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INDUSTRIAL ADVISORY SERVICES AND TRAINING

DP/JOR/87/009

JORDAN

Technical report: Training*

Prepared for the Government of the Kingdom of Jordan
by the United Nations Industrial Development Organization,
acting as executing agency for the United Nations Development Programme

Based on the work of R. L. Clanton

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EXPLANATORY NOTES

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The views and comments contained in this study do not necessarily reflect those of the Government of Jordan nor do they officially commit UNIDO to any particular course of action.

CURRENCY

1 Jordanian Dinar = 1000 Fils
1 J.D. = U.S. \$ 1.470

ABBREVIATIONS

IDB = Industrial Development Bank
RSS = Royal Scientific Society
JD = Jordanian Dinar
IPA = Institute of Public Administration
JIM = Jordan Institute of Management
JU = Jordan University
CSC = Civil Service Commission

ABSTRACT

INTRODUCTION

This report covers the activities of the project Training Consultant to the Ministry of Industry and Trade in Amman, Jordan. The activities were undertaken within the framework of Project JOR/87/009 "Industrial Advisory and Training Services" during the month of January 1990.

The primary purpose of the project is to strengthen the capabilities of the Ministry of Industry and Trade in industrial planning and development by monitoring the present Five Year Plan (1986-1990) and assisting in the preparation of the industrial survey of the next Five Year Plan (1991-1995).

Terms of Reference

The Training Consultant was to work closely and cooperatively with the National Project Director, other international project team members, and the staff within the Ministry of Industry and Trade to design and organize group training programmes to meet specific needs of the ministry.

Conclusions and Recommendations

The Ministry of Industry and Trade has a well educated and experienced workforce. However, to implement new technology and provide the leadership necessary to improve industrial development, training in the latest technologies and methods must be undertaken. There is currently no one individual nor facilities and equipment in the Ministry dedicated to training. All training is done by external agencies. The following recommendations are therefore suggested to strengthen the training function:

1. Immediately utilize and coordinate existing resources to conduct in-house training programs that meet the specific needs of the Ministry in the most cost effective manner.
2. Hire a professional training specialist to manage, coordinate and budget the training function within the Ministry.

3. Approve four fellowships for 1990 that would enable key employees in the Ministry to study the latest technology in industrial planning and development, computer data bases and training.
4. Include a training clause in all purchase agreements for equipment and/or services over 20,000 J.D. (\$30,000).
5. Utilize one of the excellent computer training centers in Amman to conduct the COMFAR training.
6. To assist the Ministry in improving its industrial development efforts, UNDP/UNIDO should consider funding the training function for at least three years.

I. INTRODUCTION

This report covers the activities of the project Training Consultant to the Ministry of Industry and Trade in Amman, Jordan. The activities were undertaken within the framework of Project JOR/87/009 "Industrial Advisory and Training Services" during the month of January 1990.

A. Mission

Purpose of Project

The primary purpose of the project is to strengthen the capabilities of the Ministry of Industry and Trade in industrial planning and development by monitoring the present Five Year Plan (1986-1990) and assisting in the preparation of the industrial survey for the next Five Year Plan (1991-1995).

Terms of Reference

The Training Consultant was to work closely and cooperatively with the National Project Director, other international project team members, and the staff within the Ministry of Industry and Trade to accomplish the "Terms of Reference". The specific duties as listed on Job Description (DP/JOR/87/009/11-56/J.19201) are:

1. Design and organize a group training program in industrial planning and computerized data processing.
2. Assess training needs, capacities and capabilities in industrial planning and computerized data processing.
3. Describe training programs/proposals to meet identified needs and the main parameters of the program (duration, period, number of participants, profile of consultants/specialists needed, etc.).
4. Describe the administrative, logistical and financial arrangements required to conduct the training.
5. Prepare a report outlining the conclusions of the mission and recommendations for future action.

Since the reports of the Industrial Planning Consultant and Data Base Consultant were completed and contained recommendations for training prior to the arrival of the Training Consultant in Jordan, he was charged with outlining training programs in other areas if identified during his discussions to support or revise previous recommendations; make recommendations for fellowships; and identify facility and equipment for COMFAR training.

Although there was only a brief one month period to accomplish the mission objectives, all terms of reference were achieved.

B. Background

In the 1970s and early 1980s Jordan's economy witnessed a rapid unprecedented growth of over 8% (at constant prices). This growth was largely due to external factors, such as the remittances of Jordanians employed in the Gulf, Arab donor aid, exports of goods to Arab neighboring countries as well as income from phosphate exports. These favorable external factors led to the invigoration of Jordan's economy, with a rise in both investment and consumption. The sector distribution thus shifted in favour of manufacturing, mining, construction and services. The rise in the manufacturing sector could be mainly attributed to a rapid increase in the volume and value of industrial products due to an expansion of the productive base, especially in phosphate, cement and oil derivatives. However, in light of the relatively non-restrictive import policy, there was a rise in the volume of commodities imported to meet rising consumption and a growing demand for the capital, intermediate goods and raw materials required for investment. As a result, the balance of the trade deficit increased. However, the surplus realized in the services balance and in unrequited transfers off set the deficit.

As a consequence of the favorable economic conditions which prevailed in the 1970's the second Five-Year Plan (1981-1985) was formulated in an atmosphere of optimism. The Plan assumed a continuation of existing positive trends, such as the inflow of Arab capital and the favorable development of trade relations. However, actual economic performance fell below the Plan's projections as a result of negative trends in the economies of the neighboring countries leading to a decline in domestic and external demand. Actual average annual growth rates reached only 4.9% against a targeted rate of 17.8%. This shortfall was due to under utilization of the productive capacity of a number of large new industries, including potash, cement and fertilizer, as well

as to competition by imports and lack of expertise in external marketing of domestically manufactured goods.

In the period 1981-1985 the value added in the mining and manufacturing sector accounted for 16.4% of GDP and absorbed 9.9% of the total labour force of the country. The sector is characterized by large natural resource base industries such as phosphate, potash and cement which have substantial Government ownership and management participation; and a large number of relatively small, privately owned manufacturing firms. The private sector establishments are generally oriented towards the production of food stuff, building materials and detergents. Estimates of the private sector share of GDP range from 55-65 percent, and although it accounts for a smaller share, between 50-60 percent of employment. According to estimates by the Department of Statistics, there were about 6,700 private firms operating in 1983, of which roughly four-fifths employed only 1 to 4 persons. It is estimated that there are close to 50 industrial firms in which the Government owns some equity ranging from as little as 0.5 percent to as much as 90 percent. The industrial sector as a whole continues to suffer from the small rise of the domestic market and from weak forward and backward linkages within industry itself and other sectors. It is also heavily dependent on imported raw and other materials. These factors have resulted in a low ratio of domestic value added to the gross output of the sector.

