

PN-AAS-372

ISN 39224

21

THE NEAR EAST REGIONAL TRAINING CONFERENCE

AMMAN, JORDAN

December 2-3, 1978

SPONSORED BY

THE AGENCY FOR INTERNATIONAL DEVELOPMENT

In Cooperation With

THE NATIONAL PLANNING COUNCIL, GOVERNMENT OF JORDAN

AND

THE INSTITUTE FOR PUBLIC ADMINISTRATION, AMMAN, JORDAN

T R A N S L A T I O N

AL DASTOUR - An Arabic Jordanian Daily - December 2, 1978.

Amman -

The Regional Training Conference, sponsored by the Agency for International Development in cooperation with the National Planning Council and the Public Administration Institute, Jordan, will start today.

The objective of the Conference is to review the different types and levels of training available in the region and to study the possibility of cooperation between these countries.

In addition to Jordan, the Conference delegates arrived from Tunisia, Sudan, Cyprus, Syria, Lebanon, Morocco, Yemen and Egypt.

The Jordanian delegation consists of Dr. Tayseer Abdel Jaber, Secretary General, National Planning Council; Dr. Abdullah Zubi, Director, Public Administration Institute and representatives from the Ministries of Education and Agriculture, the Central Bank, the Civil Service and the Universities of Jordan and Yarmouk.

TRANSLATION

AL DASTOUR - An Arabic Jordanian Daily - December 3, 1978.

THE OPENING OF THE NEAR EAST  
REGIONAL TRAINING CONFERENCE

Amman -

The sessions of the Near East Regional Training Conference, sponsored by the Agency for International Development and the Jordan National Planning Council, began today in Amman.

Dr. Tayseer Abdel Jaber, Secretary General of the NPC spoke at the opening session regarding the importance of planning in economic development, especially in relation to human resources. He also enumerated Jordan's training institutes which were established for economic development.

In his opening remarks, Dr. James A. Goodman, Director, OIT, AID, discussed the objectives of the conference emphasizing the necessity of identifying training opportunities in the region.

In addition, Dr. Abdullah Zubi, Director, Public Administration Institute, Jordan, gave a presentation regarding the importance of training in implementing economic and social plans, and the role of "the trainer" in the process. He further presented recommendations to elevate the training function and stressed the importance of attracting and keeping competent trainers in developing countries.

In the afternoon session, Dr. Nuri Shafiq, Director, Civil Service, Jordan, discussed the different trends that influence development in the developing countries. He compared these trends with trends in developing countries in the economic, cultural and political areas.

Dr. Subhi El Qasem, Dean of Agriculture, University of Jordan, spoke in general about training availabilities at the University of Jordan. He elaborated concerning the Agriculture Program.

Extensive discussions took place between conferees.

The conference will end its sessions this Sunday.

T R A N S L A T I O N

AL RA'Y - An Arabic Jordanian Daily - December 3, 1978

The Near East Regional Training Conference Completes Its Sessions -  
A Search for Regional Training Between Countries of the Region

Amman -

The Near East Regional Training Conference ended its meetings last night. Among the more important recommendations discussed during the two days of discussions were (1) the need to exchange information regarding training in the region, (2) the necessity to increase training funds by donor countries (AID), and (3) the importance of organizing training in more varied fields to benefit economic and social development in the region. In addition, the Conferees recommended special training for the administrative and technical staff responsible for development projects in their countries.

Dr. James Goddman, Director, OIT, AID, who sponsored this conference, stated that these recommendations would be taken into consideration when funds are allocated within technical assistance programs. He added that AID's experience has shown that more consideration should be given to training within the region and between developing countries.

Among the conferees that attended the Conference were delegates from Lebanon, Jordan, Syria, Sudan, Egypt, Tunisia, Morocco, Yemen and Cyprus in addition to representatives from AID.

# USAID conference spotlights advantages of regional technical training schemes

By Breda Finegan  
Special to the JordanTimes

AMMAN, Dec. 5--At the start of a drive to promote regional training in the Middle East, a three-day conference sponsored by the United States Agency for International Development (USAID) ended its meeting at the Ambassador Hotel today.

The bulk of the conference's work was finalised yesterday, but conferees continued to meet this morning to clear up routine administrative matters.

The main recommendation to come out of this session, held in cooperation with the National Planning Council (NPC) and the Institute for Public Administration, was the decision to investigate the availability of training resources in the area in order to compile a catalogue which will be made available to the government of the region and other interested organisations which need to know about available training schemes both in their own and in neighbouring countries.

Dr. James A. Goodman, Director of the Office of International Training at USAID headquarters in Washington, told the JordanTimes that the main reason for calling the conference was

the belief that "U.S. training is not always the best."

"Geographically, politically, culturally and linguistically," he said, "it would be far better in many cases for people from this area to take advantage of training schemes--often very practical but unfortunately not widely known--in their own area."

Miss Laila Mughannam, the Near East coordinator for the office of International Training at USAID in Washington, said: "There is a real lack of knowledge about existing training possibilities, especially for short term technical training. This is particularly noticeable at sub-professional level."

Participants in the conference, the first of its kind to be held in the Middle East, included heads of agencies responsible for technical assistance of various kinds and heads of university departments from Tunisia, Morocco, Egypt, Cyprus, Lebanon, Yemen, Jordan, and Syria --all countries taking part in the USAID training programme.

Jordan's representatives included Secretary General of the NPC, Dr. Taisir Abdul Jabbar; Dr. Abdullah Zu'bi of the Institute of Public Administration; Mrs. Inam Mufti, former Director of the Department of

Women's Affairs; Dr. Subhi Al Qasim, Dean of Agriculture at the University of Jordan; Dr. Abdul Bari Durra, Director of Administrative Science at Yarmouk University and Dr. Munther Al Masri, Director of Vocational Training.

