DOCUMENT RESUME

ED 096 401 CE 001 999

TITLE The Development and Initial Operation of the Shuwaikh Industrial Training Centre. Kuwait. Technical Report No. 1.
INSTITUTION International Labour Organisation, Geneva (Switzerland).
REPORT NO KUW-70-503
PUB DATE Feb 73
NOTE 50p.

EDRS PRICE MF-$0.75 HC-$3.15 PLUS POSTAGE
DESCRIPTORS *Developing Nations; *Educational Facilities; Foreign Countries; Government Role; Industrial Arts; *Industrial Education; Job Training; Manpower Development; National Programs; On the Job Training; Unemployment; *Vocational Education; *Vocational Training Centers
IDENTIFIERS Kuwait; *Shuwaikh Center

ABSTRACT

The report covers the technical cooperation given to the government of Kuwait by the International Labour Organization as part of a United Nations Development Program. Due to the unemployment rate of the Kuwaitis, the government of Kuwait decided to establish industrial vocational training facilities. The training center commenced activities on January 1, 1971, with buildings completed and the major part of the equipment delivered. In accordance with the plan of operation, a program of 1- or 2-year accelerated craft training (following 6-month preparatory courses) has been initiated in the 10 main trades for skilled entry-workers required by the manufacturing and service factor sectors of industry. For workers already employed in industry, a program of upgrading training courses to improve their occupational skills in the same 10 trade fields was instituted soon after the project commenced. Even though the main objectives of the project have been achieved, certain problems remain and are discussed in a summary of recommendations. Included are 12 appendixes of statistical data and related information.
(Author/BP)

KUWAIT

SHUWAIKH INDUSTRIAL TRAINING CENTRE

(KUW/70/503)

Technical Report No. 1

THE DEVELOPMENT AND INITIAL OPERATION OF THE SHUWAIKH INDUSTRIAL TRAINING CENTRE

BY

THE INTERNATIONAL LABOUR ORGANISATION

Geneva

February 1973

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PROJECT DATA

Country:	Kuwait
Project Title:	Shuwaikh Industrial Training Centre
Project Code:	KUW/70/503
Co-operating Government Agency:	Ministry of Social Affairs and Labour
Date Project Approved	January 1970
Date Planop Signed	October 1970
Date Operational:	1 January 1971
Duration of Project:	Four years

Special Fund allocation ..... US $ 692 600

Consisting of:

Special Fund contribution ..... US $ 628 900

Government contribution towards local operating costs ..... US $ 63 700

Government counterpart contribution in kind

Kuwait dinars 1 018 985, i.e. approx. ..... US $3 098 170

INTERNATIONAL LABOUR OFFICE

UNITED NATIONS DEVELOPMENT PROGRAMME
(SPECIAL FUND)

ABSTRACT OF TECHNICAL REPORT

Country:	Kuwait	Project Title:	Shuwaikh Industrial Training Centre
Project Code:	KUW/70/503	Report Title:	The development and initial operation of the Shuwaikh Industrial Training Centre
Report No:	ONE		
Date	February 1973		

ABSTRACT

This report covers the technical co-operation given to the Government of Kuwait by the International Labour Organisation, as participating and executing agency of the United Nations Development Programme, in a project to establish and operate the Shuwaikh Industrial Training Centre.

The Government's Five Year Plan for 1967-1971 was aimed at diversifying and expanding an economy which had hitherto been mainly dependent on petroleum products. A total investment of the equivalent of US$2,550 million over the period was foreseen for this purpose. It was also estimated that fulfilment of the Plan would require an additional 50,000 workers in the country's labour force.

A population of approximately 800,000 increasing at an annual rate of about 3.5 per cent, results in several thousand young men seeking employment every year. Yet due to past policies of engaging expatriate workers, recent statistics showed that skilled Kuwaiti labour was very much in the minority; throughout four main industrial sectors employing a total of 85,000 workers, the average proportion of Kuwaitis employed amounted to only 11.5 per cent.

The Government of Kuwait therefore decided to establish industrial vocational training facilities in the country and thereby secure greater participation of its nationals in the development of industry.

The first step was to establish a small pilot centre in Kuwait with the assistance of the ILO, under a funds-in-trust arrangement. The successful operation of the centre pointed to the need for a larger and more permanent institution. To this end, the UNDP agreed to provide assistance through the ILO in establishing the Shuwaikh Industrial Training Centre (SITC), on an industrial estate in Kuwait town.

The presence of the project manager and some other experts and national counterparts in the pilot centre provided an excellent opportunity for the government co-operating agency - the Ministry of Social Affairs and Labour - to plan the construction, equipment requirements and training activities of the new centre. As a result, project operations commenced on 1 January 1971 with buildings completed and the major part of the equipment delivered.

The project is now entering the third year of its planned four-year duration. In accordance with the Plan of Operation, a programme of one- or two-year accelerated craft training courses (following six-month preparatory courses) has been initiated in the ten main trades for skilled entry-workers required by the manufacturing and service sectors of industry. Enrolment on the 15 courses started so far has been satisfactory. From five completed courses, 54 trainees have graduated and 124 trainees were under instruction in those courses still proceeding on 1 January 1973.

For workers already employed in industry, a programme of upgrading training courses to improve their occupational skills in the same ten trade fields was instituted soon after the project commenced. There has been a good response to the four courses already offered, and 47 participants have graduated from the three courses which have been completed. Instruction is full-time and normally continues for six months, although courses of shorter duration can be arranged to meet special needs; one of three months in cable jointing, for instance, is scheduled for 1973.

The first course in the supervisory training programme, with 16 participants, has only recently commenced, owing to the inability of the Government to recruit the senior member of the counterpart staff responsible for this activity. The course covers three months of full-time instruction and is designed to increase the knowledge of craft practice and theory, as well as the supervisory function required by shop-floor chargehands, foremen, and the like.

The craft instructor training programme is important because of the need for instructors arising from the Government's plan to rapidly expand vocational training facilities - including the provision of new centres. The first course was due to commence in August 1972, but up to the time of

compiling this report it had unfortunately not done so because of a change in the Government's enrolment policy. Whereas the Plan of Operation envisaged entry to these courses being confined to selected graduates of the craft training courses conducted in the centre, the Government later wished to exclude these candidates entirely, and restrict entry to technical college graduates. It is hoped that the question will soon be resolved by acceptance of the compromise proposals described later; these would result in consideration of candidates from both sources, as well as those in industry who might be qualified.

In reviewing the progress of the project, it is considered that its objectives have proved to be well conceived and fully attainable in due course. The substantial contribution by the Government in providing the comprehensive physical facilities in the new centre gives particular cause for satisfaction. Certain problems remain, however, and the following is a summary of the recommendations - set out in detail in Part IV of the report - which are intended to overcome them:

- that the planned National Training Council, assisted by an Advisory Committee, with an executive arm in the form of a Vocational Training Department, be established as soon as possible to develop, co-ordinate and execute training programmes on a national level;

- that the envisaged legal status as a semi-autonomous body be conferred on the SITC, to alleviate difficulties encountered in staff recruitment and procurement of supplies;

- that the compromise proposals already submitted, to widen the qualifications of candidates for entry to the craft instructor training courses, be adopted so that the delayed programme may proceed;

- that as a temporary short-term measure, engagement by the SITC of a limited number of expatriate technical staff be considered, until the long-term effects of the current training programmes result in qualified Kuwaitis being available;

- that the labour exchange office established on the SITC site be activated, in order to collaborate in obtaining suitable employment for graduates of the craft training courses, and to follow-up their progress in industry.

I. INTRODUCTION

1. Following a study of industrial vocational training requirements and in accordance with the Government's policy to increase the participation of Kuwaiti nationals in the industrial development of the country, a pilot centre for the vocational training of adult workers was established in 1968, with assistance provided by the International Labour Organisation (ILO) under a funds-in-trust agreement. The pilot centre had a planned total capacity of 60 trainees and offered initial training for skilled workers in the five fields of motor vehicle repair and maintenance, general electrical trades, air conditioning and refrigeration, maintenance of water desalination plant (general fitting), and electric arc and oxy-acetylene welding. As an interim measure, an instructor training course was initiated for 30 selected skilled worker graduates.

2. The continued expansion and diversification of industry, coupled with experience gained in operating the pilot centre in temporary accommodation, led the Government of Kuwait to request assistance from the United Nations Development Programme Special Fund (UNDP/SF) in establishing the Shuwaikh Industrial Training Centre (SITC) as a larger and more permanent institution. The project was approved in January 1970 and operations were authorised to commence on 1 January 1971, with the ILO as participating and executing agency. The Ministry of Social Affairs and Labour was designated as the Government co-operating agency.

3. As stated in the Plan of Operation[1], it was expected that project activities would result in:

- the training of national craft instructors, which would enable the Government to expand vocational training facilities in the country;

- the training of supervisory personnel for industries and services;

- the expansion of the country's skilled labour force required by industries and services.