The Five-Year Development Plan (1986-1990), projects an average annual growth rate of GDP of 5% while the Government tries to combat the problems which may face Jordan's economic development in the near to intermediate term, namely increasing unemployment.

As more and more Jordanians return home from the Gulf, remittances from abroad will fall and foreign exchange shortage will result. However, it is worthy to note, that the highly educated human resources base of Jordan is considered its greatest asset to the economy.

The 1986-1990 Plan envisages a total increase of 39% of value added in the manufacturing sector, at an annual rate of 6.95%. This target is expected to be attained by boosting production, using the under utilized capacity of existing projects, expanding the engineering, chemical and food processing industries and other medium and small-scale manufacturing industries whether they are export-oriented or import-substitution oriented to meet local demand. The Plan places special emphasis on industries with high local value added and those which foster integration of industrial commodities. The anticipated growth would create 11,000 new employment opportunities, bringing the number of persons

employed in the manufacturing sector to 63,400 workers in 1990.

Although highly sensitive to financial and economic developments in the neighboring Arab countries, Jordan's economy has demonstrated a high degree of flexibility and adaptability which has been instrumental in keeping the economic recession that started with the decline of oil prices within limits. A continuing recession in the world oil markets will impede a noticeable economic recovery in the neighboring countries and thus reflect negatively on Jordan's economy in the near future. This situation calls for placing more emphasis on domestic production of import substitutes. As a positive effect, the decline in the cost of crude oil imports should lower production costs in Jordan.

In the past decade, Jordan has aimed at building up its physical and human infrastructure, which fostered the remarkable long-term economic and social growth, which constitutes a sound basis for future economic development. The three main problem areas impeding a proper development of the industrial sector in the near and medium term future are as follows:

- o Low efficiency/productivity of production units
- o Proper follow-up in respect of technology transfer and development
- o Lack of competitiveness of domestic products vis-a-vis imported products

In order to assist the Government Authorities in solving these problems and thus enable them to carry out efficiently their task of industrial planning and development to reach the goals set by the Five-Year Plan for Economic and Social Development (1986-1990), UNDP/UNIDO was requested by the Government to provide necessary expertise. For this purpose, the project is designed for an integrated assistance to the industrial sector to solve problems of an urgent matters by providing short-term top level advisory services and training programs either in conjunction with the advisory services or through fellowships to up-grade the skills of the local staff.

Acknowledgments

The Consultant is grateful for the courtesy extended and the interest in human resource development given by all management and employees of the Ministry. A special thanks to Dr. Beni Hani and Mr. Mohammed Gashoa for their help and assistance.

All outside agencies were especially helpful and eager to fulfill their roles in developing the human resources in Jordan. Their time and courtesy is also appreciated.

On such short projects, little would be achieved without the assistance and support of the UNDP/UNIDO staffs. The excellent pre-briefing given in Vienna and the assistance by UNDP staff gave the background and guidance necessary to achieve objectives.

II. FINDINGS

During the course of interviewing Ministry personnel and identifying current training practices, it became necessary to identify sources outside the Ministry with the capability to conduct in-house training programs relevant to Ministries needs. Part A covers the findings and analysis within the Ministry and Part B describes external influences and sources of training.

A. Ministry of Industry and Trade

The Ministry of Industry and Trade consists of the Minister, his staff and twelve Directorates. There are approximately 350 employees, 75% of which are professional and management (University or advanced training). The remaining 25% consist of clerical, maintenance, drivers and other workers who generally have high school diplomas.

Meetings were held with all directors or their deputies in the Ministry and with personnel in the Directorates of Industry; Information and Studies; Standards and Quality Control; and Administration to determine organizational training needs. All directors and deputies expressed a keen interest in developing their employees; improving production and quality of services. All professional employees interviewed had excellent educational backgrounds. (University degree), although not necessarily in the disciplines they were working.

Functions

The primary functions of the Ministry of Industry and Trade are:

To organize, monitor and supervise internal and external trade including the promotion of national exports.

Prepare feasibility studies, make recommendation and policies for economical and bilateral trade agreement.

Acquaint interested entities with industrial opportunities for investment in Jordan and of the guarantees, privileges and exemption available by law.

Control, supervise and monitor industrial products to meet established standards, specifications and quality.

Assist in setting financial, currency and economic policies that stabilize prices, controls inflation and the development of monopolies with the aim of a decent standard of living for the people in Jordan.

Set policies for the utilization of the natural and mineral resources available in the Kingdom.

Supervise, monitor and control registration, trade records, trade marks, inventory and intermediate trade agreements consistent with existing rules, regulations and policies.

The twelve directorates in the Ministry are all charged with implementing the above functions/objectives.

Training

There is currently no one individual nor facilities and equipment in the Ministry dedicated to training. The Directorate of Administration is charged with supervising training for Ministry employees. At the current time they receive notification of training programs available from either the Ministry of Planning or the Civil Service Commission and distribute these notifications to possible affected directorates for nominations. The nominations are then sent to the Civil Service Commission for review and recommendations to the approval committees (see section on Civil Service Commission).

The current policy in the Ministry is to only nominate individuals for programs that are fully funded by an outside agency. There is no established budget for training. Thus, there are no in-house training programs budgeted each year specifically for Ministry of Industry and Trade employees.

Nominees for training are usually made based on need, seniority performance and length of time since last attended training. Employees interviewed indicated that they attended no training programs in their first two years with the Ministry and on the average a short term program every three years afterwards.

Most of the employees of the Directorate of Information and Studies and Directorate of Standards and Quality Control were interviewed because of the introduction of high tech equipment in their departments.

The Directorate of Information and Studies

The Directorate operates the centralized computer installation, a VAX 3000. All data entry into the data base is currently done in the Directorate although there are recommendations to decentralize and install PC's in each directorate. There are five data entry clerks and three computer professionals in the computer section. The section supervisor had a B.A. degree in accounting with a minor in computer science. A systems analyst and systems manager have been approved for hire.

The department director is very much aware of the need for training in computer applications and hardware. Training experience was added to the qualifications necessary for the systems analyst and systems manager positions which should be filled within the next two months. Training clauses have been also inserted in the purchase agreements for hardware and software. The vendors thus will train Ministry of Industry and Trade employees on current equipment and will be expected to train others when the additional computers and applications are purchased. Approximately \$ 50,000 was approved for purchase of the additional computers to be installed in the departments.

The Directorate of Standard and Quality Control

The Directorate is charged with insuring that the standards, specifications and quality of products are met. To upgrade laboratory and testing equipment over \$70,000 of new equipment has been purchased and will be installed within the next few months. The purchase agreement included the equipment, installation, training and maintenance.

Of the 72 employees in the directorate, 50 are professionals and hold appropriate university degrees. The increased emphasis on standards and quality of products produced in Jordan by the Government pointed out the need to upgrade laboratories, testing equipment and the skills of the employes.