Miss Mughannam's point about the lack of information about existing training centres in the area highlighted during the meetings by Mrs. Mufti's interest in Tunisia's crafts and handicrafts training courses and the resulting verbal agreement between the two delegates to cooperate in this field.

Jordan needs people trained in these skills, Mrs Mufti said, and Tunisia has had the means to provide such training for some years. Yet neither country was aware of the possibilities until now.

Dr. Goodman noted that there has been a hefty change in the type of training that people--or rather governments--are going for.

Previously it was largely academic degree courses that were in greatest demand, but now there is a shift to short term technical training.

USAID offers its training schemes on the basis of what individual governments request. "We do not impose courses," Dr. Goodman said. "Governments research what they need and we supply it."

Most in demand in the Middle East, he added, is training in agriculture, health and management. People benefiting from the programme include graduates, government ministers, mid-career people and civil servants.

Mr. Goodman added that the Middle East provides 40 per cent of all the

new foreign trainees in the United States each year. At any given time, there are some 12,000 foreigners receiving technical or academic training under the USAID programme. Approximately 70 people are sent from Jordan each year.

The advantages of making fuller use of local training schemes would of course be obvious in financial terms. Costs involved would be greatly reduced were neighbouring countries to provide some of the required training.

Also, Dr. Goodman said, the regional courses would probably be more practical than U.S. courses in view of the fact that, say, agricultural training would actually be taking place in the area in which the trainee will eventually be working.

Other important issues discussed during the conference were ways of improving the quality of training schemes and avoid duplication within the area and the possible exchange of professors and other educators.

Both Dr. Goodman and Miss Mughannam were impressed and encouraged by the conference. "There was excellent cooperation and exchange," enthused Miss Mughannam. "And this is just the beginning," added Dr. Goodman.

"The next step," Dr. Goodman said, is to sort out the recommendations in detail and see how the agency (USAID) can respond in specific terms.

"This is the first time a government has hosted such a conference and I hope it won't be the last."

Nation  
As  
AMI  
Asso  
(NA  
that  
ded b  
ham  
count  
will la  
21 and  
Jordan  
Qatar,  
Saudi  
anon.  
NAAA  
sident  
cutive  
A. Sime  
ryl Am  
This  
first suc  
of Dr.  
engthe  
NAA  
Meeti  
ional  
and  
erpr  
Ara  
Sha  
ab  
the  
N

## TODAY'S WEATHER

Slight rise in temperature will occur tomorrow with the appearance of medium and high clouds. Winds will be light and variable, becoming southwesterly moderate. In Aqaba Gulf there will be northerly moderate winds and calm seas.

TABLE OF CONTENT

	<u>PAGE</u>
Objectives	1
Country Representatives	3
Agenda	7
Presentations by Delegates	11
Recommendations	35

## OBJECTIVES

Planning for human resource development by governments of the Near East Region and the Agency for International Development in recent years has stressed the need and importance to train persons within the Region.

Because of the culture, language, costs, and suitability of training, it was felt that in many cases, training in the Region was more practical and beneficial than training in the United States or in other countries, especially for under-graduate students and for trainees desiring vocational, technical or specialized, short-term training.

Several countries were aware of the existence of training possibilities in the area and some had some knowledge of the available programs in the larger educational institutions. As a whole, however, there was a lack of information concerning existing training programs in technical fields, especially on the sub-professional level.

Thus it was decided, as a first step, to hold a Near East Regional Training Conference to bring together Near East experts and technicians in the field of training and education in order to 1) exchange current information on training trends and policies; 2) identify available training resources, institutions and individuals; and 3) discuss means to promote training between neighboring countries of the region.

The Government of Jordan, as represented by the National Planning Council and the Public Administration Institute, Amman, Jordan,

co-sponsored the Conference with the Office of International Training, Agency for International Development. It was held in Amman, Jordan on December 2-3, 1978 at the Ambassador Hotel.

COUNTRY REPRESENTATIVES

In addition to Jordanian and A.I.D. participants, the Conference included delegations from Tunisia, Morocco, Syria, Lebanon, Yemen, Sudan, Egypt and Cyprus. The number of Conference participants was 41 which included 5 observers from the Jordan Government. The names and titles of Conference participants are listed below:

List of Participants

Mr. Ibrahim F. Atallah	Assistant Training Officer USAID/Damascus <u>Syria</u>
Mr. Imad-Ed-Din Bakjaji	Assistant Director for Planning for Economic, Scientific and Technical Relations, State Planning Commission <u>Syria</u>
Mr. Robert D. Brandt	USAID Training Officer <u>Egypt</u>
Mr. Said Ben Chaaban	USAID Training Officer <u>Tunisia</u>
Mr. M'hamed Chaker	Director, Tunisian Agency for Technical Cooperation, Prime Ministry <u>Tunisia</u>
Mr. Taoufik Cheikhrouhou	Director of Planning and Human Resources Ministry of Planning <u>Tunisia</u>
Mr. Harris Constantinou	Director The Cyprus Productivity Institute The Mediterranean Institute of Management <u>Cyprus</u>
Dr. Abdel Bari Durra	Chairman Department of Administrative Sciences Yarmouk University, Irbid <u>Jordan</u>

Dr. Fawzi El-Hajj	Administrator American University of Beirut <u>Lebanon</u>
Dr. Munther El-Masri	Director Vocational Training Corporation <u>Jordan</u>
Mrs. Inaam El-Mufti	Head Women's Affairs and Member National Council <u>Jordan</u>
Dr. Subhi El-Qasem	Dean of Agriculture University of Jordan <u>Jordan</u>
Dr. Salah El-Sayed	Director Graduate Management Programs American University of Cairo <u>Egypt</u>
Mr. William J. Elsen	Planning Officer Office of International Training <u>AID/Washington</u>
Mrs. Mona El-Tobqui	USAID Training Office <u>Egypt</u>
Dr. El-Sayed M. Faheem	Director International Agriculture Training Center <u>Egypt</u>
Ms. Sandra K. Gardner	Statistical Assistant Office of International Training <u>AID/Washington</u>
Dr. Raouf Ghouseini	Chairman, Extension and Education, American University of Beirut <u>Lebanon</u>
Dr. James A. Goodman	Director Office of International Training <u>AID/Washington</u>
Engineer Fahmy Tolba Hassan	President, Training Organization for Building and Construction <u>Egypt</u>

