 will start 10/1/84 and end 9/30/85.

A grant amendment dated 9/20/83 obligated an additional \$95,000 for the VTSP. When added to the carryover or surplus from PY 1, this brings the total amount available to \$118,337. At projected levels of spending, this will cover VTSP costs for 6 months of PY 2. Additional funds will need to be obligated well before the end of the project year.

In addition to on-going costs for VTSP operation in Morocco, Jordan, and at headquarters, the budgets for PY 2 and 3 reflect the following:

##### Project Year 2

- . Program implementation in a third country including ETC salary.
- . 10% of salaries of 3 Field Office Directors.
- . 4 site visits by voc ed coordinator as recommended by field staff for PY 2.
- . 1 site visit by sr prog advisor for AID mid-grant evaluation.

##### Project Year 3

- . Program implementation in a fourth country including ETC salary.
- . 10% of salaries of 4 FODs.
- . 3 site visits by voc ed coordinator
- . 1 site visit by sr prog advisor

Project Year 2

- . Voc ed coord attendance at 2 conf.
- . 1 in-region workshop for 3 ETCs.
- . 1 US workshop for 3 ETCs.
- . 3 meetings Advisory Committee.
- . 3 VTSP promotional trips.
- . Printing of materials descriptive of VTSP program in 3 languages.
- . Evaluation design for mid and end of grant evaluations.

Project Year 3

- . Voc ed coord attendance at 2 conf.
- . 1 in-region workshop for 4 ETCs.
- . 3 meetings Advisory Committee.
- . 3 VTSP promotional trips.

Projected expenditures in PY 2 are less than those in the original grant budget due to underspending on salaries and fringe benefits. AMIDEAST intends to reapportion much of the difference to other line items, particularly travel and other direct costs.

The surplus of \$23,337 from PY 1 and PY 2 will be spent in PY 3 in addition to the funds already scheduled to be obligated for the year. As can be seen from the budget and Figure I, the amount required for salaries, fringe benefits, and overhead in PY 3 is expected to be \$39,472 more than originally appeared in the grant for those line items. Although spending for travel is expected to be \$22,747 less than the grant budget allows for, it is essential for AMIDEAST to apply the surpluses from PY 1 and PY 2 to PY 3 costs. This reflects the fact that in PY 3, the cost of covering 10% of FOD labor will be \$21,340; an amount not originally budgeted for. Travel costs in PY 3 will be less than budgeted for in the grant agreement primarily because they represented the costs of an in-region conference. The conference had been rescheduled for early PY 2 at the time of the 1st Annual Review in March, 1983, but actually fell in PY 1 after the grant amendment of 6/6/83.

Other direct costs such as telex, telephone, courier, postage, printing, supplies, etc., clearly were underestimated at the time of the grant agreement. Prior to computerization, AMIDEAST did not have the ability to generate specific enough information to allow accurate estimation of future costs based on current or past spending. This capability is one which has been added through computerization. Another reason for higher than expected costs in this category has been an increased dependence on telex and courier services, rather than postage, in communicating with the Field Offices.

#### IV-D PROGRAM PLANS WITH BUDGETARY IMPLICATIONS

Several program plans discussed in this report have budgetary implications. These will be briefly reviewed again here.

1) Field Office Directors (FODs) - Included in PY 2 and PY 3 budgets are labor costs for Field Office Directors. Directors of all four offices connected with the VTSP have reported spending up to 10% of their time on VTSP related activities. AMIDEAST is therefore requesting AID approval to charge 10% of the FODs' time to the VTSP. The proposed budget includes these costs which total \$14,834 in PY 2 for 3 FODs, and \$21,340 in PY 3 for 4 FODs (including fringe and overhead costs).

2) Cost Matching/Future Funding - Based on the advice of technical experts from Mississippi State University, and the informed and concerned opinions of the Field Office Directors and Employment/Training Coordinators in Morocco and Jordan, AMIDEAST proposes to provide the services of the ETCs to clients at no cost for the coming project year. This is seen as crucial to building

AMIDEAST's credibility and demonstrating the workability of the industry-services concept. However, this will require agreement from AID that AMIDEAST's level of cost-matching for PY 2 will be correspondingly lower. Actual training program costs are to be covered by employers and will, of course, be reported in cost-matching terms.

In PY 3, AMIDEAST will charge business and industry for ETC services. These charges will include both coverage of ETC labor costs, including fringe benefits and overhead, and payment of a fee. Funds generated through the assessment of fees will be used within each VTSP country to make possible the provision of services to clients unable to pay for them.

AMIDEAST anticipates that all project costs such as instructor salaries, space and equipment rental or purchase, materials and supplies, local transportation, etc. will be covered or provided directly by the client and/or will be met through in-kind contributions. In the event that there are costs which a client cannot meet, AMIDEAST will assist the client in seeking funding from local, regional, or international sources.

In PY 3, AMIDEAST's "cost-match" will consist of the amount charged clients for ETC services, total project value, and additional funds raised, and will reduce AID's costs correspondingly. AMIDEAST proposes to document total project costs including cost equivalents of in-kind contributions as indications of project value. The reduction of AID costs by AMIDEAST's "cost-match" is not reflected in the PY 3 budget since AMIDEAST cannot predict an exact amount. As was mentioned in Section II-C, AMIDEAST expects that up to 50% of new field office expenses will be covered by client charges. This is

roughly equivalent to 25-30% of total program costs.

Assuming program success, AMIDEAST will still require funding to cover HQ costs and those costs in the field not covered by client charges. Beyond PY 3, AMIDEAST sees two main funding possibilities:

- a) Funds from AID stop, as scheduled on 9/30/85. VTSP continues on a combination of client charges and local donors covering country program costs; US/International fundraising covering HQ costs.
- b) AID continues to support VTSP core costs at some level. AMIDEAST continues to provide services to employers, show placement of trainees, and develop in-region support for training projects; reducing AID costs through client charges and fundraising.