A training seminar sponsored by UNIDO/RSS in food quality control was recently held for department employees and members of related industries. A seminar in specifications and quality control of chemical products is planned for the near future and discussions are ongoing for future seminars in other industrial sectors.

The Directorate has a cooperative education agreement with local polytechnical colleges and universities to train students in their standards, quality control and laboratories sections. The department director also

indicated that he would like 2 or 3 of his staff to be trained as trainers for public and private sector industries.

Training Needs

The following training needs were derived from the interviews with department directors/deputies and employees within the Ministry and from the reports of UNIDO consultants and the training needs analysis of 1987 commissioned by the Civil Service Bureau. In the short one month assignment it would be impossible to do a complete organizational, occupational and individual training needs analysis. However, because of the groundwork done by others and documented in their reports and reinforced during interviews, the following needs appear to be justified. The training needs are listed on a basis of frequency of response (more than one response) and are not necessarily in order of priority (see recommendation for program implementation).

- Planning and policy formation
- Data base training
- Introduction to computers
- Word Processing
- Spread Sheets
- MIS
- Computer Appreciation for Managers
- English Language
- Computerized/Micro fiche filing systems
- International Trade Policies
- Statistical Analysis
- Customer Services/Public Relations
- Industrial Laws and Regulations of Jordan
- Industrial Free Zones
- Economic Feasibility Studies
- Accounting
- Promotion of Investment Opportunities
- Preparing Job Descriptions & Specifications
- Budget and Financial Analysis
- Regulations affecting industrial development
- Joint Venture Projects
- Quality Control & Standards
- Management Skills
- Oral and Written Communication
- New Technology in the Industrial Sectors

The Ministry has a well educated and dedicated workforce. All managers and employees expressed an exceptional interest in upgrading their skills and improving services. Each person freely gave up the time from somewhat hectic schedules to participate in the discussions.

B. External Organizations

An attempt was made to visit organizations in Amman that could provide training or services for training to the Ministry of Industry and Trade. There are many resources locally available that have highly qualified personnel and excellent facilities and equipment for training. A brief description of a few of these external resources follows.

Civil Service Commission

The Civil Service Commission (CSC) as the regulating agency for government employees is the focal point for training. A committee consisting of members of planning, education, higher education, civil service commission and the directorate involved (floating member) was established to review training needs and approve nominations for scholarships and grants either within Jordan or overseas.

The Civil Service Commission receives notification of a particular program or service by an outside agency and distributes this information to the Government agencies that could be affected by the program. These agencies then make nominations and submit the necessary paperwork to the CSC for review. Those selected are then submitted to the committee for approval.

Although regulation 1 of 1988 was passed to require each Government agency to present a yearly budget for training, it has not been fully implemented by all government organizations. Currently these organizations are depending primarily on the various grants and scholarships provided by outside organizations to Government employees. Thus, those grants/scholarships requiring some monetary participation by the receiving organizations, must be submitted to the Ministry of Finance for approval.

All training and scholarships outside Jordan over one month in duration are processed by the CSC because pay and allowances are affected. A married employee on such a program will receive 3/4's of his salary and an unmarried employee receives 1/2 of his salary.

An employee returning from these programs must submit a report to his director and the CSC in the required format. The report is then evaluated to determine the effectiveness of the training.

The Civil Service Commission is currently revising job classification/descriptions for the various categories of Government employees. The job description should, in addition to ensuring hiring qualified personnel, aid in determining current training needs and developing programs to meet those needs.

The Civil Service Commission did contract with the Arab Development Organization Administrative Services Division in Jordan in 1985-1987 to conduct a training needs analysis of all Government agencies. Although the needs were recognized, the recommended programs were never fully implemented.

Ministry of Planning

The Ministry of Planning as the Government agency that liaise with all outside organizations is greatly involved in the training process since most Government agencies are relying on outside aid. They also notify the various Government organizations when aid programs are available and is a prominent member of the approval committee.

All training programs sponsored by Government agencies that involve other Government organizations and/or the private sector must be processed through the Ministry of Planning. One such program recently approved is a two month English language program scheduled for March 1990 in which Ministry of Industry and Trade employees will participate.

Institute of Public Administration

The Institute of Public Administration is the primary agency for training Government employees. It was established in 1968 to enhance administrative development efforts in both the public and private sectors. The Institute is administratively and financially autonomous, yet is connected with the Civil and Service Commission as member of its board of directors.

To achieve the above objective, the institute activities includes training, consultations, manual development and research projects. They operate through the following channels:

Holding seminars and training programs at all levels according to the requirements and needs of both the public and private sectors.

Conducting research and offering administrative consultations, the nature of which is dictated by

continuous administrative frames of development and practices of the various administrative foundations.

Preparing documented studies pertaining to administrative development and exchanging them with the bodies concerned in the Kingdom and outside.

Encouraging scientific research in the context of administrative development and supporting it financially and morally.

Since 1969 and up to the end of 1987 the Institute has conducted "401" training programs, "55" seminars and "18" courses totaling "22,592" training hours and "12,025" participants.

During the years of 1986 and 1987 the Institute conducted "135" general and private training activities totaling "3806" training hours and "3157" participants representing all administrative levels in Government and private establishments. An example of the types of general training programs offered in 1986 and 1987 are shown in Annex A.

The institute also conducts three types of special training programs:

- 1) Training programs for Government and private organizations upon request.
- 2) Programs that meet requirements of trainees from other Arab countries.
- 3) Conduct programs in cooperation with international organizations such as UNIDO/UNDP etc..

The types of special training programs for Government and private organizations in Jordan during 1986-87 are shown in ANNEX B.

The institute is well maintained and has excellent facilities for instruction, including a well equipped computer lab. They have an advanced library and excellent audio-visual instructional equipment/aids. All professional staff have university degrees (B.A./B.S./M.A./Ph.D) and international experience.

The cost for regularly scheduled training courses ranges between 30 JD's (\$45) and 65 JD's (\$97) per person. Courses range between 26 and 32 hours of instruction. An exception is the Top Management program designed for the Civil Service Commission to upgrade employees without university degrees

to category 1 and 2 levels. The course costs 200 JD's (\$300) per person for 170 instructional hours.

The cost for special training programs conducted on a contract basis to a specific Government and/or private expenses is approximate 30 JD's per instructional hour. A typical 15 hour program would thus cost approximately 500 JD (\$750) with refreshments during breaks. The costs includes use of the Institutes facilities by the clients when required. Facilities and equipment can be utilized by other organizations for a nominal fee.

Royal Scientific Society

The Royal Scientific Society (RSS) was established in 1970 as a research and development institution to assist in the development process of Jordan. It also aims at disseminating awareness in the scientific and technological fields and at providing specialized technical consultations and services to the public and private sectors. It seeks to develop scientific and technological cooperation with similar institutions internationally and within the Arab world.