4. The SITC would be accommodated in new buildings to be constructed on the Shuwaikh industrial estate in Kuwait town. With appropriate workshop and other instructional facilities, it would integrate and expand the activities of the superseded pilot centre

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[1] ILO Plan of Operation. Kuwait (KUW3) Shuwaikh Industrial Training Centre, 1970 (reference paragraph 1.02).

by provision of training in the ten trade fields of machine-shop practice, general fitting for maintenance and repair, instrument fitting for processing industries, radio and television maintenance, heavy electrical trades, light electrical trades, motor vehicle repair and maintenance, diesel and heavy equipment maintenance, air conditioning and refrigeration, and sheetmetal work and welding.

5. The four training programmes to be established comprise two-year courses for craft instructors, three-month courses for supervisors, six-month courses for upgrading the skills of employed workers, and one-year basic accelerated training courses for adult entry-workers of 18 to 35 years, following six-month preparatory courses. A total annual output of 250 graduates from these courses was foreseen.

6. In order to collaborate with the SITC, and maintain liaison with industry so as to provide entry-worker graduates with employment opportunities in occupations where they could fully utilise their skills, it was also planned to establish a labour exchange office on the same site as the centre.

7. The Government agreed that a National Training Council, comprising representatives of relevant Government departments and industrial and service establishments - with the project manager serving in an advisory capacity - should assist the Ministry of Social Affairs and Labour in developing, co-ordinating and executing training programmes and other activities. The Ministry would be responsible for direction of the SITC, but the centre would have specific legal status as a semi-autonomous body, to enable it to carry out transactions in its own name and set salary scales and conditions of employment for centre staff in order to recruit and retain their services.

8. In addition to providing national staff, buildings, furnishings and expendable materials required for training, the Government was committed to supply all the workshop machinery and equipment for the SITC, by transferring items of an estimated value of US$52,000 from the pilot centre, and by purchase of additional items costing approximately US$280,000 (later increased by US$28,866 on account of rising prices) through a funds-in-trust arrangement with the ILO. These funds also covered the assignment for 12 months of an expert in air conditioning and refrigeration training outside of the agreed project budget, which did not provide for this post.

9. The UNDP contribution provided US$50,000 for procurement of teaching aids, laboratory apparatus, library and films - as well as 212 man-months services of eight ILO experts (including a project manager), fellowships totalling 72 man-months for overseas training of national counterpart staff, and other miscellaneous project expenditure.

10. The project has now been in operation for over half of its scheduled duration. The purpose of this technical report is to document the accomplishment so far of its planned objectives, with particular reference to the institutional development and contribution to industrial vocational training of the SITC and, in the light of the conclusions drawn, to make recommendations for any further action considered necessary.

11. In submitting the report, the Director-General of the ILO wishes to express his appreciation of the support given to the project by governmental officials - particularly in the Ministry of Social Affairs and Labour and in other ministries and departments concerned with construction of the buildings for the SITC and installation of the workshop machinery and equipment - and by the industrial employers and trade unions concerned.

II. TECHNICAL BACKGROUND

Socio-economic and Manpower Situation

12. Kuwait has a population of about 800,000, with a rather high birthrate which results in an annual increase of approximately 3.5 per cent, with several thousand young men seeking employment for the first time every year.

13. In the private sector of industry, however, there is a gross predominance of expatriate employees at all levels, from craftsman to manager. Even in government establishments, Kuwaiti skilled workers are in a minority. According to official statistics,[1] the situation in this respect concerning workers employed in the main industrial establishments is as follows:

		Percentage	
Industry	Workers	Kuwaiti	Others
Mining and Quarrying	17 000	15	85
Manufacturing	25 000	10	90
Construction	35 000	5	95
Electricity, Gas, Water	8 000	16	84
Total	85 000	11.5(av.)	85.5(av.)

14. The Government is making determined efforts to diversify an economy hitherto largely dependent on petroleum products. Many new industries are being established and existing ones are being expanded. Annex 1 illustrates the distribution of national investment over the country's seventeen economic sectors within the Five Year Plan for 1967-71, from which it will be seen that a total sum of 912 million dinars (equivalent to US$2,550 million) was foreseen for this purpose. The governmental authorities[1] further estimated that fulfilment of the plan would demand an approximate increase of 50,000 workers in the country's labour force.

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[1] Kuwait Government Planning Board.

Educational Facilities

15. The basic educational system embraces kindergarten, primary, intermediate and secondary schools with a total enrolment of 98,232 students. A further 3,468 students are catered for in various specialised schools offering teacher training, religious instruction, education of handicapped persons, commercial training, and technical education. The total enrolment of 101,700 students of all categories is accommodated in 178 schools; these are served by 5,520 teachers, of whom only 470 are Kuwaitis.

16. There is a modern technical college, the enrolment into which has recently been increased to 750 students, with 177 teachers, of whom 43 are Kuwaitis. A team of UNESCO experts is currently assigned to it under a funds-in-trust agreement, in order to assist the college to establish a new and improved programme of studies.

17. The old programme comprised an intermediate stage of two years, followed by optional secondary stage of four years duration needed to qualify for a full college diploma. The curriculum - in addition to liberal and scientific subjects - included trade instruction in automechanics, fitting, machining, electrical work, radio, welding, building construction, carpentry, foundry work, and pottery.

18. It is expected that a steady rise in the educational standard of the intakes, combined with an advance in the level and quality of the teaching provided, will lead to the attainment of a higher technical status by the college and the graduation of its students at technician or sub-professional level.

Vocational Training Facilities

19. The longest established vocational training facilities in the country were those provided by the Kuwait Oil Company, which on its formation in 1946 adopted a policy of training its own employees. After an initial course of three years duration, the trainees served as improvers for a further 18 months before qualifying as skilled workers. The scheme was terminated in 1971 because of a change in company policy whereby much work, including maintenance, was to be subcontracted and use be made of the large number of skilled expatriates readily available in Kuwait.

20. A small amount of specialised training to upgrade the skills of workers is carried out by a few of the larger private enterprises - especially those in the petroleum and petrochemical industries - and by some of the big companies involved in automotive repair and maintenance. The employees of the latter are almost all expatriates.

21. An in-plant training scheme initiated in 1965 by the Civil Service Commission was discontinued due to lack of facilities and trained instructors. Whilst the programme did not succeed, it served to indicate the value of properly organised in-plant training, given the requisite qualitied instructor/supervisors to implement it. This was one reason for the emphasis placed on instructional techniques in the supervisor training programme undertaken by the new SITC, as well as the obvious general benefit to be derived by industry from supervisors who could help to raise the standard of competence of Kuwaiti workers by good instruction at shop level.

22. Apart from such trade instruction as is included in the curriculum of the technical college mentioned in paragraph 16, there are also elements of specialised vocational training in the activities of the telecommunications project being assisted by the International Telecommunications Union (ITU) under a funds-in-trust agreement, and of the water resources development project assisted by the UNDP. The latter collaborates closely on training matters with the SITC project described in this report.

III. WORK DONE

Preparatory Operations

23. Operation of the small pilot centre for vocational training of adult workers in Kuwait for three years, immediately preceding the establishment of the SITC on 1 January 1971, provided very useful experience on which to design the larger permanent centre. The five trade training departments of the pilot centre were absorbed by the SITC on that date, and the project manager and those of the other four ILO experts whose contracts had not already expired, together with the national counterparts in post, were transferred to the new project. In particular, they were able to contribute in advance to the planning of the organisation of the SITC, the outline and internal layout of the new buildings to be constructed, and to the preparation of equipment lists. This enabled the buildings to be completed before commencement of the main project operations, and ensured timely delivery of the equipment.

24. The need for organising vocational training in the country on a broad basis had long been apparent to the Government, and an advisory committee was set up in 1969 to study the question. The committee consisted of selected representatives of the Ministries of Social Affairs and Labour, Electricity and Water, Public Works, Posts, Telegraphs and Telephones, and the Civil Service Commission.

25. The advisory committee formed specialised working groups to consider various aspects of industrial vocational training, and they submitted some valuable recommendations which are reflected in the training programmes adopted by the SITC. Due to subsequent lack of interest, however, the work of the committee was discontinued in 1970.

Organisation and Establishment of Training Facilities

National Vocational Training Organisation

26. Action to organise vocational training at a national level has gained momentum since the project commenced. Discussions have taken place with the Planning Board and the various authorities concerned, on the basis of the draft

proposal contained in Annex 2. This envisages a three-tier structure comprising a national training council[1] representing public, private and trade union interests - an advisory committee to formulate detailed proposals for consideration of the council - and a governmental vocational training department with executive powers.