AMIDEAST recognizes that the first possibility is the ideal. While AMIDEAST is confident of its increasing technical and administrative abilities to improve training in the Middle East by linking training to employment, it is realistic about its ability to assume total core costs at the end of PY 3. Provided that the VTSP is successful but core funding is not fully covered, AMIDEAST requests that AID give the second suggestion full consideration.

- 3) Implementation in Additional Country in PY 2 - At this writing, it appears unlikely that the situation in Lebanon will permit implementation of the VTSP in the next several months. The proposed budget for PY 2 includes the cost of VTSP implementation in a third country for a full 12 months. Isolated from the rest of the budget, the costs using Lebanon as the example would be:

Salaries and Fringe Benefits	\$ 21,569
Overhead	13,373
Travel	4,057
Consultant	700
Other Direct	<u>1,465</u>
TOTAL	\$ 41,164

Should implementation in Lebanon not take place anytime in PY 2, AMIDEAST proposes the following as alternatives:

- additonal in-region or U.S. workshops for ETCs
- staff assistance for ETCs
- identification of vocational education curriculum needs in Jordan and Morocco, and mechanisms for their transfer
- in-region vocational education conference
- financing for provision of services to clients unable to pay
- implementation in alternate country in PY 2.

#### IV-E BUDGETARY ITEMS REQUIRING APPROVAL OR ACTION FROM AID

AMIDEAST requests that AID take the following action:

- 1) Approval to charge 10% FOD time to VTSP grant.
- 2) Agreement that AMIDEAST's level of cost-matching be lower in PY 2.
- 3) Correction or amendment of incorrect dates of PY 2 and 3 as listed on Grant

Amendment dated 6/6/83.

- 4) Approval to use funds budgeted for implementation in third country for other activities, if necessary.

Figure 1 (a): Comparison Original Grant Budget with Revised Budgets  
for PY 1, 2, 3

VOCATIONAL TRAINING SUPPORT PROGRAM

<u>Category</u>	Project Year I 9/15/81 - 9/30/83		Project Year II 10/1/83 - 9/30/84		Project Year III 10/1/84 - 9/30/85	
	<u>Grant</u>	<u>Rev. Budg.</u>	<u>Grant</u>	<u>Rev. Budg.</u>	<u>Grant</u>	<u>Rev. Budg.</u>
Salaries & Fringes	154107	117123	140383	119309	126137	145830
Overhead	86232	70037	78614	73972	70636	90415
Consultants	7000	10459	2000	3000	2000	3000
Travel	26210	42105	14100	29280	41820	19073
Other Direct Costs	<u>35800</u>	<u>47288</u>	<u>6600</u>	<u>15136</u>	<u>7200</u>	<u>12812</u>
TOTAL	309349	287102	241697	240697	247793	271130

Figure 1 (b): Comparison of Totals for Life of Project

<u>Category</u>	(a) <u>Grant</u>	(b) <u>Rev. Budget</u>	<u>Difference (a-b)</u>
Salaries & Fringes	420627	382262	38365
Overhead	235482	234424	1058
Consultants	11000	16459	--5459
Travel	82130	90458	-8328
Other Direct	<u>49600</u>	<u>75236</u>	<u>-25636</u>
TOTAL	798839	798839	0

Figure 2: Detailed Revised Budget  
October, 1983

VOCATIONAL TRAINING SUPPORT PROGRAM

	Actual Exp. 9/15/81- 6/30/83	Projected Exp. 7/1- 9/30/83	Total PY 1	PY 2	PY 3
<u>Salaries and Fringe Benefits (1)</u>					
Salaries:					
Voc Ed Spec	28315	6500	34815	27285	29195
Prog Asst	14846	3750	18516	16050	17174
ETC Morocco	11547	3650	15197	15622	16716
Jordan	10852	3650	14502	15622	16716
Lebanon				15000	16050
Tunisia					12000
FOD Morocco (2)				2400	2560
Amman				2460	2630
Beirut				2560	2730
Tunis					2790
Other Reg. Staff Costs (3)	<u>13272</u>		<u>13272</u>		
Total Salaries	<u>78832</u>	<u>17550</u>	<u>97382</u>	<u>96999</u>	<u>118561</u>
Fringe Benefits (4)	<u>16231</u>	<u>3510</u>	<u>19741</u>	<u>22310</u>	<u>27269</u>
TOTAL SAL & FR	95063	21060	117123	119309	145830
<u>Overhead (5)</u>	56980	13057	70037	73972	90415
<u>Consultants</u>	7769	2690	10459	3000	3000
<u>Travel</u>					
US	3594	1500	5094	6029	3413
International	<u>21027</u>	<u>15984</u>	<u>37011</u>	<u>23251</u>	<u>15660</u>
TOTAL TRAVEL	<u>24621</u>	<u>17484</u>	<u>42105</u>	<u>29280</u>	<u>19073</u>

Actual Exp. 9/15/81- 6/30/83	Projected Exp. 7/1- 9/30/83	Total PY 1 (24 mos.)	PY 2	PY 3
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Other Direct  
Costs

Consultant Expenses	0	400	400	200	100
Temporary Help	349	251	600	600	550
Other Fees	3257	468	3725	860	1500
Supplies/Materials	253	54	307	250	300
Postage/Freight	833	120	953	540	600
Courier	934	135	1069	600	650
Telephone	1216	174	1390	700	750
Telex	1352	195	1547	1540	1680
Furniture/Equipment	28717	0	28717	1050	1000
Printing/Publication	8	0	8	3920	500
Books	748	130	878	400	400
Subscriptions	224	0	224	250	250
Reproduction	2850	408	3258	1636	1792
Membership	240	10	250	240	240
Registration	1015	120	1135	450	450
Meeting Place	0	1350	1350	300	300
Miscellaneous	30	70	100	50	50
Local transportation	<u>1203</u>	<u>174</u>	<u>1377</u>	<u>1550</u>	<u>1700</u>
TOTAL OTHER	43229	4059	47288	15136	12812
TOTAL PROGRAM	227662	58350	287012	240697	271130