Functions

1. Carrying out studies and conducting applied scientific research related to industry in particulars and to the various areas of development in general.
2. Conducting economic and technical feasibility and analytical studies with regard to development projects which fall within the Society's scope of interest.
3. Carrying out studies and research in the field of vocational and industrial education and producing books and publications in support of training and the industrialization process.
4. Conducting research on a contract basis with institutions within Jordan and abroad.
5. Carrying out joint research with scientific, production-oriented and service institutions at the national, Arab and international levels.
6. Conducting research and development work leading to the production of prototypes for possible application in industry.
7. Developing its laboratories, providing them with up-to-date equipment and orienting them towards serving the

objectives of scientific and technological research and the needs of the public and private sectors.

8. Carrying out tests and experimental work on materials as well as on finished and intermediate goods and providing related technical consultations to the users.

9. Contributing to the solution of technical problems facing the various organizations, particularly industrial establishments.

10. Cooperating with agencies concerned with the establishment of national technical standards and specifications and providing technical services which would facilitate their application and ensure proper quality control of goods and materials.

11. Attracting qualified Jordanian and Arab personnel and providing them with favorable working conditions.

12. Upgrading human capabilities and technical skills through the provision of distinctive training opportunities.

13. Producing books and other publications in the areas of science and technology which contribute to the effective dissemination of scientific and technological concepts.

14. Preparing and servicing information systems in addition to processing, programming and implementing computer systems.

15. Contributing to the transfer and adaptation of technology and selecting appropriate technologies related to the Society's scope and field of expertise.

16. Cooperating in science and technology with local, Arab and other organizations for the purpose of exchanging information and expertise and conducting joint research.

17. Developing the instruments of scientific and technological management, the methods of setting up national science and technology policies and providing consultations in this regard at the national and Arab levels.

18. Contributing to the development of the Arab region through providing technical services and consultation and creating opportunities for highly specialized technical training.

Training constitutes 15% of the total work at RSS. They conduct 20-25 scheduled training courses per year and operate a community college that they expect to be upgraded

to the University level in the near future. They have an excellent computer lab for instructional purposes. As the functions indicate, the RSS will also conduct special training programs for Government and private organizations on a contract basis. Approximate costs for a 15 hour program is 500 JD's (\$750). Its facilities may also be used by other organizations for a nominal fee.

The RSS, initially started its activities at the offices of the Central Bank of Jordan. It acquired its present permanent site in Amman in February of 1972. The present location covers over 340,000 square meters and buildings with over 28,000 square meters of floor space.

The RSS has excellent facilities with the most modern and up-to-date equipment. It's staff is also highly qualified and experienced both in Jordan and internationally.

Jordan Institute of Management

The Jordan Institute of Management (JIM) is a training organization sponsored by the Industrial Development Bank and the Amman Chamber of Industry. Approximately 75% of their programs and trainees come from the private sector while the remaining 25% come from the Government sector. JIM's programs aim at improving the managerial skills of senior and middle level executives in accounting and finance, production, marketing and computers. During 1988 the institute conducted 65 programs for a total of 950 participants from Jordan and other Arab Countries. The following table summarizes the training programs and number of participants from 1981 through 1988.

Training Programs and Participants

Year	No. of Programs	No. of Participants
1981 - 1983	61	1051
1984	37	558
1985	50	803
1986	52	864
1987	46	757
1988	65	950
TOTAL	311	4983

JIM conducted ten in-house training programs in 1988 for one hundred participants. Out of these, a program on "Computer

Application for Managers" was conducted in cooperation with the Ministry of Energy and Mineral Resources. Eleven managers from the Ministry of Energy and Mineral Resources, the Jordan Electricity Authority and the Natural Resources Authority attended.

Two offerings on "Management of Files and Office Automation" and one offering on "Fundamentals of Accounting and Finance for Non-financial Managers" were conducted for fifty six officials of the Jordan Petroleum Refinery Company. In an attempt to extend its activities on a regional basis, JIM conducted in Amman a joint program on "Project Management" in collaboration with the Islamic Development Bank/Jeddah. The program attracted twenty two chief executives, economists and top financial managers from fourteen Arab countries.

Another specialized offering on "Fundamentals of Accounting and Finance for Non-Financial Managers" was conducted for nine senior staff of Al-Hikma Pharmaceutical Company. In cooperation with the Civil Aviation Authority, JIM conducted one offering on "Developing Managerial Skills" and two offerings on "Supervisory Skills" in which forty three senior officials took part. Similarly, in cooperation with the Royal Jordanian Airlines, JIM offered a program on "Supervisory Skills" which was attended by twenty two officials.

The Industrial Development Bank continued a Management Development Project in cooperation with the United States Agency for International Development. Under this project, JIM obtained a computer network, audio visual aids and other training paraphernalia. In addition, JIM conducted in Amman, in collaboration with the American Institute for Resource Development, five training programs on "Computer Appreciation for Managers", "Management Information Systems", "Productivity Measurement and Improvement", "International Marketing Strategies", and "Corporate Financial Planning".

The Manufacturing and Marketing Improvement Section (MMIS) established within JIM, started operation in 1988. It is a full scope management consulting unit that aims at assisting Jordanian manufacturers in improving their effectiveness through resolving problems of quality, cost, product definition, management, marketing, and production efficiency. Annex C shows the schedules of courses for JIM in 1990.

There are currently two well equipped classrooms and a computer lab in their facility. The computer lab has IBM computers for training that will comfortably seat two persons at each station. Additional IBM PS2 computers have been ordered and are expected shortly. The institute has a

well stocked supply of the latest software. The Institute has highly qualified professional staff members plus support personnel, to conduct their programs.

The cost for attending a regularly scheduled program ranges from 125-150 JD's per participant. The cost of special designed programs for private and Government entities ranges from 500 to 1,000 JD's per course.

In training and human resource development the interest shown by officials of JIM, the Industrial Development Bank and the Chamber of Industry is noteworthy. The Industrial Development Bank is currently conducting a training needs survey of the industrial sector for upgrading and development of technical skills. The bank will then fund and sponsor overseas training at 70% to 80% of cost for upgrading skills and 100% of costs where technical skills are required by an industry not presently operating in Jordan.

In addition to supporting JIM, the Chamber of Commerce has taken an active role in training. They are currently chartered by his excellency the Royal Crown Prince to design and develop a middle management program for the industries in cooperation with local universities. They also regularly survey members for training needs. The Chamber representative indicated that the greatest need for training in industry is in the bio-medical and high tech machinery areas. He also indicated regional training centers should be set up to improve the production and quality of foodstuff, especially bread, and for the printing industry. It was also indicated that the current Chamber staff could benefit from overseas training in similar chamber organizations.

Other Sources

There are excellent private and public universities and training establishments in and around Amman who conduct contact training that meet the specific needs of organizations. Jordan University has an excellent extension program and will design and develop specific programs on request. Several of the private computer companies visited had excellent training facilities and highly qualified staff. The Vocational Training Institute is equipped to conduct specialized training in technical skills areas. The Arab Development Administrative Services Organization located in Amman is also an excellent resource. They also had excellent facilities and programs. The courses they have designed specifically for Arab speaking organizations are available for off-the-shelf purchase.