Mr. Marvin Hurley	Near East Bureau Office of Technical Support <u>AID/Washington</u>
Dr. Najib Iskander	Professor of Organizational Behavior, National Institute for Management Development <u>Egypt</u>
Dr. Taysir Abdel Jaber	Secretary General National Planning Council <u>Jordan</u>
Dr. Thomas A. Lamont	Vice President for Academic Affairs and Dean of Faculty, American University of Cairo <u>Egypt</u>
Ms. I. Leila Mogannam	Near East Area Coordinator Office of International Training <u>AID/Washington</u>
Mr. Ahmed Mohamed Muckbil	Scholarship Officer Central Planning Organization <u>Yemen</u>
Mr. M' Hamed Naciri	USAID Training Officer <u>Morocco</u>
Mr. Nasr Nasr	USAID Training Officer <u>Jordan</u>
Dr. Carl Schieren, Jr.	Director of Project and Grant Development, American University of Cairo <u>Egypt</u>
Dr. Nuri Shafiq	Director of Civil Service <u>Jordan</u>
Mrs. Carol Steele	Assistant Program Officer USAID/ <u>Jordan</u>
Mr. Ahmed Tawfik	USAID Training Office <u>Egypt</u>
Dr. Edward Tolle	Human Resources Officer USAID/ <u>Yemen</u>
Mr. A. Vollbrecht	Assistant Program Officer USAID/ <u>Sudan</u>
Dr. Abdallah Zubi	Director, Institute of Public Administration <u>Jordan</u>

Observers

Mr. M. Alayyan

Institute of Public Administration  
Jordan

Mr. Yusuf Odeh Ayoub

Civil Service Commission  
Head, Training Division  
Jordan

Dr. Nour El-Din Taqui El-Din

Agricultural Credit Cooperation  
Jordan

Mr. Zuhier Khalifah

Central Bank of Jordan  
Jordan

Mr. Mohm'd Abu Rashrash

Agricultural Credit Cooperation  
Jordan

Mr. Ahmad Abu Sheika

Ministry of Agriculture  
Jordan

AGENDA

Saturday, December 2, 1978

9:00 a.m. Opening Remarks

Dr. Taysir Abdel Jaber  
Secretary General  
National Planning Council  
Amman, Jordan

Dr. James A. Goodman  
Director  
Office of International Training  
U.S. Agency for International  
Development  
AID/Washington

Mr. Nasr Nasr  
Training Officer  
USAID/Jordan

Dr. Abdallah Zubi  
Director  
Institute of Public Administration  
Amman, Jordan

10:00 a.m. COFFEE BREAK

10:30 a.m. Presentations by Delegates

Mr. M'hamed Ghaker  
Director  
Tunisian Agency for Technical  
Cooperation  
Prime Ministry

Mr. Taoufik Cheikhrouhou  
Director  
Planning and Human Resources  
Tunisian Ministry of Planning

Dr. Raouf Ghousseini  
Chairman  
Extension and Education  
American University of Beirut

12:30 p.m. LUNCHEON BREAK

2:00 p.m. Presentations by Delegates

Dr. Nuri Shafiq  
Director  
Jordan Civil Service

Dr. Subhi El-Qasem  
Dean of Agriculture  
University of Jordan

3:30 p.m. COFFEE BREAK

3:50 p.m. Presentations by Delegates

Mr. Harris Constantinou  
Director  
The Cyprus Productivity Institute and  
The Mediterranean Institute of Management

Government of Egypt Representatives.

Dr. El-Sayed M. Faheem  
Director, International Training and  
Director, the Egyptian International  
Center for Agriculture

Dr. Najib Iskander  
Professor of Organizational Behavior  
National Institute for Management  
Development

Engineer Fahmy Tolba Hassan  
President, Training Organization for  
Building and Construction

Sunday, December 3, 1978

9:00 a.m. Presentations by Delegates

Dr. Abdel Bari Durra  
Chairman, Department of Administrative  
Sciences, Yarmouk University - Irbid,  
Jordan

Representatives of American University  
of Cairo

Dr. Thomas A. Lamont  
Vice President for Academic Affairs  
and Dean of Faculty  
American University of Cairo

Dr. Salah El-Sayed  
Director, Graduate Management Programs  
American University of Cairo

10:30 a.m. COFFEE BREAK

10:50 a.m. Presentations by Delegates

Mrs. Inaam El-Mufti  
Head Women's Affairs and  
Member of National Council - Jordan

Mr. Imad-Ed-Din Bakjaji  
Assistant Director of Planning for  
Economic, Scientific and Technical  
Relations, State Planning Commission  
Damascus, Syria

Dr. Munther El-Masri  
Director of Vocational Training  
Corporation  
Amman, Jordan

Mr. M'Hamed Naciri  
Training Officer  
USAID/Rabat

Dr. Edward Tolle  
Human Resources Officer  
USAID/Yemen

1:00 - 2:00 p.m.	LUNCHEON BREAK
2:00 - 5:00 p.m.	General Discussion on Future Action - Recommendations and Conclusions
6:00 p.m.	Reception Hosted by Dr. James A. Goodman at the Inter-Continental Hotel

NOTE: Discussions among Delegates after each presentation

PRESENTATIONS BY DELEGATES

The Conference was co-chaired by Dr. Taysir Abdel Jaber, Secretary General of the National Planning Council, Government of Jordan, and by Dr. James A. Goodman, Director, Office of International Training, AID/Washington. Ms. I. Leila Mogannam, Near East Area Coordinator, Office of International Training, AID/Washington, was the Conference Coordinator.