Institutional Framework

27. No legislation has yet been enacted to govern vocational training throughout the country, nor to define the role and procedures of the SITC, and give it legal status as a semi-autonomous body as specified in the Plan of Operation. Such legislation is to be expected when the proposed governmental measures mentioned above are adopted. In the meantime, there has been in force since 1 January 1971 an effective framework of internal rules and regulations - formulated with advice from the ILO experts - within which the SITC functions, and an organisational structure of the centre as outlined in Annex 3.

Accommodation

28. The SITC is located on the Shuwaikh industrial estate in Kuwait town. The site was chosen for its central position, ease of access, and proximity to the many industrial plants situated nearby. Building density in the area is likely to inhibit any substantial lateral expansion in the future, but this is of little consequence as it is government policy to establish a number of satellite training centres in other parts of the country; the first one is proposed to be situated in the Ahmadi-Shuaiba area, to serve the local oil and petrochemical industrial complex.

29. The good functional design of the accommodation provided for the centre reflects the effort spent on planning the layout in the long preparatory phase, prior to commencement of the project. No difficulties due to constructional defects have been encountered, except some caused by lack of craftsmanship in waterproofing of roofs and finishing of workshop floors. The total accommodation covers a floor area of 5,668 square metres, housing two large workshops and other training facilities and supporting services, as shown in the schedule contained in Annex 4 and the site plan in Annex 5.

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[1] As called for in the Plan of Operation Work Plan (A6-p. 16).

Equipment

30. The assignment of the ILO experts and their counterparts to the pilot centre, in the preparatory phase of the SITC project, provided an opportunity to prepare in detail the equipment requirements of the larger centre. This resulted in good selection and subsequent timely delivery of the extensive inventory of items - indicated in tables 2 and 3 of the Plan of Operation - needed to equip the workshops and other departments.

31. A feature of the project budget as it affects equipment is the commitment of the Government to provide the major proportion of the items required, including the machinery and plant from overseas sources. The total government contribution of US$492,466 (excluding that for expendable supplies) includes US$308,866 (increased from US$200,000 on account of rising prices) for items purchased abroad through the ILO under a funds-in-trust arrangement, US$52,000 on account of items transferred from the pilot centre, and the equivalent of US$131,600 (47,000 dinars) for locally purchased training stores, as well as fixtures and fittings such as benches, cabinets, tool chests, telephones and the like. The UNDP contribution is limited to US$50,000 for teaching aids, laboratory equipment, books and films.

32. All of the equipment is of good quality and suitable for its purpose. There were a few delays, damages and losses of imported items, but these did not significantly retard the installation programme. Deliveries are now substantially completed, and no expenditure on additional items is foreseen for the training programmes currently planned, except possibly to increase the range available for instruction in instrument repair and maintenance.

Supplies

33. In contrast to the excellent record of equipment procurement, delays are experienced in the purchase by the Government of the materials needed to sustain training, especially in the shape of practical workshop instruction. This has long been a problem and, indeed, was evident in the pilot centre. Strong representations have been made by the director and the project manager and these have resulted in some improvement which it is hoped will continue. The delays are apparently due to the purchasing procedures, rather than to lack of financial resources.

Project Personnel

National Staff

34. The list of national technical staff contained in Annex 6 shows that 27 officials are now serving (one having left in August 1972), compared to the complement of 33 foreseen in the project manning table of the Plan of Operation. This indicates a deficiency of seven, all of which are at a senior level. The vacant posts include those for a leader of craft instructor training, leader of supervisory and upgrading training, and officer in charge of standards. These three posts are proving extremely difficult to fill, despite the continuous efforts made by all concerned.

35. The Government has ruled that such senior posts should be filled only by Kuwaitis, but while national candidates of the requisite calibre have occasionally been located, it has been found impossible to attract them to serve in the SITC because of what they regard as the low prestige of the posts, and the comparatively meagre rates of pay. A more hopeful situation exists in regard to the vacancies in less senior posts, where the Government is believed to be prepared to consider qualified expatriate candidates.

36. On the other hand, while the numbers are minimal, the SITC now has an increasingly able complement of staff serving at instructor level in the trade departments as counterparts to the ILO experts - from whom many are now sufficiently competent to take over. Most of the instructors have a good background of industrial experience, reinforced in some cases by training and/or service in the pilot vocational training centre established earlier. Nevertheless, as long as the senior staff vacancies described above remain unfilled, the technical staff situation as a whole will continue to be critical, especially when staff are away for long periods on fellowship. Certainly, under these circumstances, staff could not be made readily available for transfer to other training centres which it is understood the Government contemplates establishing, without serious detriment to the programmes of the SITC.

37. With regard to non-technical staff, difficulties continue to be caused by shortages of qualified people - despite representations made to the Government - particularly typists in English and Arabic, who are needed to meet the administrative needs of the centre's training programmes. As much in-service guidance and training as possible is provided in the SITC routines, but where the important work of storekeeping is concerned, suggested modern procedures have had to be modified to conform with the old system of the Ministry of Social Affairs and Labour.

International Experts

38. As mentioned earlier in this report, the ILO project manager of the former pilot centre, together with the experts in general fitting/machine shop practice, and motor vehicle repair and maintenance, were immediately available and accepted by the Government for transfer to the project after operations commenced on 1 January 1971. Their knowledge of the vocational training situation in Kuwait, and experience gained in assisting in operating the pilot centre, proved of great value in preparing and implementing the work plan of the SITC project.

39. The team of eight UNDP/ILO experts is listed in Annex 7. The team was increased to nine members by the separate assignment for 12 months of an expert in air conditioning and refrigeration under a funds-in-trust arrangement with the ILO; this was in order to continue assistance to the training in that field, which had been transferred from the pilot centre without the backing of sufficiently competent instructors.

40. With the exception of the last-mentioned expert whose services proved unsatisfactory and who was replaced on voluntarily relinquishing his contract after four months in post, the experts have given good service as a well-knit team under the sound leadership of project manager Mr. J.W. Malanowski. It is to be regretted that continuity of management was interrupted by his death in October 1972, after 22 months with the project. He has since been replaced by a project manager from a similar project.

41. By 31 December 1972, 136 man-months of expert services had been delivered since the project became operational two years earlier, against the 157 man-months scheduled for this period in the manning table of the Plan of Operation. The shortfall is largely due to the difficulty that was met in recruiting an expert with the required qualifications and experience in the rather limited field of instrument fitting as applied to the process industries. Apart from retarding training in that particular field, this had not unduly affected the progress of the work as a whole.

Fellowships

42. To supplement counterpart training on the project by the international experts, there is provision in the work plan for twelve ILO fellowships of six months each for study overseas, to be awarded to the SITC director and to counterpart

instructors in the various trade skills taught in the SITC. At the time of compiling this report, six instructors had completed their studies (two limited to one month each) one is currently abroad, and the awards to four others are being processed. Separate arrangements are being made for the Director with the International Centre for Advanced Technical and Vocational Training in Turin, in respect of which the study programme is awaited. Details of the instructor fellowships completed and planned are contained in Annex 8.

Training Activities

Training Programmes

43. The curriculum of the SITC embraces the following five regular course programmes:

- preparatory courses for entrants to the basic accelerated craft training courses;
- basic accelerated craft training courses for entry-workers in ten occupational skills needed in industries and services;
- craft instructor training courses in the same ten skills, to expand the country's vocational training facilities;
- upgrading training courses, to improve the skills, versatility and mobility of employed workers;
- supervisory courses, to increase the technical knowledge and improve the functional skills of shop-floor supervisors.

44. For the first seven months of project operations, the national staff were assisted by the experts in planning the course programmes, producing training material, checking and installing machinery and equipment, determining selection criteria for trainees, and undertaking the other manifold tasks associated with the launching of training in the new centre.

45. During this initial period, however, it was found possible to introduce the first preparatory course in February 1971, and the first upgrading training course in April of the same year. A list of these and the other courses which followed, with projections up to the end of 1973, is contained

in Annex 9. The list (excluding preparatory courses on which trainees must first qualify, for entrance to the craft courses) indicates that 19 courses had been started up to 30 November 1972 - the date when the figures were collated for this report. By that date, a total of 251 trainees had enrolled, 12 dropped out, 99 graduated, and 140 were still under training. The courses are further described below.

Preparatory Courses

46. The need for preparatory courses, on which candidates must first qualify, for admission to the accelerated craft courses, was confirmed by previous experience in the pilot centre. Preparatory courses provide an opportunity for the SITC to improve the educational knowledge and elementary manual skills of a candidate, and to decide whether he has reached the standard of ability where he is likely to be able to absorb the subsequent craft training - which is costly because of the extensive nature of the facilities required. Candidates are first nominated by the Civil Service Commission, after which selection takes place at the SITC. They are required to be aged 16 to 30 years and to have received at least six years general education, including the successful completion of second-year intermediate school studies.