- 1) Salaries in PY 2 and PY 3 reflect 7%/year increases over PY 1 salaries.
- 2) These figures represent 10% of Field Office Director effort/year in each country. The decision to charge 10% of FOD time to VTSP is discussed in Section IV-D.
- 3) This figure includes field office staff costs incurred during Phase I (Surveys) of the VTSP, and Senior Program Advisor and Program Director salaries charged to the project prior to the staffing changes approved formally by the AID project officer.
- 4) Fringe benefits for PY 1 are calculated at a provisional rate of 20% of total salaries. For PY 2 and PY 3, figures are calculated at 23% of total salaries.
- 5) Overhead is calculated at a provisional rate of 62% of salaries + fringe benefits for PY 1, 2, and 3.

Appendix 1: List of Jordan and Morocco Networks

## Jordan Network

Women's Cooperative Society/Allan-Princess Rahma Development Center  
Allan Post Office Box 15  
Ms. Fatima Atiyya, Director Administrative Committee of Coop Society

Jordan Industrial Estates Corporation (JIEC)  
PO Box 950278  
Amman  
Telephone: 42430/42823  
Dr. Faiz Suhaimat, Director

Ministry of Industry and Trade  
Telephone: 663191  
Dr. Akram Karmoul, Director of Industry

Ministry of Social Development  
Ms. Bishouti, Head, Department of Women

General Union of Voluntary Societies (GUVS)  
Mr. Mohammad Rabi, Director General

Jordan Institute of Public Administration  
PO Box 960383  
Amman  
Telephone: 664111/2  
Mr. Abdallah Elayyan, Acting Director  
Ms. Carin Becker ILO Expert

\* Al Hussein Society for the Rehabilitation of the Physically Handicapped  
Princess Majda, Ms. Mazli Kawar

\* Jordan Industrial Investment Corporation (JIIC)  
Telephone: 44461  
Mr. Zeid Sha'sha'a, Chairman of Board of Directors

Jordan Institute of Management (JIM)  
PO Box 2991  
Amman  
Telephone: 44842-43842  
Dr. Mohammad Malallah, Director; Ms. Sahar Alloush, Prog. Cord.

\* Near East Council of Churches Committee for Refugee Work  
PO Box 1295  
Amman  
Telephone: 23658  
Mr. Yacoub Salti, Exec. Secretary

\* Jordanian Printing Press Owners Syndicate  
Mr. Etaiwi Haddad, Chairman

Hotel Training College  
Mr. Adnan Habbou

Arab Federation for Technical Education  
Dr. Ahmand Al-Tal, Dir. Community Colleges at Min. of Ed.  
Jordan Rep.

- \* Vocational Training Center  
Mr. Munther Masri, Director
- \* Jordan Television  
Dr. Marwan Kheir

Morocco Network

- \* Temara Social Center

UNICEF  
Mr. La Devlos, local rep.

- \* Japan Overseas Cooperation Volunteers  
Mr. Hatekeyama, Director

UNDP, local rep.  
Mr. E. De Casterle

Programmers Alimentaine Mondial (UN World Food Program)  
Mr. Miled

ISESCO  
18 Avenue Omar Ibn El Khattab  
Rabat  
Telephone: 724-33  
Ms. Tazi

- \* Organisation Reconstruction Travail  
Boulevard d'Hyers  
Casablanca  
Telephone: 36-71-62 and 36-10-68

Governor of Prefecture/Temara  
repeated contracts

- \* Ministry of Interior  
Dr. Birouk, Director, Directorate of Training
- \* Promotion Nationale
- \* EIRENE (International Christian Service for Peace)  
11 Rue des Flamands  
Apt. 4  
Riviera, Casablanca  
Mr. Martiner, Co-Dir. and Mr. Seartight, Co-Dir.

Rabat Chamber of Commerce and Industry  
5 Avenue Moulay Youssef  
Rabat  
Telephone: 326-75  
Mr. Niar, Delege

- \* Centre de Formation Administrative  
Rue Moulay Slimane  
Rabat  
Mr. Fahdy, Director
- \* Rabat Delegation of Primary and Secondary Education  
Boulevard Alaouine  
Rabat  
Mr. Zemmouri, Delege  
Mr. Mohacht, Chief Div. Planning
- \* ODECO (Nat. office for devel. coops)  
Avenue Moulay Rachid  
Rabat  
Mr. Lahlou, Dir. Gen.
- \* Moroccan Association for the Training of Youth (AMEJ)  
Ms. Saida Mestassi

\*Contacts that are discussed in the narrative.

Appendix 2: Documents on UNESCO/Near East Council of Churches Linkage,  
Jordan

NEAR EAST COUNCIL OF CHURCHES COMMITTEE FOR REFUGEE WORK  
EAST JORDAN  
HASHEMITE KINGDOM OF JORDAN

Tel. 77305 23658  
P. O. Box 1295, Amman

Ref: NA/13/1/158 ...  
Date: 15.12.1982 ...

Co - Action Programme  
UNESCO Headquarters  
Place de Fontenoy 75700  
Paris - France

Dear Sir,

We have a Vocational Training Center about 70 students, all refugees and in dire need for help. They are trained free in our center. The subjects are categorised as follows:-

1. RTV repair and mechanics.
2. General Electricity
3. Auto Electricity

There is a good demand on these professions all over the country, in the neighbouring Arab territories and Oil producing countries.

In order to raise the standard of our RTV training and with view to the prevalence of Vedio sets with televisions in most houses, we have decided to include the training on the use and repair of Vedios attached to these sets together with recording and monitering the technical operations .

The equipment we need are as follows:

- Colored TV 20" Grundig @ JD 265
- JVC Camera (JX88) with stand @ JD 475
- JVC Vedio 7600 with adaper @ JD 525

We have studied the market and asked for prices from various dealer in Amman and it came up to the cheapest prices as mentioned against each item above.