Dr. Abdel Jaber opened the Conference by welcoming the various delegates to Jordan and thanking the Agency for International Development for the initiative of holding the Conference and in selecting Jordan as a conference site.

He reiterated the objectives of the Conference and hoped that the outcome of discussions would lead to recommendations for new approaches in training and for future regional cooperation.

Dr. Abdel Jaber emphasized the importance of training in Near East governments' national development plans, in particular the Government of Jordan's current 5-year plan. He stated that investment in human resources development was the most important element in social and economic national development and that the richest resource was manpower. In the past, development of human resources was transferred from the developed countries to the less-developed, but now both developed and developing countries had much to learn from each other. Dr. Abdel Jaber hoped that through the Conference we could identify the training potential of each country whether at the university, vocational or other levels.

Dr. Abdel Jaber stated that in the last 25 years Jordan invested a considerable amount of funds for education and that Jordan rated highest among developing countries in regard to university graduates, with 8% of its students enrolled in foreign universities. In regard to skilled and semi-skilled labor, 300,000 or one-third of the total manpower, were working abroad, mostly in the oil-producing countries. At present unskilled labor was being imported.

Dr. Abdel Jaber reviewed some of the short-term technical training offered by the Jordanian Government, Banking institutions and the private sector in subjects such as management, social work, statistics, telecommunications, postal services, accounting, surveying and computer services. Diplomas were awarded for the above training courses.

Dr. Abdel Jaber welcomed participants from the region as trainees in Jordan.

In Dr. James A. Goodman's opening remarks, he stated that this was an historic moment. It was the first training conference of its kind held anywhere in the world. It was fitting that the Agency for International Development and Jordan along with delegations from other countries of the Near East Region were working in concert to sponsor this conference. It was fitting because the Near East provided over 40% of all AID-sponsored participants who received training in the United States.

Dr. Goodman said that it is our aim to discover from you the extent to which this training serves the needs of your respective countries and, indeed, the region. Dr. Goodman emphasized that

AID was fully committed to the idea that training planned for developing countries must be clearly related to the skills required to aid in the development process.

Dr. Goodman said that those of us from the Agency for International Development come to this conference full of the spirit of inquiry; seeking to learn about the region's needs and aspirations. It was likely that we would gain far more information during these days we are together than we would impart to you. He added: If there is to be a true collaborative effort in training and other aspects of development, developed countries such as my own must listen to your voices...

Dr. Goodman hoped that this conference would provide an opportunity to explore the nature of the training resources available in this region and that this type of inquiry could be extended beyond this meeting. Perhaps the conference could serve as a model--at least a catalyst--for other regions to use in determining available training opportunities.

He hoped that all participants will share experiences in a manner that will provide deeper understanding of mutual problems.

Dr. Abdulla Zubi, Director of the Public Administration Institute and co-sponsor of the conference, discussed training priorities and how they related to country development needs. He stated that training policies must be integrated into countries' economic planning and national goals. Special attention should be given to the training of 1) top administrators as executive change agents; 2) a new

generation of scientists and technicians; and 3) qualified trainers.

He emphasized that 1) developing countries should aim at developing professionalism in training by developing appropriate selection criteria; 2) AID should assist developing countries in establishing institutes for the development of training of trainers' projects. These could be at the national, bi-lateral, regional or international level, depending on the needs of the region; 3) national governments should establish a country network for trainers; and 4) AID was urged to facilitate and provide the exchange of competent trainers among countries of the region.

Dr. Zubi's paper was distributed to conference participants.

Copies are available at DS/IT/AID/Washington and at the Public Administration Institute, Amman, Jordan.

Dr. Nuri Shafiq, Director of Jordan's Civil Service gave a talk on the constraints or ecology of modern management in the Arab world.

He stated that two-thirds of the world's population lived in developing countries in agriculture (traditional) societies, while the developed countries, or one-third of the world's population, was an industrialized society whose concepts and values were different. Dr. Shafiq compared the make up of the two societies and how the existing differences affected the development of training programs in the region. In regard to the Arab world, and in particular Jordan, the following dimensions were reviewed:

**The Historical Dimension:** Dr. Shafiq briefly summarized the Arab world civilizations in the old ages, middle ages, and modern times,

emphasizing the Islamic and Arab culture. He discussed the strategic importance of the Middle East, oil, and the population explosion in the area.

**The Political Dimension:** Arab countries usually lacked democratic institutions, the lack of political stability attributed to social revolutions, discontent and frustrations which lead to the loss of manpower. Freedom of expression was extremely limited and the freedom of individual responsibility was weak. The constant change of governments affected development programs.

**The Economic Dimension:** Inflation and rising prices were not reflected in salaries which lead to the brain drain. Arab countries depended on foreign markets and did not adequately develop their own resources. Lack of research, a prerequisite for development, hampered development schemes. Planning, implementation, evaluation and follow-up were not coordinated.

**The Social Dimension:** The unit of society in Arab countries was the extended family, or tribe -- populations lived in groupings with loyalties first to the family (tribe), religion, and last to the state.

**The Educational Dimension:** The peer group and society were often in conflict as concerns the process of education, and physical, emotional and social growth were not responded to in a holistic way. Attention was given to the content of education and not the process, which lead to deductive thinking versus inductive (scientific) thinking.

**The Human Dimension:** The Arab world was a man's society, with few women in the labor force. Fifty percent (50%) of Jordan's

population was under twenty years of age with little attention given to youth programs.

The Communication Dimension: Arab countries preferred verbal communication to written communication and lacked precision of expression. They often talked in generalities. The media confused facts with points of view. Means of communication were still weak.