47. The courses, which commenced in February 1971, are organised and conducted in the Kuwaiti language by the national staff, with only marginal assistance from the international experts, on technical matters. Instruction covers 22 weeks and comprises approximately two-thirds classroom studies and one-third shop work, the course content being as follows:

Subject	Hours per week	Total hours
Mathematics	8	176
General Science	8	176
Engineering Drawing	2	44
English Language	3	66
Occupational Safety and Health	1	22
Shop Work	12	264
Total	34	748

48. The three courses conducted so far have shown enrolment/graduation ratios of 73:64, 72:59 and 72:65 respectively. They have been successful in producing some uniformity of ability of entrants to the craft courses and have thus minimised the drop-out rates in the latter.

Accelerated Craft Training Courses

49. The programme of accelerated craft training courses for entry workers is organised in two series - one to cover the mechanically-oriented trades, and the other the electrically-oriented trades. The series of five courses in the following mechanically-oriented trades commence in August each year:

- machine-shop practice,
- general fitting for repair and maintenance,
- motor vehicle repair and maintenance,
- diesel and heavy equipment maintenance,
- sheetmetal work and welding.

50. The other five courses, covering the following electrically-oriented trades, commence in February each year:

- heavy electrical trades,
- light electrical trades,
- air conditioning and refrigeration,
- radio and television maintenance,
- instrument fitting for processing industries.

51. Acceptance of candidates for any course depends on graduation from one of the SITC six-month preparatory courses outlined in paragraphs 46 to 48. Instruction in every case (except in radio and television maintenance, and instrument fitting for processing industries) covers one year of 46 working weeks and comprises approximately 82 per cent practical shop work and 18 per cent related theory (including English language), the course content being as follows:

Subject	Hours per week	Total hours
Shop Mathematics and Science	2	92
Engineering Drawing	2	92
English Language	2	92
Shop Work	28	11288*
Total	34	1 564

* Includes an aggregate of 8 weeks attachment to Ministry of Electricity and Water for practice in cable jointing for heavy electrical trades trainees.

For radio and television maintenance, and instrument fitting for the processing industries, the courses have been organised to follow the same pattern on a two-year basis, because of the comparatively advanced nature of the instruction.

52. Enrolment on each course is planned for an optimum number of 12 to 14 participants, in order to secure the benefits of accelerated training with a good instructor/equipment to trainee ratio. In practice, it has varied over the 15 courses initiated since August 1971, from 11 trainees in one case to 16 trainees in the other. Of these 15 courses, 5 have been completed, with an over-all enrolment/graduation ratio of 64:54. Nine further courses now proceeding are scheduled for completion between January and June 1973, with one course (two years' duration) continuing until January 1974. In all, 124 trainees are enrolled on these ten courses.

Craft Instructor Training Courses

53. The programme of craft instructor training courses is organised in a similar manner to the programme of accelerated craft training courses for entry-workers. A course for instructors in the five mechanically-oriented trades was scheduled to commence in August 1972, with a course for instructors in the five electrically-oriented trades in the following February, and so on.

54. According to the Plan of Operation (table 7, p. 37), instructor training candidates are supposed to be graduates of the accelerated craft training courses. Initially, three of the best graduates from each of the ten courses in the latter programme would be selected and enrolled. From this group of 30 potential instructors, 15 would go into industry for six months supervised work before rejoining the SITC for a further one year advanced course of instruction. The other 15 would first undergo the one-year advanced course, and then complete their industrial attachment of six months. This cycle of training would continue for future intakes of instructor trainees, resulting in the following pattern of training covering two-and-a-half years in all:

- one year of 46 working weeks (two years of 92 weeks for radio and television and instrument fitting) on an SITC accelerated craft training course;

- six months of 22 working weeks in industry, guided by the authority of the SITC, and supervised by experienced foremen;

- one year of 44 working weeks on a course of advanced training for instructors, in the SITC (before or after the industrial attachment mentioned above).

55. The one-year course of advanced training planned for instructors comprises about 75 per cent practical shop work and 25 per cent related theory, including methods of instruction. The course content is as follows:

Subject	Hours p. wk.	Total hrs.
Shop technology	2	92
Methods of instruction	3(avge)	138
English language	2	92
Occupational safety and health	1	46
Shop work	26	1 196
Total	34	1 564

56. It is unfortunate that the first instructor training course scheduled for August 1972 could not commence, due to a change of government policy regarding entrance qualifications. In accordance with the procedure outlined in paragraph 54, ten graduates of the completed accelerated craft training courses were selected by the SITC as suitable candidates for instructor training; however, only five of these accepted the offer of further training. At the same time, the Ministry of Social Affairs and Labour ruled that entrance to the instructor training courses should be restricted to graduates of the local technical college. The five SITC craftsmen candidates were therefore sent into industry, without any assurance that they would be permitted to rejoin the centre after six months, in order to enrol on the one-year advanced course required to qualify as instructors.

57. Many discussions on the question of admission to instructor training courses have since ensued between the governmental authorities and the international expert team, using the good offices of the local ILO country representative. It has been cogently argued by the project manager that valuable human resources would not be utilised to the best advantage if the selected graduates of the craft courses - considered by the expert team to be eminently suitable in all respects for training as instructors - were prohibited from receiving this training only because of lack of a technical college education. On the other hand, provided that technical college graduates were

willing to first acquire sufficient ability in essential practical craft skills, there could equally be no valid technical reason why they also should not be considered for admission. Some qualified candidates might also be found serving in industry.

58. Following these discussions, compromise proposals have been submitted to the Government by the project manager, which, if accepted, would result in consideration of candidates from all three sources mentioned. The proposals include retention of the existing arrangements, already outlined, for selected SITC craft course graduates, but would introduce a two-year course comprising basic and advanced training in the SITC, together with work in industry, for the other two categories of entrant.

Upgrading Training Courses

59. It was originally envisaged that the programme of upgrading training courses would include two six-month courses per year for 36 participants in one or more of the ten trades covered by the SITC. The courses commenced in April 1971, shortly after project operations started, and they have developed well in meeting an obvious need. Three courses have been completed to date, with a total of 47 trainees, all on a full-time basis. Participants so far have been workers in predominantly mechanical trades, from the Government's large water desalination plants and other public authority workshops.

60. In response to demand, a course in electrical trades is planned to run into 1973, with three other courses commencing in the same year, including a shorter one of 12 weeks' duration in the specialised skill of cable jointing. The content of a typical 6-month course, comprising 24 working weeks of 34 hours, is as follows:

Subject	Hours p. wk.	Total hrs.
Basic workshop training	24	528
Inspection	4	96
Engineering drawing	2	48
English language	2	48
Workshop mathematics	2	48
Total	34	768

In courses of shorter duration, appropriate adjustments are made to the allocation of time to each subject.

61. There has already been some downward variation (from 6 months) in the length of the courses, and this is expected to continue, as training is designed to meet the specific upgrading needs of groups of workers in different occupations.

Supervisory Training Courses

62. The initial course in the supervisory training programme of the SITC commenced on 21 October 1972, with 16 participants selected from industry, and is still proceeding at the time of compiling this report. A problem in preparing and conducting it arose from the shortage of senior members of the counterpart staff - particularly the leader of supervisory and upgrading training, who has not yet been appointed, despite the Government's recruitment efforts. Comprehensive course material was prepared by the ILO expert in this field, who is conducting training with the assistance of other members of the team. The services of prominent men in Kuwait's industry were also secured, to give lectures on supervisory topics with which they are familiar.

63. The course is full-time, with a planned duration of 12 weeks of 34 hours per week, giving a total of 408 hours. It is designed for individuals, preferably with supervisory experience, having a minimum of four years' service in industry - the subject content being as follows:

Subject	Hours
General (government administration and training)	16
Workshop mathematics and calculations	16
Engineering drawing	16
Engineering practice and technology (covering the main mechanical and electrical fields)	120
Functional training for supervisors (supervisory role and instructional methods)	80
Occupational safety and health	24
Specialist trade training	136
Total	408

Methodology

64. Accelerated craft training courses in the ten designated trades constitute the major activity of the SITC. Because of their nature, the courses demand intensive utilisation of resources in instructional staff and in the comprehensive range of equipment, together with well-formulated syllabi and on a large amount of other relevant material in the form of lesson plans, job sheets, teaching aids and other items needed to ensure rapid but sound and progressive instruction. Much basic material in respect of some trades was prepared during the operation of the pilot centre, and has been modified where necessary in the light of further experience. Material for additional trades since introduced by the present project has been one of the major tasks of the project team. All material is reviewed at the conclusion of each course and revised if needed.

65. Except for training in electrical trades and in instrument fitting, which were introduced more recently, the courses were not specifically constructed on the modular concept. Nevertheless, many syllabi in fact follow the basic principle, in that they contain an aggregation of small units of instruction each combining practical work, related theory and a note of the material required; this affords flexibility of application. For instance, in short courses of upgrading in a particular occupational skill within a trade, such as cable jointing in the electrical trade - on which a course has already been initiated.