**NEAR EAST COUNCIL OF CHURCHES COMMITTEE FOR REFUGEE WORK**  
**EAST JORDAN**  
HASHEMITE KINGDOM OF JORDAN

---

Tel. 41802

P. O. Box 1295, Amman

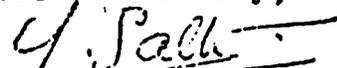
Ref: .....

Date: .....

The dealer has also showed his readiness to train the instructor for extensive maintenance and repair on these equipment free of charge.

For further information please find a pamphlet of the activities of our Council which is depending on donations from abroad, for your perusal.

Yours sincerely,

  
Yacoub Salti

Executive Secretary



AMIDEAST  
EDUCATIONAL & TRAINING CENTER

JORDAN OFFICES: AMMAN P. O. BOX 1249, SAJJU - KARKMELI - JERUSALEM - TEL. 011 - 972 - 11 - 411 1111  
IRBIL - 376 YAKMOUR UNIVERSITY, TEL. 0918 - 15 121 144

December 28, 1982

Co-Action Programme  
UNESCO Headquarters  
Place de Fontenoy 75700  
Paris - France

Dear Sir,

I have the honour to convey to you that AMIDEAST is a private voluntary organization involved since thirty years in the human resources development in the Middle East and North Africa. In the course of our work, we got acquainted with the work the Near East Council of Churches (NECC) is engaged in, and their history in assisting the needy segments of the people in the area became known to us. Part of their good work is the running and administering of a vocational training center in Zerka. At this center, young needy people receive training in electricity both general and auto as well as in mechanics. Since 1979 a good number of those trainees have graduated from the Center and were absorbed by the local market as well as the markets in neighbouring Arab countries.

We, ourselves, have visited the Zerka Center and were impressed with the keenness and sincerity of the people involved. The Center is fairly well equipped though the equipment is rather old. New equipment would obviously provide them with a better quality of training for which the need is strongly felt. Since video machines are becoming very popular in Jordan (and very much so in other Arab countries), the NECC feels that its trainees will become better equipped if they are being trained in the repair and maintenance of such a machine. This prompted the NECC to seek your support in a letter addressed to you which we enclose with our full support.

Mr. Salti, the executive secretary of the NECC has done a market survey on prices of the equipment needed. The lowest price he could get for the required machines was JD1265.-- (US\$1=JDO.356 approx.) covering the three items needed.

We hope that you will kindly support the NECC by extending them the aid sought through the Co-Action Programme so that they will continue to extend their valued services to the people of Jordan.

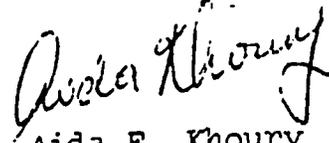
66

To: Co-Action Programme  
Subj: NECC Grant Request

Page 2  
Dec.28,82

Please feel free to contact us if you have any inquiries.  
We look forward to your prompt reply. Until then,

Sincerely Yours,



Aida F. Khoury  
Vocational Training Consultant  
Vocational Training Support Program

cc: AMIDEAST Headquarters  
Mr. Yacoub Salti, NECC

encl.

7, place de Fontenoy, 75700 PARIS

téléphone : national (1) 577 16 10  
international + 33 1 57 71 10  
télégrammes : Unesco Paris  
téléc : 204401 Paris

référence : OPI/PLD/Cr

21 June 1983

Dear Mr. Salti,

Unesco CO-ACTION Programme

With reference to your letters of 15 December 1982 and 2 June 1983, we have pleasure in confirming that a sum of US\$750 has been attributed to your Committee out of the Co-Action emergency fund. The decision was taken at the recommendation of the department directly in charge of the UNRWA/UNESCO education programme.

According to the information we have on file, our funds should cover the cost of a 'colored TV 20" Grundig'. This was one of the items of equipment you requested on behalf of the vocational training centre. We therefore look forward to receiving from you, in due course, a copy of the invoice together with your payment instructions.

With best wishes.

Yours sincerely,

*Helga Barraud*

Helga Barraud (Mrs)  
CO-OPERATIVE ACTION PROGRAMME  
Public Liaison Division

Mr. Yacoub Salti  
Executive Secretary  
Near East Council of Churches Committee for Refugee Work  
P.O.Box 1249  
AMMAN  
Jordan

Appendix 3: Arab Federation for Technical Education

## The Arab Federation for Technical Education<sup>(1)</sup>

The Arab Federation for Technical Education is an Arab organization between governments, with its headquarters in Baghdad. It was officially established on August 30, 1980 and held its first meeting between 15-19 of February 1981.

The Federation consists of three bodies:

- Union Council
- General Secretariat
- General Assembly

### Objectives of the Federation

The Federation aims at concentrating Arab efforts in the field of technical education in general, and particularly to:

1. Coordinate and encourage cooperation among training corporations and institutions in the Arab world.
2. Focus Arab efforts in all fields of technical education.
3. Improve and coordinate curricula and study plans in light of national development plans.
4. Work towards making the Arabic language the language of instruction, and encourage writing and translation of textbooks and standardization of scientific terms.
5. Give assistance and technical advice to improve the standard of existing and planned staff.
6. Coordinate the exchange of staff members, trainers and trainees in an among Arab countries.
7. Encourage cooperation among Arab countries in the field of production and maintenance of equipment.
8. Support technical education bodies in the Arab countries to assist them in better performing their duties.
9. Exchange studies and information on technical education in the Arab world.

(1) Direct translation of Arabic language brochure.