The Legal Dimension: Many laws and regulations were translations of foreign laws, not necessarily applicable to Arab societies. They were written with too many details. Often individuals "bragged" about breaking the laws rather than abiding by them.

The Value Dimension: Shame culture was generally the focus of Arab societies. Values in Arab societies were classified as 1) Arab/Pre-Islamic, 2) Arab-Islamic, 3) Arab-Islamic from previous civilizations, and 4) Values from contemporary Western cultures. Arab developing countries still thought in terms of Pre-Islamic values.

The Administrative Dimension: Functions in the various government agencies were usually duplicated with little coordination between agencies. Often the form and content were not related, and the unity of command lost. Increase in staff was a sign of prestige for managers even when unwarranted. Managers seldom delegated authority, therefore, low morale. Training for employees was very limited.

In summarizing, Dr. Shafiq stated the preceding observations pertaining to Jordan and to Arab societies also applied to some degree to developing countries. In view of the differences between the developing and developed societies, Dr. Shafiq wondered whether modern

management techniques and training were applicable to developing societies. He concluded by stating that the changing of attitudes was far more difficult than the training of skills.

The Tunisian delegation, represented by Mr. Mohamed Chaker, Director-General, Tunisian Agency for Technical Cooperation, Prime Ministry and Mr. Taoufic Cheikhrouhou, Director, Planning and Human Resources, Ministry of Planning gave a joint presentation.

Mr. Chaker stated that one of the main objectives of the Tunisian Technical Assistance Agency was to assist friendly countries in their development utilizing Tunisian training institutes and technicians. Mr. Chaker stated that Tunisia had successfully promoted what he termed as "triangular cooperation" where a donor country (or UN) financed training for a developing country which was organized by another developing country. For example, in the last two years Tunisia assisted African countries utilizing funds from the Arab Technical Assistance Fund. Thirty (30) Tunisian teachers were sent to the Comoro Islands, 120 to Somalia, 7 to Niger and 14 to Senegal. In addition, Tunisia received scores of trainees to train in Tunisia. Mr. Chaker stated that now some developing countries had excellent training institutions that may be more suitable for training persons from other developing countries.

He welcomed trainees from the region but noted that trainees will be accepted only if they had the necessary qualifications. Training in Tunisia is given in Arabic or French.

Mr. Cheikhrouhou briefly reviewed Tunisia's assets, history and culture. Since independence (22 years ago), Tunisia strived to educate its citizens on all levels, with a third of its national budget devoted to education and training. Because of Tunisia's limited natural resources, it had to depend on its human resources.

The number of elementary students had quadrupled since independence with one million students enrolled in elementary classes while the number of secondary students had increased six times with 245,000 students enrolled in secondary classes. In higher education, the number of students increased 13 times with an enrollment of 38,000, 28,000 of whom were studying in Tunisia's higher education institutions.

Since 1971, Tunisia introduced compulsory vocational training in primary schools in the fifth and sixth grades. For those incapable of continuing to the secondary school, Tunisia instituted sub-professional training in all fields which included theoretical as well as on-the-job training. The vocational schools were open to other participants from the Near East area and Africa.

The University of Tunis had faculties in Arts, Education, Economics, Engineering, Journalism, Medicine and Pharmacy. In addition, it had institutes in Management, Commerce and Theology (Islam).

Six hundred and fifty foreign students were enrolled in Tunisia's higher institutes, of whom 290 were enrolled at the University of Tunis.

The Government agencies also organized training. The Ministry of Agriculture instituted many agriculture schools that offered training

courses of short duration in such fields as water resources, agriculture engineering, and arid lands. The Ministry of Social Welfare had many training centers which could accommodate over 12,000 students throughout the country which trained persons in mechanics, building, refrigeration, weaving, electricity, etc.

The Ministries of Health, Transportation, Post and Telegraph and Commerce had training centers in their areas of specialization. Two well-known training centers and which would be of special interest to the region were 1) The Civil Aviation Center and 2) The Tourism School.

In brief, said Mr. Cheikhrouhou, in the last 22 years, Tunisia was able to train a considerable number of its citizens who were able to replace foreign technicians in addition to exporting some of its technicians to neighboring and friendly countries.

Dr. Raouf Ghusseini, Chairman, Education and Extension Programs at the American University of Beirut, stated that the AUB, a regional American university, was founded in 1886 and now had students from 70 countries. In its second century of operation, its commitment was to serve the Middle East. Its under-graduate programs included faculties of Arts and Sciences, Health Sciences, Engineering and Agriculture. Graduate programs (Masters degrees) were offered in practically all disciplines, while doctoral degrees were offered in Arab History, Arabic Literature, Chemistry and Physics. The faculty of Medicine gave degrees in medicine (M.D.) and medical sciences (Ph.D.).

The University's extension programs were of special interest to the conference participants. Dr. Ghusseini listed certificate programs in fields such as 1) business (accounting, marketing, management, personnel administration, money and banking); 2) English language; 3) fine and commercial arts; and 4) computer sciences.

The AUB's special programs and institutes usually offered in the Summer included 1) Colloquium on University Education; 2) School Administrators' Workshop; 3) Teachers' Institutes; 4) Management Development Programs; and 5) Library Institute.

Dr. Ghusseini also stated that the AUB was willing to organize special programs upon request, either at AUB or in a host country. He enumerated the following fields of training as sample of types of short-term programs organized by AUB: 1) Food and Agriculture Sector Policy and Planning; 2) crop production; 3) food technology; 4) animal production and protection; 5) agriculture mechanization; 6) agriculture economics; and 7) institution building.

Dr. Ghusseini stated that despite the recent troubles in Lebanon, the AUB still functioned well and was ready to receive students in its academic or short-term technical programs. The AUB continued to establish new programs to respond to the needs of the region such as the program on petroleum studies. The AUB was also ready to organize other regional training as needed.