Testing and Certification

66. The institution of trade testing and certification on a national basis must await the proposed government vocational training legislation, and the necessary machinery to implement it. In the meantime, the SITC has developed and taken into use its own system of monthly tests on course work, coupled with a final examination to assess the over-all achievement of trainees. The system is applied to the preparatory and accelerated craft training courses, and results are recorded on evaluation charts which are illustrated by the examples in Annex 10.

67. In addition to his final evaluation chart, each trainee is presented with a simple certificate issued by the SITC. It remains the policy of the Government, despite much counselling by the project manager, that all trainees completing the course will be regarded as having graduated, irrespective of the standard reached in the various tests and final examination. The certificate does, however, clearly indicate the

degree of success, and is thus of some value as a means of informing a prospective employer of the holder's potential ability, although most public service establishments in any case impose their own tests to determine the most appropriate initial placement of entry-workers.

Enrolment and Placement

68. Suitable candidates for enrolment on the preparatory courses leading to craft training are not plentiful, despite the modest educational attainment demanded, consisting of a minimum of six years general schooling plus a pass following two years intermediate school. Although it has been possible to approach the target intakes numerically, the quality has been indifferent. Because of the attractions of academic learning with the comfortable well-paid jobs which follow, and possibly the social welfare conditions in Kuwait which tend to militate against acceptance of relatively hard manual work, the candidates are invariably dropouts from the general educational stream. Recruitment of candidates is conducted by the Civil Service Commission from the ranks of unemployed Kuwaitis, and final selection is made after interview at the SITC. As the number of graduates offered for interview is usually not much greater than the vacancies available, the choice of entrants cannot be unduly selective.

69. Enrolment on the craft instructor training courses has been delayed for the reasons stated in paragraph 56. There has been a good response to the offer of courses in upgrading training and supervisory training, and there is no cause to doubt that the demand for both courses will be sustained, as the benefit to be obtained from such training is demonstrated throughout industry.

70. The placement of graduates of the accelerated craft training courses as entry-workers has presented little difficulty up to the present, owing to the wide range of employment opportunities available - particularly in the public industrial sector, where the graduates are more or less allocated by the Government. As far as can be ascertained from the follow-up procedure introduced by the SITC, and from informal contacts, both employers and trade unions consider the training to be fully adequate. In order to obtain a positive feed-back of information on this point, the SITC procedure involves completion by the employer of a work progress report on each graduate, as illustrated in Annex 11.

71. It was found after the first course that operation of the follow-up procedure consumed an unacceptably great amount of time on the part of the SITC, which is not staffed to cater for this work, and it was consequently discontinued. In this connection, however, provision is included in the project work plan for a labour exchange office on the same site as the centre, to collaborate with the SITC in securing employment for entry-worker graduates and maintaining close relations with industry. When the office was established in the new premises in April 1972, by transferring staff to it from the Hiwalli (Kuwait) district office, personnel encountered difficulties in adapting to the different pattern of work. The Ministry of Social Affairs and Labour has stated its intention of training suitable men for operation of the new office, especially as regards placement and follow-up of SITC graduates. An important task of the office will be to secure their placement in private industry, where Kuwaiti workers are few in number.

Work Contacts and Relations

72. Close and amicable relations with government authorities - especially the Ministry of Social Affairs and Labour - have existed from the inception of the project. Industrial employers and trade unions also have afforded much helpful co-operation.

73. Collaboration has been established with the following international technical assistance projects in Kuwait:

- Pollution Control in the Working Environment (ILO); concerning instruction in occupational safety and health included in the SITC programmes;

- Water Resources Development Centre (UN); concerning SITC craft training associated with the maintenance of water desalination plant;

- Centre of Advancement of Technical and Vocational Education (UNESCO); concerning improvement of vocational preparation in the intermediate schools;

- Telecommunications (ITU); concerning technical information of common interest.

Public Relations

74. The SITC enjoys very good publicity in the local press, and in radio and television programmes appealing to the general public, in which items featuring the activities of the centre

and trainees at work are broadcast. However, attention has not been given to those important occasions usually taken to mark the development of a training institution; there was no formal opening ceremony, and the presentation of graduation certificates does not take the form of an official function.

75. Visits by government officials, foreign dignitaries and representatives of industry in Kuwait have been numerous, and all have commented favourably on the excellent facilities of the SITC and on the training being conducted. A small printed brochure has been produced by the centre, which describes the background of the project and gives details of the training programmes.

IV. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

75. The project is now entering the third year of its planned duration. The objectives expressed in the Plan of Operation have proved to be well conceived, and fully attainable in respect of the SITC, largely due to the excellent physical facilities provided by the Government.

77. There is no doubt that experience previously gained in operating the small pilot centre effectively contributed to the successful design of the project and the substantial progress that has been made in the initial operation of the SITC. The earlier presence in the country of the project manager and certain experts and counterparts enabled a great deal of advanced planning to be accomplished, and this - with a generous prior allocation of government funds - resulted in timely completion of building construction and of equipment supply and installation. On the other hand, delays have persisted in obtaining a regular supply from government sources of the expendable items of training material which are so necessary in maintaining the continuity of craft instruction.

78. The national staff situation remains precarious, especially in respect of the senior posts for which qualified Kuwaiti candidates are scarce; when found, they are not attracted because of what they regard as the comparatively meagre salary scales and diminished prestige of the work. While the counterpart instructors are becoming increasingly competent and many are now capable of working independently of the experts, their numbers will be depleted by absence on fellowship and possible resignations to take better paid work elsewhere. The subsequent staff shortage, if not rectified, will lead to disruption of training programmes.

79. The substantial achievements described in the report show that the SITC is now firmly established as the leading vocational training institution in the country, through which the Government can secure increasing participation of Kuwaitis in the skilled industrial labour force hitherto dominated by expatriate workers. Further expansion of vocational training facilities within a national scheme will depend on the training of instructors by the SITC; this has been delayed by a change in the Government's policy on entry qualifications for instructor trainees and on the long-awaited establishment of the necessary governmental machinery to develop and co-ordinate vocational training, as envisaged in the Plan of Operation.

80. Taking into account the foregoing conclusions, the following recommendations are submitted in the belief that their adoption will lead to a greater fulfilment of the objectives of the project.

Recommendations

National Vocational Training Organisation

81. In order to enable vocational training to be organised at a national level and to develop, co-ordinate and execute training programmes within the SITC and throughout the country - including formulation of the necessary national standards, tests, certification and other regulatory measures - it is recommended that the National Training Council envisaged in the Plan of Operation be established as soon as possible. The Council should be assisted by an advisory committee, and provided with an executive arm in the form of a vocational training department, as outlined in paragraph 26.

Legal Status of the SITC

82. Action by the Government to give the SITC legal status as a semi-autonomous body was accepted as a special obligation expressed in the Plan of Operation. It is recommended that legislation to this effect be enacted without delay, in order to enable the SITC, inter alia, to alleviate the difficulties experienced in staffing the centre, and in obtaining essential supplies of expendable training materials.

Craft Instructor Training

83. As mentioned in paragraph 56, the craft instructor training programme of the SITC has been delayed due to a change in governmental policy whereby only technical college graduates may be considered for enrolment, contrary to the Plan of Operation which envisaged acceptance of selected graduates of the SITC craft training courses. To ensure that the instructor training courses can proceed without further delay, it is recommended that entry be granted to both of the aforementioned categories, and also to candidates from industry -- always providing that they possess the required technical knowledge, the essential practical experience and skills, and the potential ability to instruct. This recommendation is in line with the compromise proposals made to the Government by the project manager in April 1972 and subsequently further discussed on the basis of his draft paper,

which is outlined in Annex 12. These proposals additionally cater for the grading of qualified instructors in three categories, to agree with governmental regulations, which confer a differential in the rate of remuneration, depending on qualifications. The grading structure also provides opportunities and incentives for promotion, which are important factors in career planning and retention of experienced staff.

Recruitment of SITC Technical Staff

84. Because comparatively few Kuwaitis are employed in industry, the maintenance of an adequate complement of Kuwaiti technical staff will remain extremely difficult until the long-term effects of the current industrial training programmes are felt. While the whole aim of the project is to secure greater participation of Kuwaiti nationals in the industrial development of their country, it is recommended that, purely as a temporary short-term measure, the engagement by the SITC of a limited number of expatriate technical staff be considered, so that this aim may be more surely achieved.

Placement of SITC Graduates

85. In order to collaborate with the SITC in obtaining suitable employment as entry-workers for the graduates of the craft training courses, and to maintain a close relationship with industry in following up their progress, it is recommended that the labour exchange office, established for that purpose in April 1972 on the SITC site, be activated as soon as possible.