The various AID agencies have numerous programs to assist with human resource development and are providing full funding and/or partial funding for scholarships and training.

III. CONCLUSIONS AND RECOMMENDATIONS

The Kingdom of Jordan has a well educated and experienced work force. This was evident throughout the interviews with managers and employees of the Ministry. All professional employees and managers had University degrees or had taken advanced training to assume their position. Most had work experience or training in other countries and were familiar with work methods and technologies used elsewhere. However, it was widely recognized that to improve the industrial development of the Kingdom that training in the latest technologies must take place.

A. Justification for Training

Why Train?

It has often been said that the development of managerial and employees competence is one of the most important responsibilities of management. Since the dawn of the Industrial Revolution, industries; construction, mining, processing, transportation and manufacturing, have depended upon skilled operating and service personnel to keep the machines and processes working efficiently. Now more than ever, because of the increasing complexity and automation of processes in both developed and lesser developed countries, it is vital that every employee be properly trained to perform his or her job efficiently.

As our individual, as well machine-assisted productivity increases, the results of an error or bad judgment become dramatic. Because of this, employee training has now become a very important facet of the work world. But we also train for reasons other than productivity; personnel safety, job satisfaction, maintenance and quality assurance have all become integral components in the modern training process.

In a well-organized establishment, each employee has a defined function which is known and understood. In order to perform their respective jobs, each person must be fully aware of his or her function and the proper method by which it is to be carried out. This is where training comes in. Skilled training specialists are needed to make vital contributions to employee development by:

- a. Assisting managers to recognize the need for training.
- b. Assisting with identification and clarification of specific needs.

- c. Developing or obtaining training programs and materials.
- d. Presenting training sessions.
- e. Coaching managers and supervisory personnel to conduct training.
- f. Stimulating evaluation and follow-up.

Internal and external influences also require training. Internally, within an organization, unions, employee groups and lack of skilled workers influence the decision to train. Externally, government agencies and providers of financial assistance may require the organization to train.

Why do Organizations Not Train?

There may be a sufficient skilled work force that does not require training in existing services or equipment. However, problems occur with the introduction of new technology or procedures. Top management may make a conscious decision that training is not the responsibility of the organization or that training costs too much. Today, most managers recognize the need for training, but fail to provide the proper environment for an in-house training program to succeed.

The Cost Effectiveness of Training

The cost effectiveness of training is said to be the difference in cost to an organization after the introduction of training. Cost effectiveness is illustrated in the following figure:

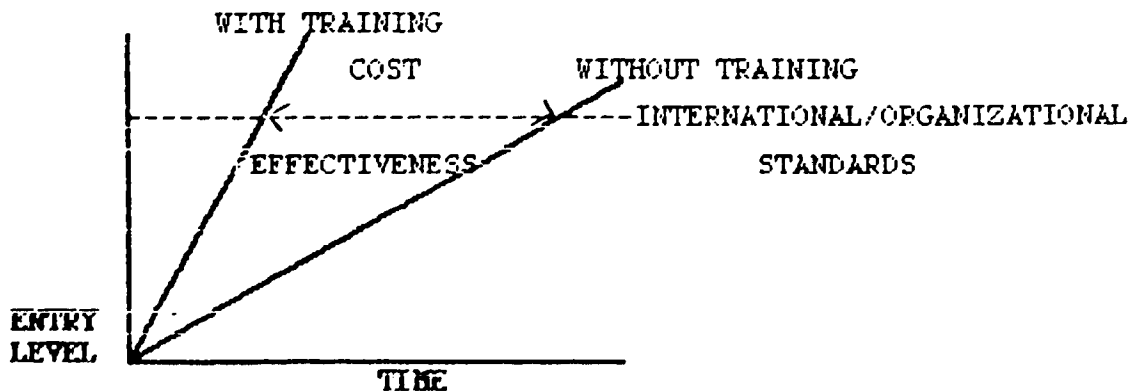


FIGURE 1: COST EFFECTIVENESS OF TRAINING

Purpose of Training

The primary purpose of training is to improve the efficiency, effectiveness, production and quality of services or goods of an organization. Training facilitates this by improving the knowledge, skills and attitudes of employees to meet an identified requirement or need in the organization.

There are many and varied approaches to designing and conducting training and management development programs. The most prevalent method in many organizations is to send an employee to a course or workshop that may meet a need. Little or no consideration is given to the overall training needs and priorities of the organization. Also, very little is said about existing resources, (materials, personnel, equipment and facilities) to conduct the training.

Basic Problems Affecting Training

During the 1970's the United Nations Industrial Labor organization (ILO) identified certain factors that were affecting the efficiency and effectiveness of training programs in many organizations throughout the world. The following factors were identified:

The content of training programs did not match the requirements of the using organization nor the background of the employees.

Training programs were not flexible enough to meet the changes in technology nor evolving changes in an organization.

There was a lack of appropriate learning materials to support local trainers whose skills were often limited.

Training programs and materials did not provide for optimum utilization of available equipment, materials and facilities.

Line personnel received little guidance on the application of appropriate training approaches or in preparing training plans for employees.

For training to be effective, it must be planned, organized and implemented as any other activity within an organization. Training programs that are based on a closed-loop systems approach that requires constant interaction and feedback with the user organization facilities employee development because:

Training is geared directly to real job/work requirements in terms of standards of performance and can be easily modified when these requirements change.

The training objective is always to develop skills that allows the employee to be able to do the job rather than just knowing something about it.

Training time and available resources can be used more efficiently because training programs are developed only on what is essential to perform the tasks required by the work situation.

Training programs are composed of independent but inter-related learning elements that can be assembled in various combinations to need unique or different requirements.

The learning material is employee-centered rather than instructor-centered. The learning material itself is thus sufficiently complete to counteract instructional deficiencies found in supervisors, managers and trainers.

The systems approach reflects today's trend towards the continuation of life-long learning that is required by rapidly changing technology. Thus encouraging self-development as well as the occupational development of every employee.

B. Recommendations

Unlike most modern organizations, the Ministry of Industry and Trade had no one person, facilities nor equipment dedicated to training. To introduce the new proposed technology, a well planned, organized and implemented training program must be considered. The following recommendations are based upon the most cost efficient methods to conduct training with existing resources.

1. Immediately utilize and coordinate existing resources to conduct in-house training programs that meet the specific needs of the Ministry in the most cost effective manner. The following programs, targeted employees, cost and training organization are suggested for 1990.

