Distr.
LIMITED
E/ESCWA/TCD/1992/WG.1/3/Rev.1*
27 January 1993
ENGLISH
ORIGINAL: ARABIC

UNITED NATIONS
ECONOMIC AND SOCIAL COUNCIL

ECONOMIC AND SOCIAL COMMISSION FOR WESTERN ASIA

Expert Group Meeting on Training Requirements
in the Transport Sector
23-24 January 1993
Amman

FINAL REPORT

---

* Originally scheduled for 1992.

93-0483

CONTENTS

Chapter		Page
I.	EXPERT GROUP MEETING ON TRAINING REQUIREMENTS IN THE TRANSPORT SECTOR	1
	A. Attendance and organization of work	1
	B. Agenda	1
	C. Proceedings	2
II.	CONCLUSIONS AND RECOMMENDATIONS	8
	A. Conclusions	8
	B. Recommendations	8

ANNEXES

I.	LIST OF PARTICIPANTS	10
II.	AGENDA	12

I. EXPERT GROUP MEETING ON TRAINING REQUIREMENTS IN THE TRANSPORT SECTOR

A. Attendance and organization of work

1. Opening and duration of the Meeting

1. A meeting of the Expert Group on Training Requirements in the Transport Sector was held from 23 to 24 January 1993 within the framework of the ESCWA Transport and Communications work programme for the biennium 1992-1993 which aims, among other things, at the development and consolidation of training in the ESCWA region.

2. The purpose of the meeting was to exchange views on training in the transport sector with the aim of envisaging the actions necessary for the development of training to the point where it could meet the needs of the transport sector both nationally and regionally. The meeting was also invited to propose a training programme within the framework of the ESCWA Transport and Communications plan of action for the coming years for the purpose of increasing the efficiency of training at the regional level.

2. Attendance

3. Invitations were sent to experts from member States in their capacity as high-level officials in the transport sector to provide advice to the secretariat of ESCWA. The meeting was attended by representatives of the following member States: Egypt, Jordan, Qatar, Saudi Arabia and the Syrian Arab Republic.

4. The meeting was also attended by representatives of the United Nations Conference on Trade and Development (UNCTAD). The Shipping Agents Association of Jordan also participated in the meeting.

5. Also participating in a personal capacity were a number of experts selected to present specialized working papers. They were Dr. Majdi Sabri of Royal Jordanian Airlines, Dr. Ahmed Farahat of the National Planning Institute in the Arab Republic of Egypt, Mr. Khalil Abu-Rizik of the International Telecommunication Union, and Mr. Tawfik Kawar of the Shipping Agents Association of Jordan.

3. Election of Officers

6. Mr. Reda Bafakeeh (Saudi Arabia) was elected Chairman of the Meeting, and the secretariat of ESCWA assumed the functions of Rapporteur.

B. Agenda

7. On 23 January 1993, the Meeting adopted its agenda, which is attached as annex II to this report.

C. Proceedings

8. The Executive Secretary, Dr. Tayseer Abdul Jaber, opened the Meeting by welcoming the participants and recalling that the Meeting coincided with the holding of a closely-related multimodal transport workshop.

9. The Executive Secretary said that training fell within the general objectives of the medium-term plan, and that subprogrammes in the plan devote attention to training as a significant factor in consolidating and expanding the technological base both nationally and regionally.

10. Dr. Abdul Jaber referred to the diversity of the training needs of the countries of the region, particularly in the post-Gulf war period and during the tense days that preceded it. Moreover, he emphasized the importance of training to member States be they labour-exporting or labour-hosting.

11. He underlined ESCWA's efforts to formulate an integrated transport-sector training programme in cooperation with UNCTAD and all other specialized bodies. He pointed to the important role of the Meeting's resolutions in setting the directions for this programme.

12. The Chief of the ESCWA Transport and Communications Division (TCD) then took the floor to thank the Executive Secretary for opening the Meeting and to welcome the participation of Dr. Hans Carl, head of the Multimodal Transport and Technological Development Section in UNCTAD, and Dr. Vesna Polic-Curic. He also thanked UNCTAD for contributing to the organization of the ESCWA/UNCTAD TRAINMAR Workshop on Multimodal Transport for Senior Officials.

13. He spoke of the major concerns of the transport and communications medium-term programme of action, and of the importance of training to the sector and to multimodal transport.

14. He said that the development of transport and communications networks depends primarily on the availability of qualified and well-trained staff and the provision of management and planning-related information. He emphasized the need to fill the training information gap and spoke of the efforts made by the Transport and Communications Division in this regard.

15. The TCD Chief said ESCWA planned an Expert Group Meeting on Transport Management Information Systems for November 1993 to be attended by representatives of ministries and other organs concerned with information in this sector. The purpose of the meeting would be to provide ESCWA with advice on criteria for devising appropriate methods for the collection, analysis and dissemination of information in the ESCWA region.

16. He concluded by pointing to the importance of the experts' recommendations, which he said would serve as guidelines for the drafting of an integrated training programme to be implemented by ESCWA and member States with UNCTAD assistance.