ANNEX I

(Reference para. 14)

FIVE-YEAR PLAN FOR 1970-71

DISTRIBUTION OF INVESTMENT[1] BY ECONOMIC SECTOR

Economic Sector	National Sector			Sectoral Total	Percentage of National Total
	Public	Mixed	Private		
Oil and natural gas	-	10.0	60.0	70.0	7.7
Industry	21.0	39.0	26.0	86.0	9.4
Agriculture and husbandry	5.0	-	3.0	8.0	0.9
Fishing	-	-	4.0	4.0	0.4
Power (electricity and gas)	64.8	-	-	64.8	7.1
Water and irrigation	72.0	-	-	72.0	7.9
Transport and communication	90.2	8.0	54.0	152.2	16.7
Information and guidance	13.0	-	-	13.0	1.4
Research and training	7.0	-	2.0	9.0	1.0
Educational services	50.0	-	2.0	52.0	5.7
Social and religious services	17.0	-	1.0	18.0	2.0
Medical Services	30.0	-	3.0	33.0	3.6
Housing and public buildings	75.0	2.0	100.0	177.0	19.4
Commerce, finance and tourism	6.0	1.0	15.0	22.0	2.4
Public and municipal services	45.0	-	-	46.0	5.0
Security and judicial services	10.0	-	-	10.0	1.1
Change in commodity stocks	-	-	75.0	75.0	8.2
Total national investment	507.0	60.0	345.0	912.0	100.0

[1] In millions of dinars.

ANNEX II

(Reference para. 26)

NATIONAL VOCATIONAL TRAINING ORGANISATION IN KUWAIT

THE MINISTER OF SOCIAL AFFAIRS AND LABOUR IN CHARGE

(A) THE NATIONAL TRAINING COUNCIL
(To advise the Minister)

CHAIRMAN: Appointed by the Minister of Social Affairs and Labour.

MEMBERS: Appointed by the Minister:

One - Ministry of Social Affairs and Labour, Head of Vocational Training Department.
One - Ministry of Commerce and Industry.
One - " Electricity and Water.
One - " Public Works.
One - " Posts, Telegraphs and Telephones.
One - " Finance and Oil.
One - " Education.
One - Representative of Civil Service Commission.
One - " Trade Unions.
One - " Chamber of Commerce.
Two - " Oil Industry.
Two - " Private Sector.

The ILO Country Representative in Kuwait and ILO Manager of Shuwaikh Industrial Training Centre, may be invited in an advisory capacity, if and when required.

(B) ADVISORY COMMITTEE

Purpose: To formulate detailed proposals for the consideration of the National Training Council.

Composition: Four of the most eminent training experts available in the country, under the Chairmanship of the Head of Vocational Training Department.

The ILO Country Representative in Kuwait may be invited in an advisory capacity, if and when required.

(C) VOCATIONAL TRAINING DEPARTMENT

Purpose: To conduct the routine work.

Staff required: One - Head of Vocational Training Department.
One - Officer: Research in Manpower.
One - " In charge of Standards of Training.
One - " Financial Matters.
Two - Clerks.

ANNEX III

(Reference para. 27)

SHUWAIKH INDUSTRIAL TRAINING CENTRE: ORGANISATION CHART

ILO Experts	Training Sections	Lecturers	Director: Administration	
	ILO Project Manager			
ILO Expert Post No.2	Supervisory and Upgrading Training	English Language	Translators	Registrar
ILO Expert Post No.3	Machine Shop Practice	Engineering Drawing	Draughtsman	Accountant
	General Fitting	General Science (Prep Course)	Typists	Purchasing Officer
ILO Expert Post No.4	Instrument Fitting	Mathematics (Prep Course)	Printing Operators	Storekeepers
ILO Expert Post No.5	Radio and Television Maintenance	Maths and Science Electrical Trades	Carpenter	Labourers
ILO Expert Post No.6	Heavy Electrical Trades	Maths and Science Mechanical Trades	Librarian	Watchmen
	Light Electrical Trades	Occupational Safety and Health	Telephone Operator	Dispensary
ILO Expert Post No.7	Diesel and Heavy Equipment	Superv. and Upgrading Craft Theory		Drivers
	Motor Vehicle Repair and Maintenance			
ILO Expert Post No.8	Sheetmetal and Welding			
ILO Expert Funds-in-trust	Refrigeration and Airconditioning		ILO Secretary	ILO Driver

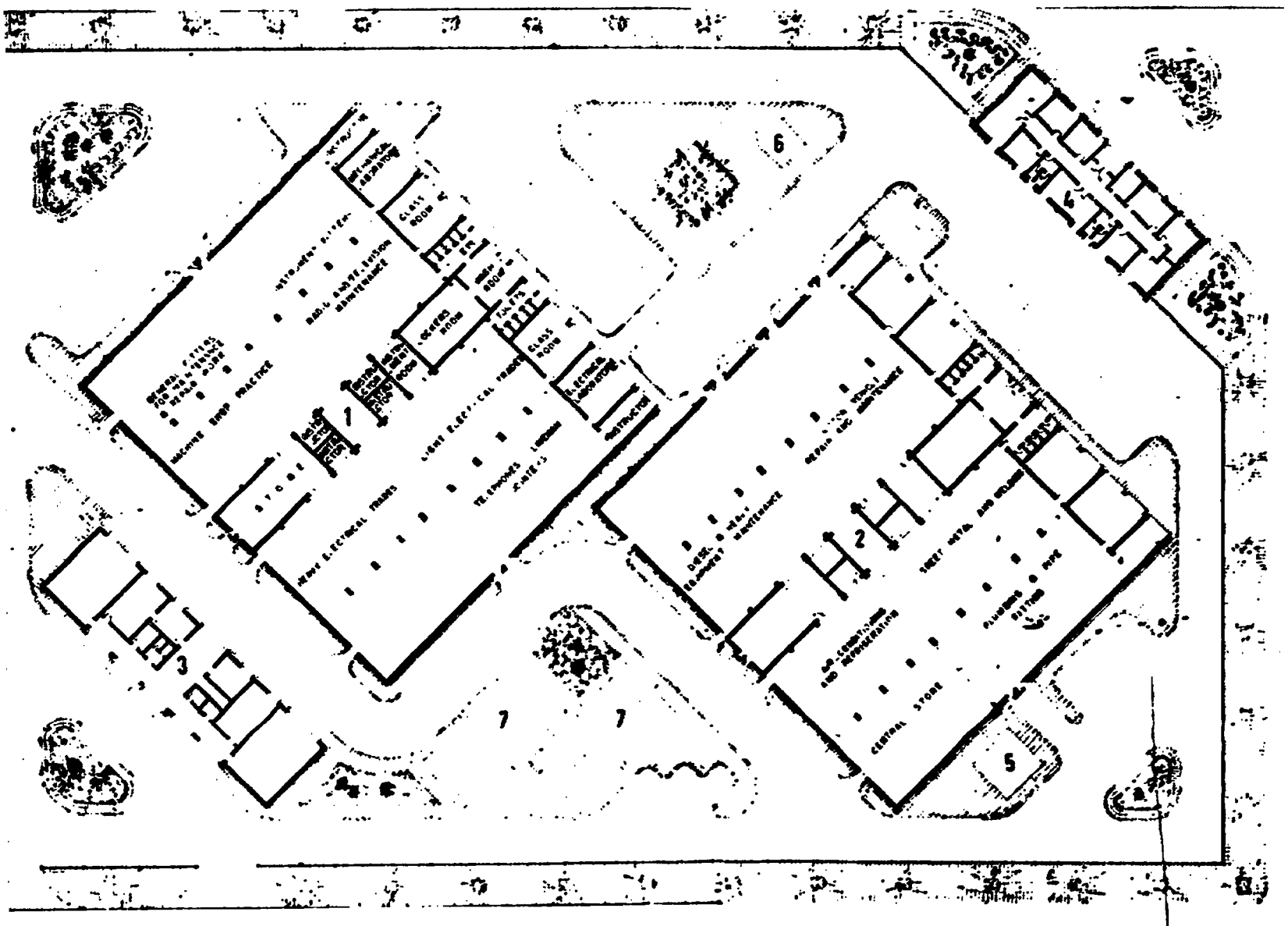
ANNEX IV
(reference para. 29)

SITC ACCOMMODATION SCHEDULE

Facility	Area (sq.m)	Total Area (sq.m)
A. Administration	300	
B. General Classrooms	150	
C. Productivity and Management	172	
D. Library and Printing room	120	
Total		742
Workshop Building No. 1		
A. General Fitters	200	
B. Machine Shop	220	
C. Instrument Fitting	220	
D. Radio and Television	240	
E. Heavy Electrical Trades	420	
F. Light Electrical Trades	240	
G. Advanced Training Shop	220	
H. Classroom and Laboratories	334	
I. Wash and Locker Rooms	110	
J. Area Store	80	
Total		2 284
Workshop Building No. 2		
A. Motor Vehicle Repair	480	
B. Diesel and Heavy Equipment	420	
C. Sheet Metal and Welding	220	
D. Plumbing and Pipe Fitting (used for Preparatory Courses)	220	
E. Air-conditioning and Refrigeration	220	
F. Central Store	200	
G. Classroom and Laboratories	334	
H. Wash and Locker Rooms	110	
I. Area Store	80	
Total		2 284
A. Labour Office		272
B. Cafeteria		86
Grand Total		5 668