Proposed Program and Costs
1990

S. No.	PROGRAM	TARGETED GROUP (S)	APPROX. LENGTH	APP- DATE	TRAINING ORG.	APPROX. COSTS	COMMENTS
1.	Computer Appreciation Course for Managers	Directors/ Deputies	15 HRs	APR	IPA/RSS/JIM	\$1,000	Includes TNG. ORG Facilities and Equip.
2.	Management Information Systems (MIS)	Directors/ Deputies	15 HRs	MAY	IPA/RSS/JIM	\$1,000	Includes TNG. ORG Facilities and equip.
3.	Planning and Policy Foundation Utilizing a Computerized Data Base	Directors/ Deputies	15 HRs	JUN	IPA/RSS/JIM	\$1,000	Includes TNG. ORG Facilities and Equip.
4.	Chemical Technology Seminar	Ministry/ Public & Private Org.	15 HRs	MAR	UNIDO Expert	\$2,500	Includes Rental of TNG. Facilities
5.	Computer Familiarization	Computer Operators	15 HRs	ON INSTRUCTION	VENDOR	None	Included in Purchase Agreement
6.	Data Entry	Computer Operators	15 HRs	MAR	System Analyst/ Manager	None	To be conducted on premises by newly hired system personnel
7.	Word Processing	Computer Operators	15 HRs	APR	System Analyst/ Manager	None	To be conducted on premises by newly hired system personnel
8.	Instrumentation	Standards, laboratory & QC Personnel	As reqd.	FEB- AUG	VENDOR/UNIDO	Project	Included in Purchase Agreement

9.	Introduction to	Sec. Heads/ Prof. eng./	15 HRs	MAY	IPA/RSS/JIM	\$1,000	First conducted by Trn. Org. (Future System Personnel)
10.	Management Information Systems	Sec. Heads/ Prof. eng./	15 HRs	JUN	IPA/RSS/JIM	\$1,000	First conducted by Trn. Org. (Future System Personnel)
11.	COMFOR	Economic Planners	45 HRs	MAY	UNIDO Expert	\$1,000	Cost for rental of facilities and Participant members. All other costs included in project agreement
12.	Industrial Survey and Studies	Prof. Emp.	15 HRs	JUL	IPA/RSS/JIM	\$1,000	Includes TNG. ORG Facilities and Equip.
13.	Export/Import Surveys and Studies	Prof. Emp.	15 HRs	JUL	IPA/RSS/JIM	\$1,000	Includes TNG. ORG. Facilities and Equip.
14.	High Tech. filing Systems (Computer/Micro, etc.)	Adm. Personnel	15 HRs	AUG	IPA/RSS/JIM	\$1,000	May give ideas on alleviating filing and storage problems

The costs indicated are approximate, based upon discussions with suggested organizations. They include use of their facilities or the two conference rooms suitable for training in the Ministry building. The organizations would initially provide the necessary audio-visual aids. The costs indicated, plus the recommendation for fellowships that follow, are within the existing training budget for the project. Long range recommendations, however, must be budgeted if continuation of the project is deemed necessary.

In addition to the above programs UNDP/UNIDO should continue the sector and sub sector seminars and budget accordingly. It is suggested that the remainder of the training budget described in the above proposed program be made available for expenses of partially funded scholarships/grants by outside agencies, when appropriate to the needs of the Ministry. The proposed budget is outlined in part C.

2. Hire a professional training specialist to manage, coordinate and budget the training function within the Ministry.

The training specialist should be qualified in computer instruction, training needs analysis, designing training programs, evaluation of programs and in managing training for the overall Ministry of Industry and Trade organization. Thus, he should be attached to the Deputy Minister instead of the Administrative Directorate in order to be more effective to all organizations within the Ministry.

Until the training specialist is hired, the Administrative Directorate should appoint one individual to coordinate and follow-up on the suggested program. The Systems Manager and the Systems Analysis should be actively involved in all training related to computers.

3. Approve four fellowships for 1990 that would enable key employees in the Ministry to study the latest technology in industrial planning and development, computer data bases and training.

The first fellowship is suggested for the Minister to visit UNIDO's industrial planning and development units (3 days) and similar government agencies in Western Europe or North America with sophisticated data bases and planning units (1 1/2 months).

The Director of Industry is also suggested for a three month study fellowship, 1 week at UNIDO and 2 1/2 months plus travel in a high tech organization in Western Europe or North America responsible for planning, industrial development and licensing industries.

The Director of Information and Studies is also suggested to study sophisticated computerized information systems at UNIDO (1 week) and similar government organization in Western Europe and/or North America (2 1/2 months).

The fourth fellowship is suggested for the newly hired training coordinator. This person would attend an intensive 3 months program in designing and managing in-house training programs. The ILO school in Turin, Italy or one of the training programs listed in the "UN Training Program for 1990" catalog would be appropriate.

4. Include a training clause in all purchase agreements for equipment and/or services over 20,000 J.D. (\$30,000).

The Ministry should be commended for including installation, training and maintenance agreements in their computer and instrumentation purchase contracts. This should, however, be an on-going practice that requires vendors/contractors to provide training and related materials to the Ministry.

5. Utilize one of the excellent computer training centers in Amman to conduct the COMFAR training.

The existing computer department in the Ministry is not currently set up to be conducive for training. The Institute of Public Administration, the Royal Scientific Society, the Jordan Institute of Management and several private companies have excellent computer training facilities that may be contracted either to do the training or for rental and use of facilities and equipment at minimal cost.

6. To assist the Ministry in improving its industrial development efforts, UNDP/UNIDO should consider funding the training function for at least three more years.

One of the Ministry's greatest assets is the human resource. To insure that the proposed sophisticated methods of planning, policy formulation, computer technology and leadership to industries is properly implemented, training must be planned, budgeted and organized to meet these needs. Future (1991 onwards) training efforts may be organized as follows:

Design, develop and implement in-house training programs that are relevant and specific to the needs of the Ministry.

Supervisory Development Program for all section supervisors and potential candidates.

Management Development program for all managers and potential candidates.

Continuation of Seminars in the various industrial sectors utilizing the latest technology and expertise.

Other programs as identified by the training coordinator during his on-going needs analysis.

To properly conduct the in-house training program, more training staff will have to be considered. A management development specialist, media specialist and training program design and development personnel may be required.

The Proposed Future Budget (1991 onwards) shows approximate costs for further development of the training function within the Ministry. Developing such a training organization in the Ministry is not unique to Government agencies in Jordan. The Civil Service Bureau indicated that Customs, Ministry of Health and others have internal training organizations to insure personnel are properly trained. Their organizations were setup similar to training conducted by advance government and private enterprises in the more developed countries.

C. Budget

To accomplished the proposed training programs in 1990 and to meet future training requirements of the Ministry of Industry and Trade, the following budgets are suggested. The proposed 1990 budget is within project allocation for training.