### Means of Meeting These Objectives:

1. Organize general as well as specialized seminars and conferences.
2. Organize training courses for staff members and trainees to raise their level of efficiency and effectiveness.
3. Organize exchange of staff members between Arab countries and coordinate in their field of exchange students.
4. Establish an Arab center for studies related to the development of training and teaching frameworks.
5. Publish a directory of all training institutions in the Arab world.
6. Survey all experts in the field of technical education in the Arab world.
7. Coordinate exchange of textbooks in the field of technical education.
8. Suggest and support the establishment of regional centers for specializations required by national development plans.
9. Coordinate with regional and international organizations with similar interests.
10. Provide consultation and technical advice within its area(s) of expertise.
11. Publish a periodical specializing in technical education and ways to develop it.
12. Participate in seminars and in Arab and International symposia addressing issues of interest to the Federation.

### Membership at the Union Council:

- Membership of any Arab country becomes valid after this country signs the Federation's charter and after filing the necessary documents with the general secretariate of the Federation.
- To become a member of the Federation, the member country must pay dues decided upon by the Federation council.
- Any member state can withdraw from the membership of the Federation by submitting a written notice six months prior to the country's withdrawal.

### Membership of the Federation's Council:

At present, the Federation's Council is comprised of eleven member states in addition to the Secretary General. These are:

- Jordan: Representative: Dr. Ahmad Al-Tal, Director of Community Colleges at the Ministry of Education

- Tunisia
- United Arab Emirates
- Algeria
- Iraq
- Palestine
- Qatar
- Libya
- Morocco: Representative: Abdul Aziz Amin, Director of Technical Education, Ministry of Education.
- Mauritania
- Yemen

#### General Assembly

Consists of institutes, centers and schools of technical education (or community colleges) in Arab countries that aim at preparing the labor force that is between the professional (University graduates) and the skilled labor levels. Education in these institutions should not be for less than two years after high school. Each institution will have one representative in the general assembly.

#### Requirements for Membership at the General Assembly:

Any institute, center or corporation engaged in technical education in the Arab world is entitled to submit an application for membership.

Conditions for acceptance are:

- Instruction in these institutions should not be for less than two years after the high school level.
- Aims at middle technical level between professional and skilled labor.
- Curriculum at institution should be more of a practical nature than theoretical one.
- Study hours during study period should be around 2,000 hours.
- Field work should be part of the program.

Appendix 4: Labor Market Survey and List of Industries Surveyed,  
Temara, Morocco

Rabat, le 22/6/83

N° 17 800 /PR/5

Le Wali de Rabat-Sale

/-)

Monsieur le Directeur .....  
.....  
.....

Dans le cadre de l'étude des besoins des employeurs locaux en main d'oeuvre qualifiée et en vue d'adapter la formation aux besoins du marché local d'emploi, j'ai l'honneur de vous faire parvenir, ci-joint, un questionnaire que vous êtes invités à remplir et à faire parvenir au service Economique de la Wilaya de Rabat-Salé avant le Vendredi 15 Juillet 1983.

Signé : LE Ier KHALIFA  
MOULAY MENDI ALAOUI.

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ROYAUME DU MAROC  
MINISTERE DE L'INTERIEUR  
WILAYA DE RABAT-SALE  
DIVISION ECONOMIQUE ET SOCIALE

-----  
Service Economique  
-----

PROGRAMME DE FORMATION PROFESSIONNELLE DANS LA WILAYA DE RABAT-SALE

Q U E S T I O N N A I R E

(Le présent questionnaire cherche à localiser certains besoins des employeurs de la Wilaya de Rabat-Salé en vue de mieux orienter les efforts de formation des jeunes dans des métiers conformes aux besoins du marché local d'emploi.)

JUIN 1983

15

1- Nom ou raison sociale de l'entreprise : \_\_\_\_\_

2- Adresse : \_\_\_\_\_

3- Téléphone : \_\_\_\_\_

4- Date de création : \_\_\_\_\_

5- Activités de l'entreprise : \_\_\_\_\_

6- Nom et fonction (de la personne qui répond au questionnaire): \_\_\_\_\_

7- Personnel de l'entreprise (Techniciens et ouvriers permanents seulement) :

C A T E G O R I E S	Hommes	Femmes	Total
- Techniciens - Agents de maîtrise - Ouvriers qualifiés - Ouvriers spécialisés - Manoeuvres spécialisés - Manoeuvres ordinaires - Apprentis			
TOTAL			

8- Recrutements récents et besoins futurs (Prière compléter la liste)

Exemples de Métiers	Recrutements effectués de 1980 à 1983	Pesoins prévisibles de 1984 à 1987
Ebénistes Electriciens Machinistes Maçons Magasiniers Mécaniciens Menuisiers Plombiers Serruriers Soudeurs Tôliers Vernisseurs		

9- Votre entreprise dispose-t-elle d'une structure interne de formation ou de perfectionnement des ouvriers ?

-----  
Commentez s'il vous plait :  
-----  
-----  
-----

10- Si la réponse est négative, seriez-vous intéressés par la création d'un centre qui répondrait à certains de vos besoins en ouvriers et en manoeuvres spécialisés ?

11- D'après votre expérience d'employeur, quelles sont vos propositions relatives aux améliorations à apporter à la formation professionnelle ?

12- Etes-vous disposés à recevoir des élèves en stage dans vos ateliers ?  
(Chantiers ?)

13- Dans quelles spécialités ?

14- A quelles conditions ?

15- Avez-vous des remarques finales à exprimer ?

( To which a questionnaire was sent in the survey of employer needs)

Surveyed Activities: Masonry, Electricity, Plumbing, Welding,  
Textile, Mechanic, Woodwork.