ANNEX V

(reference para. 23)



1_. WORKSHOP AREA 45.44 X 50.26 = 2284 m²
2_. WORKSHOP AREA 45.44 X 50.26 = 2284 m²
3. ADMINISTRATION AREA 37.22 X 10.02 = 371.90 m²
4_. LABOUR OFFICE AREA 28.52 X 9.45 = 271.51 m²
5_. CAFETERIA
6_. GARBAGE
7_. PLAY GROUND

DIMENSIONS OF SITE 145.00 X 45.50

NORTH

SCALE 1:500

STATE OF KUWAIT
MINISTRY OF PUBLIC WORKS
DESIGN SECTION

INDUSTRIAL TRAINING CENTRE

ANNEX VI

(Reference para. 34)

LIST OF NATIONAL TECHNICAL STAFF

No.	Post	Name and date joined
1	Director SITC. Counterpart to ILO Project Manager	Bader Al-Jiran 1.1.71
2	English Teacher	- Parkhurst 1.1.71
3	Lecturer in Shop Maths. (Preparatory Course)	A.M. Abdel Fatah 1.1.71 (to 15.8.72)
4	Lecturer, Engineering Drawing (Preparatory Course)	M. Abdel Mahmoud 1.1.71
5	Lecturer, General Science (Prepartory Course)	M.A.R. Al-Zahar 1.4.72
6	Part-time Lecturer, Occupational Safety and Health	A.M. Ezzat 1.1.71
7	Lecturer, Mathematics and Science (Craft Theory) - Electrical Orientation	A.M. Al-Serawi 1.1.71
8	Lecturer, Maths and Science (Craft Theory) - Mech. Orientation	J.A.D. Al-Sayed 1.1.72
9	Senior Instructor, Supervisory and Upgrading Training. Counterpart to ILO Expert	A.K. Khamis 1.1.71
10	Senior Instructor, Sheet Metal and Welding Counterpart No. 1 to ILO Expert	A.R.H. Al-Khalaf 1.1.72
11	Instructor, Sheet Metal Work and Welding Counterpart No. 2 to ILO Expert	K.S.A. Hamadi 1.1.72
12	Senior Instructor, Motor Vehicle Repair and Maintenance. Ex-counterpart to ILO Expert	O.S. Ahmad 1.1.72
13	Instructor, Motor Vehicle Repair and Maintenance. Ex-counterpart to ILO Expert	M.A.Y. Mohamed 1.1.72
14	Instructor, Diesel and Heavy Equip. Maint. Counterpart to ILO Expert	A.E. Al-Sultan 1.1.71
15	Assistant Instructor (under training) Diesel and H.E. Maintenance works with ILO Expert	A.G.M. Nadoom 1.10.72

No.	Post	Name and date joined
16	Instructor No. 1 Preparatory Course	A.R.I. Ireshoid 1.1.71
17	Instructor No. 2 Preparatory Course	J.A. Al-Haseem 1.1.71
18	Instructor-in-charge of the General Fitting Section	A.A.R. Kandary 1.1.71
19	Instructor, Machine Shop Practice. Counterpart to ILO Expert	M.A.M. Shaaban 1.1.71
20	Instructor, Machine Shop Practice. Counterpart to ILO Expert	M.S.A. Al-Oteibi 1.1.71
21	Instructor, Instrument Fitting. Counterpart to ILO Expert	F.M. El-Yaseen 1.1.71
22	Instructor, Light Electrical Trades. Counterpart to ILO Expert	A.A.M. Al-Abassi 1.1.71
23	Instructor, Light Electrical Trades. Counterpart to ILO Expert	F.S. Al-Thuwaini 1.1.71
24	Instructor, Heavy Electrical Trades. Counterpart to ILO Expert	S.A. Al-Dousari 1.1.71
25	Instructor, Heavy Electrical Trades. Counterpart to ILO Expert	S. Majeed 1.6.72
26	Instructor, Radio and TV. Counterpart to ILO Expert	A.H.R. Jumma 1.1.72
27	Instructor, Air Cond. + Refrig. Counterpart to ILO Expert	Tarik Hilifi 23.11.71
28	Instructor-Assistant, Air Cond. + Refrig. Counterpart (under training) to ILO Expert	H.J.M. Al-Said 1.1.72

ANNEX VII

(Reference para. 39)

ILO EXPERTS ASSIGNED TO PROJECT

(A) MDP

No.	Post	M/m	Expert	Assigned
1	Project Manager	33	J.V. Malanowski*	1.1.71
			T.J. Churchward**	
2	Supervisory and Instructor Training	30	C.A. Wright	22.8.71
3	Machine Shop Practice	24	P. Neunschwander	1.4.71
4	Instrument Fitting	24	T.J. Talmt.	1.10.72
5	Radio and Television Maintenance	24	H.A. Hamdi	24.8.71
6	Heavy Electrical Trade	24	D. Chroneiel	16.7.71
7	Diesel and Heavy Equipment	24	K.H. Buchman***	1.4.71
8	Sheetmetal Work and Welding	24	G.K. Dekarski	1.6.71

* Deceased October 1972

** Nominated replacement

*** Acting Project Manager, following death of Mr. Malanowski

(B) FIELD EXPERT

1	Air Conditioning and Refrigeration	12	P.S. Treece*	1.1.71
			H.A. [illegible]	25.2.72

* Advance termination

ANNEX VIII

(Reference para. 42)

DETAILS OF INSTRUCTOR FELLOWSHIPS[1]

No.	Name	Subject[2]	Country and Duration[3] (months)	Date Depd
1	M.A.K. Shaaban	Machine Shop	UK 6	10.70
2	A.A.K. Khandari	Gen Fitting	" "	"
3	A.L.I. Al-Sultan	Diesel + Eqpt	" "	"
4	K.S.A. Hamad	SMW + Welding	" "	"
5	F.S.A. Thuwaini	Lt Electrical	" "	"
6	A.R.H. Khalaf	Instructor Trg	Egypt	4.71
7	A.L.I. Al-Sultan	Diesel + Hy Eqpt	" "	11.72
8	M.A.Y. Mohamed	Motor Vehicle	UK 6	1.71
9	A.R.H. Iresheid	Gen Fitting	" "	NYK*
10	M.S. Al-Oteibi	Machine Shop	" "	"
11	A.A.M. Al-Abassi	Lt Electrical	" "	"
12	S.A. Al-Doucari	Hy Electrical	" "	"

* NYK = date not yet known.

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[1] Excludes centre director Bader Al-Jiram-fellowship not yet arranged (see text).

[2] UK studies include English language, shopwork and instructor training. Egyptian studies include instructor training for No. 6 and step-by-step training for No. 7.

[3] Note total savings of ten man-months on Nos. 6 and 7.