Proposed Training Budget
1990

Amount	<u>US \$</u>
14 Proposed in-house training programs	11,500
4 Proposed fellowships	24,000
1 Training Specialist (Salary)	4,500
Reserve for partial funded programs	10,000
TOTAL:	47,000

Projected Future Budget
1991 Onwards

Training Personnel

1 Management Development Specialist	4,500 1st year
1 Administrative Training Specialist	4,500 1st year
1 Media Specialist	4,500 1st year
1 Writer/Course Designer	4,500 1st year

Materials and Equipment

Training materials & off-the-shelf courses	5,000 per year
Audio-Visual Equipment Overhead projections, TVs, VCRs, Slide proj., Screen, Audio Cassettes, etc.	5,000 per year
Curriculum Development Equipment Computer, Programs, Mouse, Scanner, Copier, etc.	7,500 per year for 3 years
Contract in-house Training Programs	15,000 per year
Partially Funded Training Programs	10,000 per year
Fellowships (3-4 per year)	24,000 per year
UNDP/UNIDO Industrial Sector Seminars	15,000 per year

The above suggested budget proposes that if the project continues past 1990, UNIDO/UNDP pay the first years salary for training personnel and that the Ministry pay salary for training personnel in subsequent years. The total proposed budget for 1991 would thus equal \$99,500 and 81,500 annually thereafter.

Although it is realized that funds may not be available to this extent, the proposals are based on no existing training organization, no dedicated training personnel, materials and equipment to train Ministry personnel in the modern methods required for monitoring, controlling, evaluating and developing industry in Jordan.

ANNEX A

General Training Programs
Offered By
Institute of Public Administration in 1986-87

S.No.	Program	Date	No. of Training Hours	No. of Participants
1.	Development of Interview Skills	09-11/02/1986	2	26
2.	Written Skills Communication	15-19/02/1986	20	27
3.	Job Classification and Descriptions	15-19/02/1986	20	22
4.	Development of Planning & Decision Making Skills	01-12/03/1986	40	24
5.	Organization & Method	01-19/03/1986	60	27
6.	Development of Skills to deal with International Bank Procedures	22-26/03/1986	20	24
7.	Seminar on Training Problems in Jordan	29-31/03/1986	24	40
8.	Office Work Procedures	29/03-02/04/1986	20	27
9.	Analysis of Organization	05-16/04/1986	36	24
10.	Developing Leadership Skills in Government Administration	26-30/04/1986	20	20
11.	Governmental Accounting	19-30/04/1986	40	31
12.	Developing of Inter-course Skills with people	21-25/06/1986	20	25
13.	Projects Management	28/06-09/07/1986	40	17
14.	Cost Accounting	05-09/07/1986	32	26
15.	Management of Supplies	12-16/07/1986	20	30
16.	Financial and Accounting Procedures	19-23/07/1986	20	27

S.No.	Program	Date	No. of Training Hours	No. of Participants
17.	Developing of Negotiation Skills	12-15/07/1986	12	19
18.	Planning and Organizing Work	19-23/07/1986	40	30
19.	Preparing & Organizing a Budget	26/07-06/08/1986	40	30
20.	Managerial Supervision	02-13/08/1986	36	24
21.	Job Classification and Descriptions	09-13/08/1986	16	24
22.	Office Work Procedures	13-21/09/1986	28	18
23.	Managerial Supervision/ Karak	13-17/09/1986	20	27
24.	Organization and Methods	20-24/09/1986	76	18
25.	Managerial Behavior	20-24/09/1986	20	18
26.	Keeping of Documents and Files	04-08/10/1986	20	24
27.	Public Relations	04-15/10/1986	40	27
28.	Management of Personnel Affairs	11-29/10/1986	40	27
29.	Office Management	11-15/10/1986	20	24
30.	Organizational Development	18-22/10/1986	20	19
31.	Office Management	01-12/11/1986	38	28
32.	Financial and Accounting Supervision	08-12/11/1986	20	21
33.	Financial Management	15-19/11/1986	20	11
34.	Preparing and Qualifying Supervisors in Administration	15-19/11/1986	20	21

S.No.	Program	Date	No. of Training Hours	No. of Participants
<u>1 9 8 7</u>				
35.	Office Management	24-25/02/1987	40	28
36.	Developing of Telephone Operators Skills	21-25/02/1987	40	31
37.	Governmental Accounting	02/02-04/04/1987	40	31
38.	Public Relations	28/02-04/03/1987	20	26
39.	Projects Management	21/03-01/04/1987	40	22
40.	Advanced Secretarial Skills	14-18/03/1987	20	29
41.	Managerial Supervision	07-25/03/1987	60	28
42.	Management of Personnel Affairs	04-15/04/1987	40	24
43.	Specialized Session for Middle Management In Office Work Procedures	11-16/04/1987	24	16
44.	Development of Negotiation Skills	22-28/04/1987	20	19
45.	Preparing and Organizing Budgets	06-17/06/1987	40	24
46.	Preparing and Qualifying Supervisors of Administration-	16-17/06/1987	20	19
47.	Managerial and Organizational Behavior	20/06-01/07/1987	40	25
48.	The Computer's Role in Govt. Accounting	20/06-01/07/1987	40	27
49.	Organization & Methods	27/06-15/07/1987	60	25
50.	Coaching & Supervision	18-22/07/1987	10	14
51.	Control and Performance Appraisal	25-29/07/1987	10	31

S.No.	Program	Date	No. of Training	No. of Participants
52.	Office Management	15-26/08/1987	36	27
53.	People Skills	15-19/08/1987	20	26
54.	Decision Making Skills	15-19/08/1987	10	22
55.	Effective Secretary Skills	29/08-02/09/1987	20	26
56.	Developing Telephone Operators Skills	25-29/07/1987	20	24
57.	Specialized Seminar on the Role of Top Management in Administrative Development	16-19/08/1987	20	76
58.	Cost Accounting	12-23/09/1987	40	26
59.	Office Management	12-23/09/198	20	22
60.	Project Management	22-26/08/1987	10	28
61.	Negotiation Skills	26-30/09/1987	20	15
62.	Organizational Skills	26-30/09/1987	20	15
63.	Communication Skills for Effective Secretary	03-07/09/1987	10	19
64.	Keeping of Files and Information	10-14/10/1987	20	31
65.	Simplification of Procedures	17-26/10/1987	36	21
66.	Management of Personnel Affairs	31/10-05/11/1987	20	28
67.	Session on One Minute Manager	16-18/11/1987	12	28
68.	Keeping of Files and Information	21-25/11/1987	20	29
TOTAL:			1838	1697