Brochures regarding AUB programs were distributed to the participants.

Dr. Subhi El Qasem, Dean of Agriculture, University of Jordan briefly reviewed the University's policies and programs. The University of Jordan was founded in 1962. It now had ten faculties with BA/BS degrees awarded in 32 disciplines with graduate degrees offered in nine subjects. The University was a national academic institution which served the community by training its manpower. It also conducted scientific research and evaluation for development schemes. It offered its services to the Arab community at large.

Dr. Qasem stated the University was young by growing, with pressure to expand its programs. In addition to the regular academic programs, the University offered practical training in several fields. Of special interest was the Arabic language program offered to non-Arab students. As regards quotas, the University will accept five percent of non-Jordanians in each faculty. Tuition fees were the same for all students.

The number of students enrolled now was 8,300 of whom around one-third were women. The number of teaching staff was over 400. The following faculties offered under-graduate programs; 1) in the Humanities: the faculties of Arts, Commerce, Economics, Shari'a (Moslem Law), Education, Law, Fine Arts; 2) in the Natural Sciences: the faculties of Science, Medicine, Nursing, Agriculture and Engineering. This sector included the University Hospital.

Mr. Harris Constantinou, Director, The Cyprus Productivity Center and the Mediterranean Institute of Management, Cyprus reviewed the regional training programs offered in Cyprus, and in particular the

management programs at the Cyprus Productivity Center which was established in 1964 1) to assist private and public institutions to increase their productivity through training skills and 2) to train technicians and workers for better employment opportunities.

The Mediterranean Institute of Management (MIM), was established in 1976 as the regional international component of the Productivity Center. Through this component, management training, consulting and research services were available to developing countries. Its activities included a) a post-graduate Management Diploma Program (10 months), b) short up-grading "package" programs and services in management and c) Management Consultancy and Research services. The practical short-term training was offered in industrial subjects, general management and functional management, upon request for specific tailored needs.

The first post-graduate Management Diploma program started in 1977, with 30 participants, six of whom were from other countries. Twenty-five percent (25%) of the participants were women. The formal training comprised 720 lecture-hours, with 20 hours of home assignments per week. In addition, the participants were required to spend "in-company" training at their sponsoring organizations or businesses. Admission requirements were: first degree or equivalent qualifications and a good command of English. A diploma was awarded to successful students.

The Hotel and Catering Institute was established in 1965 to train personnel for the hotel and catering industry in Cyprus at the basic, middle and higher levels.

The Higher Technical Institute was established in 1968 to train "higher technicians" for future employment as assistance to professional engineers in industry and as instructors in secondary, technical and vocational schools.

Dr. Constantinou concluded by stating all above three institutions would be happy to accept qualified candidates from the region.

Brochures regarding regional training in Cyprus were distributed.

The three delegates of the Government of Egypt gave brief descriptions of the programs offered at their training institutes:

Dr. Najib Iskander, Professor of Organizational Behavior, National Institute for Management Development, Cairo stated the National Institute of Management Development, established in 1961 with the aid of Ford Foundation and American Professors, offered 1) training, 2) consulting services, and 3) research for the national Government, local Government and the private sector.

The training included short programs of 3 days to 6 weeks for top and middle managers. Plans were underway to start a 6-month training program for middle managers. If the 6-month program proved successful, the Institute may offer a Master's degree program in management. A training of trainers' program was also under consideration.

In regard to consulting services, the Institute responded to the demands of the Government or private business, utilizing the performance improvement technique.

Concerning research, Dr. Iskandar admitted that was a neglected area and should be improved. He added that training should begin where research ended.

The Institute was willing to accept participants for training from the region.

Engineer Fahmy Tolba Hassan, President, Training Organization for Building and Construction, Ministry of Reconstruction and New Cities, Egypt, described the programs offered by his organization.

Engineer Tolba stated that 60 percent of Egypt's investments were in this field and, therefore, training in this area was of utmost importance. Training in the field of construction was, therefore, the primary focus of the Center. In regard to financing of training, self-efficiency was the goal: trainees produced materials which were sold on the open market, the money of which was used to aid the building of centers.

While in training, trainees received  $\frac{1}{2}$  Egyptian pound per day plus food and clothing.

Engineer Tolba stated that shortage of trained tradesmen, due in part to workers leaving the country for better paid jobs, encouraged the Ministry of Reconstruction and New Cities to expand training in the building industry.

At present, 10 training centers were in operation, each producing 1,000 trained workers. Egypt's five-year plan called for 65 new centers which would accommodate around 50-60 thousand trainees utilizing the services of 600 instructors.

The Training Centers were equipped to train workers in the following fields: bricklaying, concrete forms, steel fixing, carpentry, plastering, electricity, plumbing, floor and tile laying and metal. In addition to skills training, trainees were introduced to some cultural and sports programs during the training period.

In addition, specialized training was offered in engineering, rural planning, electricity, water resources, sewage, administration, statistics, financial management and public relations.

Foreign trainees from Sudan, Bahrain and Yemen received training at the Centers. Engineer Tolba welcomed others from the region.

Brochures regarding programs offered by the Training Organization for Building and Construction were distributed to the participants.

Dr. El-Sayed M. Faheem, Director, International Agriculture Training Center, Egypt, said the Center was established in 1965. Five 4-month training courses in various agriculture subjects were given annually in Arabic with simultaneous translation available in English, French and Spanish. Lecturers at the Center came from the Ministry of Agriculture, universities and others. Fields of training included extension, agriculture credit, animal production, animal health and land management.

During 1977, 2,500 trainees were trained at the Center from 56 countries which included 255 regular and 618 special students from Arab countries.

Dr. Faheem stated the Center had technical assistance agreements with FAO and other UN organizations to conduct special programs and added that AID was sponsoring a new course to begin in 1979. The training courses were intended for the mid-career Agriculture Officers whose ages were less than 40.