Nom de la Société	/-) DRESSE.
= UTEX Union textile Marocaine	Témara - B.P.21
= Afric-Filature	Route de casa Km3,5-Rabat
= Filroc	Route de Casa B.P.39-Rabat
= FITAM	Rue 6, rue Mly.Ismail-Rabat
= Sté.générale des Textiles	47, Zankat Abdelmoumen-Rabat.
= Fonderie nouvelle	II,Av.El Fadila Quartier Industriels Rabat
= COGRMATRA-Cie Glz Marocains de Tx.	III-Bd Mokhtar El Jazouli Rabat
= BMAP.	Rue de Koweit Rabat
= Nour -Afriquia	Km 13 Route principale n° I Temara
= Tolerie Electricité Auto	N°4-Lotissement Lahlou-Yacoub el Mansour - RABAT
= Electricité Gle José Palmilha	3, Rue des Orangers Rabat.
= BAUZON	4, Rue El Ganzra Agdal
= Clair de Lune	4, rue Tabarya
= Electro FHAMI	4, Rue de Nigéria Rabat
= Snal:Sté Nord Africaine de liège	Témara,route 4II-55 de Casa B.P.18
= TEMAROC	Temara route de la Gare.
= COMATRAL:Compagnie marocaine de Transformation du liège	Skhirat.
= DAR ESBARAT	31,Rue Abdelmoumen Rabat
= Menuiserie la Renaissance	Cité Yacoub El Mansour Près de Café El Amal Rabat
= AFRIC ALUMINIUM	17, RuenDar El Beida.
= EMEH-Entreprise de Menuiserie Ebénisterie	Rabat-Route de Casa.
= FAMAM-Fabrique marocaine d'ameub- lement	2,Rue Sebta Rabat.
= Sté.Aluminium	5,Rue Al Adarissa Rabat
= Sté. LOSKO	I,Zankat Azilal
= Entrepise de menuiserie de Rideaux en bois	av. Hassan II
S.F.D.E.C.	Temara 1237

VIDAL MAROC S.A.

Zellij et Mosafque El Hami

Sté. Marocaine de construction et d'aduction

Entreprise Mohamed Ben Abdellah  
" Lahcen Ben Ali

Sté. Nouvelle des Briqueterie de l'Oulja

Entreprise Ghandori  
" Dinia et Lakhdar

AUXITEC: Auxiliaire Technique de Génie Civil.

BALDY MAROC

BATIR

BEN ABDELLAH

CNTE-Cie nouvelle de travaux. d'Entrep.

COMAJA

COMET-Cie Marocaine d'entreprise de travaux

Construction Marocaine

DOUKKALA-Sté. Doukkala d'entreprise et de travaux.

El Yamani Constructions

ANDREANI

BARBERA ET FILS

Atelier Marocains

BRUNO

Acierie et Fonderie

Sté. Conatral

CEPNA MAROC.

71, Av. de la Résistance Rabat

24, Av. El Fadila quartier industriel Rabat.

8, Rue des Vosges Rabat-Agdal.

26, Rue Cadi Ayad Rabat.

Yacoub El Mansour Douar Rja Fallal T.W n°II Rabat.

Km.45 Route de l'Oulja Rabat.

7, Kankat Mly. Rachid Rabat

2, Zankat Ahfir Rabat

11, rue Dayat Srroumi Agdal.

6, Rue Abdelmoumen

9, Rue Zagora

Rue El Hana Quartier Industriel

30, Rue Abdelmoumen, BUREAUX, Rabat

54, Rue Mly. Ismail Rabat

7, Rue Abou Faris El Marini Rabat

Quartier industriel Bd. El Majd RABAT.

Route de Meknes-Salé.ain  
Lahouala B.P.16.

4, Rue El Fadila-Rabat quartier Industriel.

6, Rue de Chaouen

45.AV. DE LA RESISTANCE.

Charia el Fadila B.P.31 Quartier industriel Rabat.

77, Charia Al Fadila quartier Industriel.

Centre Skhirat.

Centre Skhirat.

B.P.I. Temara; Centre.

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Appendix 5: Summary of the Survey of Technical and Vocational Programs in Lebanon, June, 1983

(i)

Summary of The Survey on Technical and  
Vocational Programs in Lebanon

Goals of The Survey:

- I- To present an assessment of the current and projected man-power and skill needs of the country;
- II- to present a brief description of the skill training and vocational education resources available in Lebanon in the public and private sectors;
- III- to assess the need of specific groups in the society for vocational training programs;
- IV- to present an overview of the public and private institutions visited;
- V- to assess the needs of those institutions and their willingness to work with Amideast;
- VI- to locate sources of possible support and assistance for vocational training programs.

Results of the Survey

I- Current and Projected Skill Needs:

- A- Lebanon suffers from severe shortages of manpower at all levels: unskilled, semi-skilled, skilled and professional.

(ii)

B- Construction is the sector which has suffered the most severe loss in manpower.

C- Transport, storage and communications and industry come in second and third in terms of net loss of labor.

D- There is a basic need for manpower training:

1. to replace labour lost through emigration
2. to meet the needs of the post-war construction program

## II- Vocational Education Resources in Lebanon:

A- There are 113 Vocational and technical training institutions in the private sector.

B- There are 17 Vocational and technical training institutions in the public sector.

C- The majority of those institutions are located in Beirut and its suburbs: 86 private, 5 public.

D- In 1979-1980 there were a total of 29,298 students enrolled in vocational and technical education programs in Lebanon.

E- That same year those programs employed 2,956 vocational and technical training instructors.

F- There is a wide range of programs offered for which Government degrees or aptitude certificates are awarded (the CAP, BP, BT1, BT2 and TS primarily).

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III- Segments of the Population Most in Need of Vocational Training:

- A- The handicapped and the disabled benefit from very little attention payed to their needs in terms of education and employment training in Lebanon.
- B- Low-income level women are in need of employment, and yet do not have the skills required for any job but the least payed and least stable.
- C- Out-of-school youths, who have dropped out in order to fight, to support their families, or because of migration due to the disturbances in the country, could be one of the most important sources of labor in the next decade.

IV- Technical and Vocational Institutions Visited in the Public and Private Sectors:

A- For the handicapped:

1. Al-Kafaat Center: for the mentally and physically handicapped. It provides physical rehabilitation, educational and vocational training programs.
2. The Institute for the Blind and the Deaf: is aimed at the blind and deaf between the ages of 5 and 25. It provides them with educational, recreational and vocational training programs.