ANNEX B

Special Training Programs
Offered by
Institute of Public Administration

S. No.	Beneficiary	Program	Train- ing Hours	Parti- cipants	Date
1.	Ministry of Finance	* Financial Accounting	60	15	18/01-05/02/86
2.	Housing Bank	* Middle Management	36	20	08-20/03/86
		* Register & Correspondence	34	10	13-18/09/86
3.	Ministry of Agriculture	* Developing of Planning Skills	30	16	21/06-02/07/86
4.	Public Security Department	* Organization and Methods	60	19	21/06-02/07/86
5.	Cement Factories	* Managerial Supervision	60	28	09-27/08/86
6.	Ministry of Youths	* Managerial Supervision	28	28	19/07-15/08/86
		* Office Management and Skills for Dealing with People	25	34	02/07-06/08/86
7.	Women's Jordanian Federation	* Developing Admin. Skills	18	62	25-27/08/86
8.	Civil Service Commission Civil Service Commission	* Skills for Dealing with People	15	16	29/11-24/12/86
		* Orientation of Newly Appointed Employees	24	18	29/11-24/12/86
9.	Women's Business Administration and Professions Club	* Developing Leadership Skills	12	51	02/07-06/08/86
10.	Customs Department	* Customs Procedures	58	27	01-20/11/86
11.	Audit Bureau	* Auditing of Customs Revenues	18	21	22-27/11/86
12.	Ministry of Awkaf	* Development of the Skills for Super- visors and Preachers	23	23	18-23/10/86

13. Vocational Training Corporation * Top Management for the Principals of Vocational Training Centers 20 16 29/11-03/12/86

14. Jordanian Armed Forces * Top Management 140 30 18/10-03/12/86

1987

15. Ministry of Finance * Orientation of Newly Appointed Employees "University Graduates" 26 24 10-18/01/87

* Orientation of Newly Appointed Employees "Diploma" 26 21 11-19/01/87

16. Civil Service Commission * Specialized Secretaries 24 9 17-22/01/87

* Skills for Dealing with People and Employees 4 8 27/04/87

* Management for Newly Appointed Employees 10 14 13-17/06/87

17. Ministry of Interior * Seminar on Admin. Governors 12 28 25-27/04/87

18. Ministry of Labour * Evaluation and Execution of Training Programs 28 18 13-17/06/87

19. Greater Amman Municipality * Specialized Seminar on Top Management's Role in Admin Development 15 35 20-24/06/87

Municipality * Office Management 20 23 26/09-07/10/87

20. Housing Bank * Banking Credit 30 13 11-29/07/87

* Planning & Estimated Budgets 40 13 05-22/09/87

* Register (Divan) & Correspondences 32 14 01-07/02/87

* Register (Divan) & Correspondences 34 13 05-10/02/87

21. Audit Bureau	* Auditing of Govt. Final Accounts	20	18	05-09/09/87
	* The Role of Computers in Govt. Accountancy	30	20	19-30/09/87
22. Jordan Refinery Petroleum Company	* Administrative Skills (Middle Management) 1st Program	24	18	06-16/09/87
Jordan Refinery Petroleum Company	* Administrative Skills (Middle Management) 2nd Program	24	18	20-30/09/87
23. Ministry of Municipal, Rural & Environment Affairs	* Mayors & Their Deputies in Governorates	12	35	04-06/10/87
	* Accountants & Secretaries of Municipal Councils of Amman and Zerqa Governorates	30	23	10-15/10/87
	* Developing Technical Job Skills	30	12	17-12/10/87
	* Developing the Skills of Sanitary Supervisors in Amman Governorate Municipalities	28	4	31/10-07/11/87
24. Arab Potash Company	* Managerial Communication Skills	22	14	19-22/10/87
25. Jordan Armed Forces	* Top Management 5th Program	120	30	19/09-28/10/87
26. Jordan Electricity Authority	* Management by Objectives	16	19	15-18/11/87
27. Civil Aviation	* Dealing with People	15	23	21-26/11/87
28. Telecommunications Corporation	* Storekeepers and Supervisors of Warehouses	20	27	05-16/12/87
29. Institute of Public Administration	* Computers	20	20	20/06-01/07/87

30. Govt. Departments and Corporations	* Orientation of Newly Appointed Employees	20	17	15-19/08/87
	* Orientation of Newly Appointed Employees	20	23	29/08-02/09/87
	* Orientation of Newly Appointed Employees	20	19	21-25/11/87
	* Orientation of Newly Appointed Employees	20	14	28/11/02-12/87
	* Orientation of Newly Appointed Employees	20	16	05/12-09/12/87

TOTAL:	50	1493	1064
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ANNEX C

Jordan Institute of Management
Schedule of Courses

FIRST QUARTER 1990

S.No.	Program's Title	Month	Date
1.	Accounting for Non-accountants		06/01-25/01
2.	Functions of Personnel Management		06/01-21/01
3.	Financial Analysis		13/01-24/01
4.	Computer Appreciation for Managers		20/01-24/01
5.	Production Operations & Management		27/01-05/02
6.	How to use Wordstar 2000 PLUS		03/02-07/02
7.	Accounting for Income Tax Purposes		03/02-14/02
8.	Bank Guarantees		10/02-14/02
9.	Bank International Operations		10/02-15/02
10.	How to use LOTUS 1-2-3		10/02-15/02
11.	Documentary Credits		10/02-21/02
12.	Effective Delegation Skills		17/02-21/02
13.	Staffing Procedures and Art of Interviewing		17/02-27/02
14.	How to Use DOS		25/02-01/03
15.	Supervisory Skills		03/03-07/03
16.	Programming in dBASE		03/03-07/03
17.	Shipping Operations and Management		03/03-22/03
18.	Using Computers in Business Applications		10/03-19/03
19.	Fundamentals of Accounting and Finance for Secretaries		10/03-21/03
20.	Performance Appraisal		11/03-21/03
21.	Maintenance Management		17/03-21/03

ANNEX D

Ministry of Industry and Trade

- National Project Coordinator and Director - Industries,
Dr. Mohammed Bani Hani
- Director - Information and Studies, Mr. Mohammed Quoshou
- Director - Companies, Mr. Mansour Hammour
- Deputy - Economic Cooperation and Export Promotion,
Mr. Assem Hindawi
- Director - Insurance, Mr. Shawqi Haddadin
- Director - Investment Promotion, Dr. Sameer Omiash
- Director - Standards and Quality Control, Mr. Hassan Saudi
- Director - Administration, Mr. Suhail Malah
- Director - Information and Windows, Dr. Izzat Ozizi
- Deputy - Trade, Mr. Nazih Wahbeh
- 20 Employees (Professionals and Section Heads).

External Agencies

- Civil Services Commission - Mr. Ghazi Diboubi and staff
- Ministry of Planning - M. Sami Edwan
- Institute of Public Administration - Dr. Hanna Qaqish &
Staff
- Royal Scientific Society - Dr. Yousef Nusseir and staff
- Industrial Development Bank - Mr. Mazen Shaker
- Amman Chamber of Industry - Mr. Ali Dajani
- Jordan Institute of Management - Mr. Munier Zaghloul and
staff
- Arab Development Organization Administrative Services -
Dr. Abubaker Buera

- U.S. AID - Mr. Barry McDonald
- Computer and Engineering Bureau - Mr. Awni Jamjoum
- General Computers and Electronic Co. - Ms. Lubna Hawash.