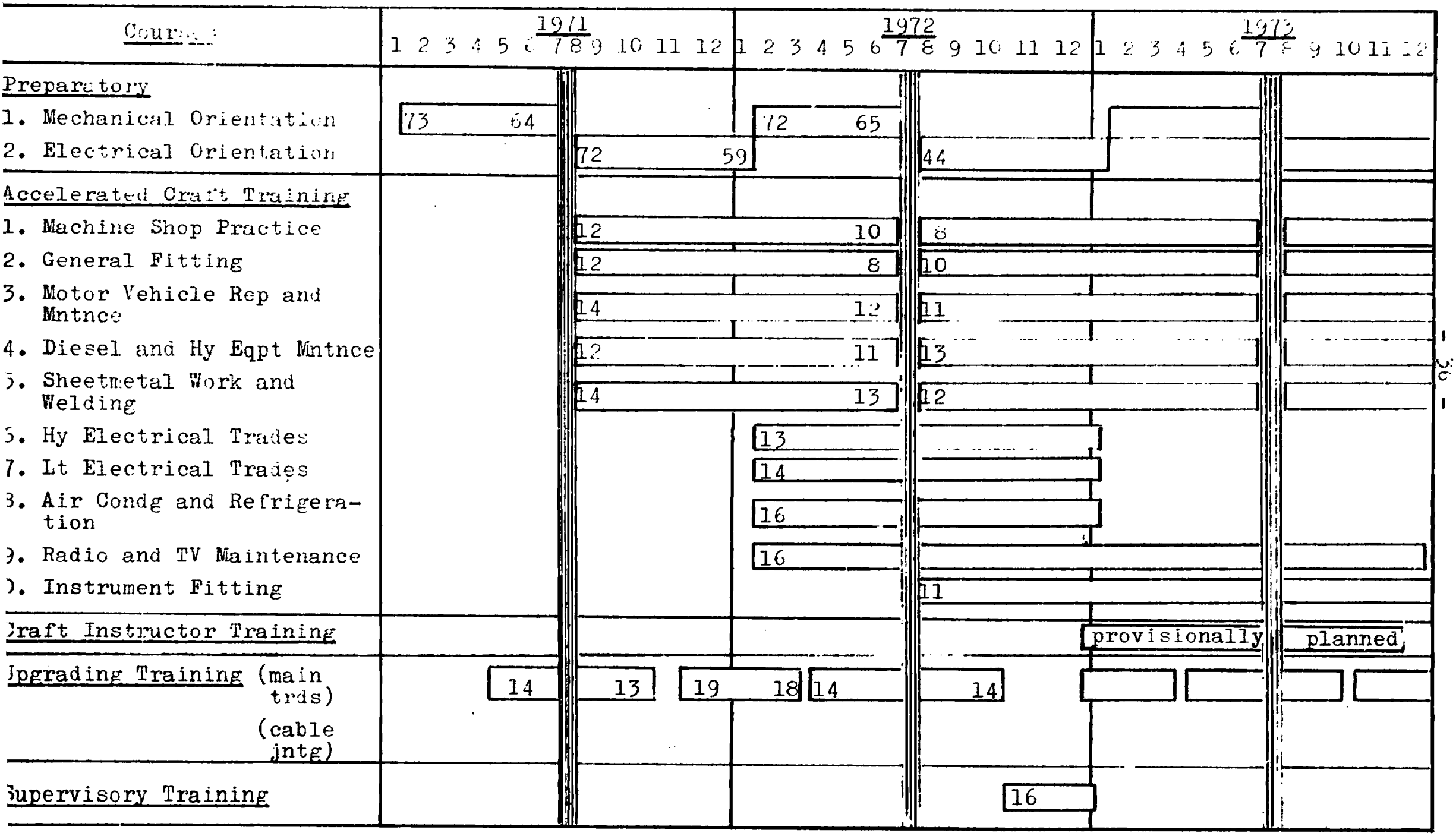
ANNEX IX

(Reference para. 45)

REGULAR COURSE PROGRAMMES

(approximate chronology)

ures on the diagram indicate: on the left, no. of trainees enrolled - on the right, no. of graduates.
ded sections show annual vacation.



ANNEX X

(Reference para. 66)

TRAINING EVALUATION CHART (X)

PREPARATORY COURSE

Name of Trainee .....

Roll No. ..... Year ..... Gen. Education ..

SUBJECT	1 month		2 month		3 month		4 month		5 month		REMARKS
	Eval.	Sign.	Eval.	Sign.	Eval.	Sign.	Eval.	Sign.	Eval.	Sign.	
1. Shop Work 2. Craft Theory 3. Mathematics 4. General Science 5. Engineering Drawing 6. English 7. Occupational Safety and Health 8. Days Absent											

	Average Course Work (%)	Final Examination (%)	REMARKS
1. Shop Work 2. Craft Theory 3. Mathematics 4. General Science 5. Engineering Drawing 6. English 7. Occupational Safety and Health 8. Days Absent			

TRAINING EVALUATION CHART (%)

CRAFTSMEN ACCELERATED TRAINING

Name of Trainee .....

Roll No..... Year ..... Gen. Education .....

Section .....

SUBJECT	1 month		2 month		3 month		4 month		5 month		Av. Course Work (%)
	Eval.	Sign.	Eval.	Sign.	Eval.	Sign.	Eval.	Sign.	Eval.	Sign.	
1. Shop Work											1.
2. Craft Theory											2.
3. Shop Mathematics and Science											3.
4. Engineering Drawing											4.
5. English											5.
6. Occupational Safety and Health											6.
7. Days Absent											7.

SUBJECT	1 month		2 month		3 month		4 month		5 month		Final Exam (%)
	Eval.	Sign.	Eval.	Sign.	Eval.	Sign.	Eval.	Sign.	Eval.	Sign.	
1. Shop Work											1.
2. Craft Theory											2.
3. Shop Mathematics and Science											3.
4. Engineering Drawing											4.
5. English											5.
6. Occupational Safety and Health											6.
7. Days Absent											7.

ROLL NO:

Photograph

STATE OF KUWAIT

MINISTRY OF SOCIAL AFFAIRS AND LABOUR

SHUWAIKH INDUSTRIAL TRAINING CENTRE

TRAINING EVALUATION CHART

Name of Trainee: .....

Trade: .....

SUBJECT	PREPARATORY (6 months)		CRAFT TRAINING (...) years		COMPLETE PROGRAMME	
	Marks		Marks		Marks	
	Max.	OBTAINED	Max.	OBTAINED	Max.	OBTAINED
SHOP WORK	500		500		1000	
CRAFT THEORY	300		300		600	
MATHEMATICS	200				200	
GENERAL SCIENCE	100				100	
SHOP MATHEMATICS AND SCIENCE			300		300	
ENGINEERING DRAWING	200		200		400	
ENGLISH	100		100		200	
OCCUPATIONAL SAFETY AND HEALTH	100		100		200	
TOTALS	1500		1500		3000	

Conduct (Good, Satisfactory or Poor)

Attendance " " "

Date course started: Date course ended:

REMARKS:

Date: Director

ANNEX XI

(Reference para. 70)

WORK PROGRESS REPORT

STATE OF KUWAIT MINISTRY OF SOCIAL AFFAIRS AND LABOUR	TRAINEES FOLLOW-UP WORK PROGRESS REPORT NO .....
Name ..... Roll No ..... Trade ..... Course completed .... Year of Graduation	Job .... Place .... Reporting Period: From ..... To .....

	Poor	Fair	Good
Knowledge of Work: Consider the theoretical knowledge grasped and accumulated during his work.			
Skill of doing the Job: Consider his job performance and relationship between theoretical and practical knowledge.			
Reliability: Consider whether he can be relied on to work efficiently and alone.			
Accuracy: Consider whether he works accurately, safely, quickly and whether his work is of good quality.			
Personality: Consider his co-operation, responsibility and willingness.			
Leadership: Consider his aptitudes for a more responsible task, and his attitude to conduct other people.			
Adaptability: Consider his receptivity, ability to learn, putting instruction into action. Appreciation of changing circumstances and his ability to cope therewith.			
Capability: Consider whether he can do the work all the time. Health - Endurance to shift work.			
Attendance:			
Conduct - General Behaviour:			
Progress:			

Remarks:

Type of Work done by the Graduated Trainee

(State briefly the type of work done by the graduated trainee during the period under report)

Failures

(State briefly the most frequent failures. Do not state failures due to lack of attention)

Supervisor's Suggestions and Recommendations

Report prepared on (date) ..... By .....

(a) Representative of Industrial Training Centre .....
.....

(b) Supervisor of the Graduated Trainee .....
.....

ANNEX XII

(Reference para. 83)

DRAFT PROPOSALS

GRADING OF INSTRUCTORS FOR NATIONAL VOCATIONAL TRAINING SCHEMES

Introduction

It is proposed that instructors for vocational training schemes be graded into three categories, in accordance with their qualifications, viz:

1.	Instructor "A"	remuneration	Grade 5
2.	Instructor "B"	"	Grade 6
3.	Instructor "C"	"	Grade 7

The minimum general education, technical training and practical experience for each group will be as follows:

Instructor "A"

General Education	Secondary Technical School Diploma or alternatively, Secondary School Certificate (full programme completed)
Full-time Training Course	Regular Course at the Technical School or full-time Vocational Training Course successfully completed at any of the National Training Centres.
Instructor Training	Instructor Training Course of one year's duration, successfully completed.
Shop Practical Work	A minimum of one year's work in the capacity of Instructor "B".
Interview	The ability of the candidate will be tested by a special committee, consisting of senior Instructors and Teachers, at Shuwaikh Industrial Training Centre.

Instructor "B"	
General Education	Intermediate School Certificate (full programme completed).
Full-time Teaching Course	Full-time Craftsmen Vocational Training Course successfully completed at any of the National Training Centres.
Instructor Training	Instructor Training Course of one year's duration, successfully completed.
Shop Practical Work	A minimum of 6 months' work at an Industrial Establishment.
Instructing Experience	A minimum of one year's work in the capacity of Instructor "C"
Interview	The ability of the candidate will be tested by a special committee, consisting of senior Instructors and Teachers, at Shuwaikh Industrial Training Centre.

Instructor "C"	
General Education	A minimum of six years' general education completed (half intermediate).
Full-time Training Course	Full-time Craftsmen Vocational Training Course successfully completed at any of the National Training Centres.
Instructor Training	Instructor Training Course of one year's duration, successfully completed.
Interview	The ability of the candidate will be tested by a special committee, consisting of senior Instructors and Teachers, at Shuwaikh Industrial Training Centre.