(iv)

3. Protected Workshop for the Mentally Handicapped: This is a project which is being developed and is aimed at creating a workshop for the mentally handicapped to ensure their economic independence and security.

B- For Women:

1. The YWCA: is aimed at providing regular technical and vocational training to women from the ages of 15 to 30 primarily.
2. The Basic Service Units: of Bourj Brajneh, Ghobeyreh and Bourj Hammoud provide integrated (health, education, and community) services for women and children including vocational training programs for women.

C- For Out-of-school Youths and Adult Males:

1. The Amlieh Technical School: provides technical and vocational training to 2,000 youths a year, and places them in various industries once they graduate.
2. The YMCA: provides accelerated vocational training programs for young men over the age of 17, mainly in the construction sector.
3. The Social Welfare Institution: provides a wide range of social services to children, women, youths and the handicapped. Vocational training is primarily for out-of-school youths over the age of 15.

.(v)

4. Foyer de la Providence: has both accelerated and regular vocational training programs, primarily for out-of-school youths, orphans and disaster victims of South Lebanon.
5. The Centre Professionnel: offers only accelerated or crash skill training programs for out-of-school youths.
6. The Technical School of Dikwaneh: is a government complex which has two technical institutes, 3 technical schools and a vocational training center for adults. It offers primarily the regular technical training program, mainly for youths and adult men.

V- Needs of the Vocational and Technical Training Institutions Visited:

A- Many of the institutions visited suffered severe damages to their premises and workshops, especially after the Israeli invasion, and needed assistance in repairing and rebuilding.

B- Equipment is needed to replace lost or damaged equipment, and/or to expand into new fields and programs.

C- Funds were needed by both institutions in the private and in the public sectors:

1. to pay teaching personnel during the summer months when they are not teaching;

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2. to pay personnel for overtime in case they teach both the regular and the accelerated programs;
3. to buy working material such as wood, leather, cement, straw etc;
4. to pay tuition fees for needy students;
5. to pay for boarding facilities for resident students;
6. to pay for maintenance and repair of technical equipment;
7. to pay transport cost of students;
8. to expand workshops and premises and programs.

D- There is a marked shortage of trained and qualified personnel - there is therefore a need:

1. to place more emphasis on teachers training programs;
2. to offer higher salaries and better fringe benefits to teachers in order to attract them to and keep them in that profession;
3. to give more official recognition to holders of technical degrees.

E- New skills are needed to meet the growing and more specialized demands of the labor market.

F- Technical Assistance in Programming of new vocational training courses and of crash skill training was felt to be a need in most institutions.

- G- Marketing of products manufactured especially by women and the handicapped is a problem for arts and crafts workshops.
- H- Legislation is needed to oblige institutions in the public sector, to employ a certain percentage of the handicapped.
- I- Coordination is needed between vocational training institutions, the public sector, especially that sector involved in the national reconstruction programs, and major industries throughout the country.
- J- A center for professional orientation offering awareness sessions with mobile units travelling throughout the country to attract youths to vocational and technical education and change people's attitudes towards manual work.

VI- Some Potential Donors for Vocational Training Programs

- A- Donors for repair of damaged premises: Catholic Relief Services, US Agency for International Development, UNICEF, German Embassy, the Council for Development and Reconstruction, UNDP.
- B- Equipment can be provided by UNICEF, USAID, Catholic Relief Services, West German Embassy, French Embassy.
- C- Funds for reconstruction and equipment: can be offered by the EEC, the Canadian Embassy, USAID, World Bank.

D- Funds for paying teaching and administrative personnel and tuition and boarding stipends from: the National Office of Employment, the Ministry of Labor and Social Affairs, Office of Social Development, the Ministry of Education and the Ministry of Health.

E- Training of Personnel could be provided in one form or another (training, scholarships, summer sessions abroad) by: UNESCO, West German Embassy, French Embassy, UNDP, EEC, the Institute for Women's Studies in the Arab World, the YWCA, the Technical School of Dikwaneh.

F- Technical Assistance in introducing new courses and skills and in program-planning could be furnished by: UNESCO, ILO, UNDP, West German Embassy, French Embassy, EEC.

G- Assistance in Finding Employment: for trainees from vocational training programs can be provided through the Association of Lebanese Industrialists.

N.B.: these are only a sample of donors - there a great many public and private organizations which could provide assistance of various kinds to programs of vocational training.

#### VII- Recommendations for Amideast LDO

A- Because the majority of the vocational training institutions (both

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public and private), the major industries and almost half the population of Lebanon are concentrated in Greater Beirut, the LDO should start working in the capital first.

- B- As the construction sector is the one that has suffered the greatest loss in terms of labor and has the most job opportunities, the LDO should work primarily with programs in that sector.
- C- Emphasis should be placed on training semi-skilled workers in crash skill training programs.
- D- At this point it may be more appropriate to work with existing institutions and introduce new courses within existing programs, rather than set up whole new organizations or centers.
- E- Programs for low income level women, the handicapped and out-of-school youths should receive special attention.
- F- The programs which could benefit most from AMIDEAST assistance are:
1. For out of school youths (and others): the coordinated organization headed by Mgr. Gregoire Haddad and consisting of: Al Kafaat Foyer de la Providence, Dr. Osseyran's Vocational Training Program and the Centre Professionnel.
  2. For women: the Basic Service Units of Bourj al Brajneh, Ghobeyreh and Bourj Hammoud.
  3. For the handicapped: the Institute for the Blind and the Deaf, and the Protected Workshop for the Mentally Handicapped.