Dr. Faheem welcomed more participants from the region.

Dr. Abdel Bari Durra, Chairman, Department of Administrative Sciences, University of Yarmouk, Irbid, Jordan gave a brief outline regarding the educational system in Jordan.

After students completed the secondary cycle, or high school, they either sought employment, enrolled at teacher training institutes or other institutes, or they selected university training in Jordan or abroad. Jordan universities could accommodate only 20% of Jordanian students who successfully passed the General Secondary Examination.

The University of Yarmouk was established in 1976 in Irbid (in the North and close to the Syrian border) with a student body of 2,000; with 200 in graduate training in education.

Of the 100 faculty members, 90 were Jordanians and 10 were American and British. The student/teacher ratio was 1 to 15. The formulation of concepts for planning and running the University was done by the faculty. When completed, the University will accommodate 20,000 students and by 1980 it will have 18 departments. The instruction was in Arabic,

however, in some departments the instruction was in English.

The University programs were designed to emphasize training of middle-range persons as well as persons seeking higher degrees. Technical institutions were attached to faculties where students received mid-level technical short-term training. The aim was to supply qualified manpower for Jordan and the region. Twenty-five (25) foreign students (Syria, Oman, Lebanon and the U.S.) were currently included in this category. Short courses were available or planned in hotel management, accounting, marketing and finance, personnel administration, taxation, secretarial studies and hospital administration.

The Yarmouk University was sponsoring 100 students for Ph.D. training abroad as well as administrators to acquire needed skills.

Dr. Durra welcomed more trainees from the region.

Dr. Thomas A. Lamont, Vice President for Academic Affairs and Dean of Faculty, American University of Cairo, briefly reviewed the programs offered by the AUC. He said the University, a bi-national institution founded in 1919 and licensed in Washington, D. C. aimed to serve the Egyptian community and to a lesser extent the Arab community. Seventy percent (70%) of the student body was Egyptian, 25 percent from the Arab world, the United States and other countries. Cooperation within the University, both cross-disciplinary and inter-departmental enhanced academic programs and allowed greater flexibility in serving the needs of the environment.

The University trained general specialists in under-graduate, graduate and technical training. Under-graduate programs could be viewed as a functional program for long-term development. Physics electronics and mathematics were given great emphasis.

Technical training programs were attached to the various academic departments such as 1) Intensive English, 2) Electronics, 3) Action (Project) Research, 4) Arabic Studies, 5) Library Skills and 6) Computer Studies. Other certificate programs included accounting, secretarial, etc.

In addition to its academic and training programs, the University was greatly involved in research and development programs in Egypt

Dr. Lamont then introduced Dr. Salah El Sayed, Director, Graduate Management Programs, AUC who reviewed Management Training at the American University of Cairo.

Dr. El-Sayed started by stating that "change overnight was a fantasy." He said the management training program at AUC emphasized 1) the integral approach to management, 2) management via business administration, 3) cooperation with the University and other institutions, and 4) adapted materials to the environment.

The program was founded in 1966 and consisted of three stages 1) the Management (English) Certification (one year), 2) Professional Diploma in Management (18 hours) and 3) the MA in Management with specializations in Enterprise Management, Systems Management and Development Administration.

The Graduate Management Program provided post-graduate study to individuals with management experience and short-term management training to executives. The program drew upon many academic disciplines, enjoyed a distinguished international staff and used modern texts, technology and teaching methods. It dealt with 1) executive issues directed to the special needs of the organization, 2) functional problems (finance, accounting, etc.), 3) area problems (tourism, banking, management of construction, etc.) and 4) organizational development issues such as training of trainers and women in development programs.

Other activities included are 1) development of text books on management related to Arab and Egyptian society needs and 2) publications of the Middle East Management Review.

Brochures on the American University of Cairo and management training programs at AUC were distributed to the participants.

Mrs. Inaam El-Mufti, Head of Women's Affairs in Jordan and Member of Jordan's National Council, discussed training opportunities and needs for women in Jordan and the region. She said the development of human potential should be the basic reason for including women in development schemes. Training for women was overlooked for a long time and therefore special efforts should be devoted to develop training opportunities for women.

Forty percent (40%) of women above 12 years of age in Jordan were illiterate as compared to 17 percent for men. This group needed training in order to become economically productive, especially,

vocational training for the rural areas and at the secondary school level. Women accounted for only 12 percent of the labor force, mostly in the teaching, nursing, secretarial and social services professions. However, in regard to university training, women accounted for 35 percent of students mostly in the Arts and Sciences. (The top graduate student in Medicine in Jordan in 1978 was a woman.)

In view of the above, Mrs. El-Mufti stated much assistance was needed in promoting training programs for women. The following were the existing training opportunities for women in Jordan: 1) commercial training, 2) postal education (communication), 3) nursing, and 4) handicrafts. In higher education and below university level, women usually opted for teacher training.

Mrs. El-Mufti said plans call for a women's community college to start in September, 1979, developed with an out-reach approach. The college will be open to other women in the region.

Mrs. El-Mufti recommended that: 1) women should be trained in management in order to be placed in policy-making positions where they could participate in forming policy; 2) regional training centers for women should be established (in Jordan high schools are co-educational); 3) coordination of planning of training programs within the region was necessary to avoid duplication; 4) non-formal education programs for the rural areas be developed; and 5) follow-up on the outcome of the present conference should take place soon.

Mr. Imad Ed-Din Bakjaji, Assistant Director of Planning for Economic, Scientific and Technical Relations, State Planning Commission, Damascus, Syria reviewed the training opportunities in Syria. Within the overall manpower planning approach, Syria offered two levels of training - academic and vocational.