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Appendix 6: Executive Summary, VTSP Employment-Education Conference,  
July 24-31, 1983

VTSP Employment-Education Conference, July 24-31, 1983

EXECUTIVE SUMMARY

The AMIDEAST Vocational Training Support Program (VTSP) headquarters staff, Employment and Training Coordinators (ETCs)- previously referred to as Local Development Officers - and Field Office Directors from Morocco and Jordan, current VTSP sites, conducted a training conference at the Tunis Hilton from July 24-31, 1983 in Tunis, Tunisia. The Field Office Directors of Tunisia and Lebanon, countries under consideration for program implementation, also attended. The Field Office Director from Lebanon was accompanied by a consultant who updated the survey of vocational training institutions in Lebanon done for this program in 1981. The Tunisia Field Office Director was accompanied by the Assistant Director for the office who helped organize the survey there two years ago.

The conference was also attended by two key members of Mississippi State University's Industry Services Program, Dr. James Shill, Director of the Research and Curriculum Unit (RCU) for Vocational-Technical Education and Dr. Kent Brooks, Industry Services Coordinator for the RCU, both leaders and pioneers in the field of coordinating training services with industry manpower needs. Their contribution and participation in the conference was major. Indeed, it helped create a redefinition of the purpose of the VTSP, the roles of the Education and Training Coordinators (ETCs) and the services the program could offer. The important contribution of Drs. Shill and Brooks was made possible by the willingness of MSU and the state of Mississippi to cover the costs of their participation.

The outcomes of the conference cannot be clearly presented without first examining a major change in emphasis that took place during the conference.

The original goals of the conference were 1) to strengthen the professional skills of the Employment and Training Coordinators, 2) to identify existing concerns and problems related to the implementation of the VTSP and develop solutions to them, and 3) to develop plans, strategies, and objectives for the coming year. Conference sessions were designed to meet these goals with emphasis placed on the first goal. However, from the beginning, it became clear that strengthening of skills was secondary to the need to clarify what services the program could and should offer in the field, what role the ETC should play, and what services the VTSP, as a whole, should offer.

All participants agreed that these issues be given priority during the conference. As a result, the conference outcomes were as follows:

1) The VTSP was redefined as a program that will work directly with business and industry to provide leadership in the development of training programs designed to prepare people to fit the job needs of those businesses and industries.

2) In redefining the program, it was agreed that training facilities, PVOs, and local non-formal vocational education institutions will benefit enormously from the proposed plans because in developing relevant training programs for industry, the VTSP will often look to these training resources to carry out the training. The training programs will, by definition, become demand driven. At other times, the ETCs will utilize training facilities directly available through industry and businesses.

3) The group agreed that the VTSP, through the ETC, will work with business to develop training programs appropriate to client and trainee needs, set training priorities, and identify potential trainees. Additionally, the ETCs will become resource people providing information on vocational education, and linking industry training needs to resources.

4) The conference built confidence in both headquarters and field office staff by providing clarification of roles and responsibilities.

5) Team building occurred. The group came to consensus on all matters of importance to the program and all members of the team became familiar with each other.

6) The group laid out a clear strategy for the future.

## PLANS AND RECOMMENDATIONS

After redefining and sharpening the focus of the VTSP, conference participants made several recommendations, some of which the team felt would necessitate seeking external approval or later internal consensus. These recommendations appear below and are followed by a list of plans the group laid out for the coming project year.

### Recommendations

- o ETCs should receive further training at MSU in specific job skills soon.
- o Hold at least two reinforcement workshops with ETCs and program staff from headquarters per year, preferably in one of the participating countries.
- o Give Field Office Directors opportunity to receive management training.
- o Allow Field Office Directors to bill up to 10% of their time to the program.
- o Give greater authority and control over the program to field staff, particularly in the selection and supervision of projects.
- o Streamline reporting procedures followed by the ETCs to reflect the changes in authority while continuing to provide headquarters with information appropriate to its needs.

### Plans for the Coming Year

- o Seek further specific training for AMIDEAST staff, particularly field staff;
- o Concentrate on short term, industry-based projects and gain a broad knowledge of business and industry;
- o Determine if program will be implemented in any additional countries this year;
- o Update the survey in Tunisia, if Tunisia is selected for implementation;

- o Revise and expand the promotional materials used by the ETCs. All should be done in at least two languages and should contain VTSP mission statement;
- o Prepare for upcoming AID evaluation of VTSP;
- o Provide more on-site technical assistance for the field;
- o Resolve communications problems;
- o Resolve the issue of funds not being obligated under grant to cover Field Office Directors' time on program.

VTSP Employment-Education Conference, July, 1983

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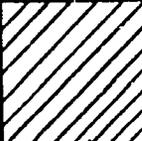
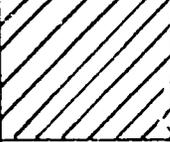
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Vocational Education Specialist

VTSP Employment-Education Conference Schedule

	8:00 a.m.	9:00	10:00	11:00	12:00 p.m.	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00
Sunday, July 24	* 		Pre-Conference Orientation for Conference Coordinators				L U N C H			Intros & Getting Acquainted	Conference Goals, Objectives and Plans	DINNER	
Monday, July 25			* VTSP Overview	VTSP Issues & Concerns (w/ Break)	Emp/Ed Links	Role of Linking Agent	L U N C H			Employer-Educator Linkage Development			
Tuesday, July 26	* Identifying & Addressing Industry Needs		The Art of Networking		The Politics of Employment-Education Linkages & Linkage Building Strategies			B R E A K		USAID & AMIDEAST			
Wednes. July 27	G R O U P E X C U R S I O N & L U N C H					Specific Uses of VTSP Handbook (w/ Break)							
Thurs. July 28	* Building Training Institution Capacity		Developing Specific Training Components	L U N C H w/ USAID Representatives		B R E A K			Developing Training Components (cont.)				
Friday, July 29	* Project Action Planning		Project Action Planning (cont.)		Project Action Planning (cont.)		Project Action Planning (cont.)						
Sat., July 30	----- F R E E D A Y -----												
Sunday, July 31			* Com-muni-que	Evalu-ation		Planning Development of VTSP for Next Year							
	* General Housekeeping  Break												

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