Regarding academic training, Syria had three comprehensive universities covering all disciplines, with a student body of 100,000. New specialized technical faculties were established such as the faculties of Agriculture and Engineering which responded to the needs of Arab and foreign communities. Mr. Bakjaji mentioned in particular, the Veterinarian School of Medicine in Hama, Petroleum Studies in Homs and the School of Agriculture in Deir Ezzour.

In addition, Syria had two agriculture research centers with cotton and wheat the primary areas of research, and a recently established Scientific Research Center for general research.

Mr. Bakjaji said that AID provided around \$10 million in assistance to develop the University of Damascus.

Regarding vocational training, Mr. Bakjaji listed the following fields: electricity, mechanical skills, electronics and land restoration. Syria also had a Technical Health Institute, a hotel school, a nursing school, and a Center for Rural Handicraft Training.

The priority training needs for Syria, stated Mr. Bakjaji, were in the following areas: 1) agriculture and land reclamation; 2) electricity; 3) petroleum studies; 4) transportation; 5) telecommunication; and 6) financial administration.

One of the problems for effective training was inadequate English language training in Syria. However, with the help of AID, Syria had now an English Training Center that could train up to 100 persons annually.

Mr. Bakjaji recommended that regional training approaches should be given high consideration and that AID should help set up guidelines for regional training centers in the area.

Mr. Bakjaji hoped that the second Regional Training Conference would be held in Damascus.

Dr. Munther El Masri, Director of the Vocational Training Corporation, Amman, Jordan discussed technical and vocational training in Jordan. Mr. El Masri said that the need to train Jordanians skills training for the country's development was great, especially since technicians and skilled laborers often left Jordan for better paying jobs in the Arab Gulf States.

Dr. El Masri stated, when planning training, developing countries should integrate and coordinate manpower development schemes between the Education and Labor sectors.

There were two systems of training in Jordan: 1) Institutional type - training schools run by universities and 2) in-plant.

There were five levels of skills: 1) Specialists, or university graduates; 2) Technicians, Junior College, or post-secondary graduates who worked as "Assistants;" 3) Craftsmen (technical or secondary school level); 4) Skilled (two years of training after preparatory education); and 5) Limited skills.

The fields of specialization included: industrial commercial, nursing and handicraft training.

Regarding the Vocational Training Corporation, its aim was to train persons for employment. Its main functions were to: 1) train new manpower, 2) upgrade skills of the existing workers, and 3) organize supervisory training.

Dr. El Masri stated that in the future Jordan will concentrate on key skills training such as electricity and other industrial fields.

He welcomed participants from the Near East Region wishing to train in Jordan.

Mr. M'Hamed Naciri, USAID Training Officer, Morocco discussed training opportunities in Morocco.

He said the academic educational system was similar to that of Tunisia, and that instruction was in Arabic and French. The student body was 40,000 at the Mohamed V University and the various institutes of higher education. The Mohammed V University had faculties in liberal arts, law and economics, higher education for teachers, science and medicine.

Other schools and institutes included: the Mohammedia School of Engineering, the National School of Administration, the School of Forestry, and the School of Public Works. Also, the Institutes of: Sanitation, Sociology, Statistics, Commerce and Business and the Hassan II Agronomic and Veterinary Institute.

Vocational training was the responsibility of the Ministries of Labor, Sports and Social Affairs. It was available in many fields. However, emphasis was on tourism training and training for women.

where 500 training centers were established throughout the country to upgrade women's skills for better job opportunities.

Mr. Naciri said that AID assisted Morocco in the funding and development of two non-formal projects for women.

Dr. Edward Tolle, Human Resources Officer, USAID Yemen, spoke on behalf of the Yemeni delegation. He talked about Yemen's training needs rather than its training opportunities. He said Yemen was offered more scholarships and training grants from donor countries than had qualified trainees to fill the quotas.

Yemen's major training needs for development were in the fields of Agriculture and Engineering.

Regional training appeared more useful and appropriate for Yemenis than U.S. training. Dr. Tolle added that it was not practical to train an individual for 12 months of intensive English in order to give him a six-month training program in the U.S.

He did, however, indicate the great desire the Yemenis had to study English.

Regarding university training, Dr. Tolle said the University of Sanaa, although young, was dynamic. It focused mainly on Human Sciences. Its faculties included the Faculties of Education, Science and Arab Studies.

Dr. Tolle hoped the information on regional training he acquired at the conference would enable him to plan more regional training programs for future Yemeni participants.

RECOMMENDATIONS

The last session was devoted to discussions regarding the recommendations made by conference participants.

Recognizing the need to promote training in the region for geographic, cultural and language factors, the consensus of the delegates was agreement on the following recommendations:

- (1) Further and more detailed identification of training possibilities in the countries of the region is required for the use of the countries themselves and the Agency for International Development.
- (2) Identification of training opportunities should be undertaken with the objective of producing a joint publication, listing training opportunities in the region with relevant information pertaining to such items as type of training, language, costs, duration and logistics.
- (3) Exchange of professors and training experts among the countries of the region should be encouraged.
- (4) New regional training centers should be established in the region. AID should act as a catalyst and coordinator for the establishment of centers such as:
  - A center for training of women
  - A training of trainers institute.

- (5) With AID assistance, a list should be established of training needs of countries in the region, particularly the least developed countries, in order to develop specialized training programs in the region to respond to these needs.
- (6) Circulation among Near East countries of information on training, statistics, manpower development programs and literature.
- (7) A roster of "trainers" in the region who may be available for long- or short-term duty in countries of the region should be established.
- (8) A committee or a task force should be formed of some members from the region and AID officials with the objective of following up on the conference recommendations.

The conference ended its sessions on December 3, 1978 at 5:00 p.m.

It was followed by meetings of AID training personnel on December 4 and 5, 1978, regarding AID training issues and problems.

Drafted by: I. L. Mogannam, AID/WASHINGTON