17. Dr. Hans Carl, Chief of the UNCTAD Multimodal Transport and Technological Development Section, spoke next. He conveyed to the participants the greetings of the General Secretary of the United Nations Conference on Trade

and Development, and thanked the Executive Secretary of ESCWA and the Chief of the Transport and Communications Division for having invited him to organize a workshop on multimodal transport and to participate in the Expert Group Meeting.

18. He said such workshops had been organized in about 60 different places in various parts of the world: in Africa, Asia, Latin America and Europe. He stated that material for the workshop was originally devised in 1983 but had since that time undergone changes affecting many recently-introduced subjects such as electronic data interchange (EDI).

19. He said that training was no less important for multimodal transport than for any other mode. However, very few countries had laws governing the work of multimodal transport or the activities of those providing specialized services in that area.

20. He underlined the importance of the workshop and proposed that its recommendations be added to those of the Expert Group Meeting.

21. The Transport and Communications Division submitted a working paper introducing the various topics that would come up for discussion with regard to the transport sector and multimodal transport. This included raising questions whose answers would highlight those aspects necessary for the drafting of a programme of action for training support at the regional and national levels.

22. The author of the Transport and Communications Division paper underlined the importance of defining what is available and what is required. He said that any training support programme must start with data on needs and requirements.

23. He said that ESCWA had made several attempts to define training requirements through general sectoral studies and through studies on the training requirements of the multimodal transport in particular. He presented a brief account of the conclusions of these studies in the field of training.

24. The Transport and Communications Division paper pointed out the huge gap in information concerning multimodal transport in the ESCWA region and also drew attention to the Commission's effort to enlighten public opinion on this mode. The ESCWA/UNCTAD TRAINMAR Workshop on Multimodal Transport for Senior Officials coincided with the Expert Group Meeting, thus enabling the formulation of adequate recommendations for consolidating training in this area.

25. The ESCWA working paper stated that support should primarily go to upper- and middle-management training at the regional and national levels. However, the development of training at all levels remained essential for the consolidation of the technological base in the ESCWA region. The paper concluded by inviting the experts to answer the questions related to the objectives, requirements and reinforcement of training.

26. Another working paper on middle- and upper-management training in the area of air transport in the ESCWA region was presented by Dr. Majdi Sabri, Vice-President, Planning Department, Royal Jordanian Airlines.

27. Dr. Sabri said that air transport differed from other modes in the sector in that it had a high percentage of highly skilled and highly specialized personnel. This was so because of global changes and rapid technological developments. He indicated the highly sensitive nature of upper- and middle-management decisions, a fact that called for a considerable measure of training.

28. He also pointed out the large number of workers in the air transport field in the area. They amounted to some 90,000; 72,000 of these were with airline companies in the area, and at least half of them required specialized training and advanced experience.

29. He said training centres in the area were, to a large extent, meeting the needs of basic technical training. They were, however, short of programmes that would fulfil upper- and middle-management needs for advanced and academic training. He said that academic training in air transport was still limited.

30. The speaker stressed that, in view of global changes affecting the sector, upper- and middle-management air transport training would acquire added importance in the course of the decade.

31. He called on all airline establishments to carefully plan for their future leadership through training programmes, and to engage in regional coordination in respect of manpower training. He also called for the establishment of a civil aviation university or academy to remedy scientific and academic shortages in the field.

32. The private sector contributed a working paper on training in the maritime transport sector in Jordan presented by Mr. Tawfik Kawar, Chairman of the Shipping Agents Association of Jordan.

33. The speaker gave a brief account of the maritime transport structure covering the port of Aqaba, maritime agencies, shipping and maritime and transport-related services, maritime insurance establishments and bank departments concerned with the sector. He concluded that all of these must devote maximum attention to training.

34. He said most workers in shipping agencies acquired their experience from their work in the field. Very few amongst them could attend specialized training courses, most of which were held outside Jordan, because of the high cost of such courses on the one hand and because companies could not release key personnel to attend them on the other.

35. He gave a brief description of the training situation in the shipping sector including on-the-job training, training by visiting consultants, or sending personnel abroad for training.

36. He defined the rehabilitation, training, and development needs of shipping companies, whose organizational structures, he said, should be taken into consideration. He proposed specific recommendations, including the establishment of an ESCWA-region training institute for the transport sector, regional coordinations and cooperation with all competent bodies concerned.

37. Dr. Ahmed Farahat, Professor of Transport at the National Planning Institute in the Arab Republic of Egypt then presented a working paper on the coordination of land transport training at the national level. He said at the outset that the working document originally submitted to the Meeting[1/] was meant to monitor training requirements. It therefore contained a great deal of information on training in Egypt. He said he would wish to treat the subject from the point of view of a conceptual framework.

38. He pointed out the importance of defining terms. "Vocational training" was used differently by different speakers. The term needed definition; it did not concern workers only but all upper-level staff since it was labour-market oriented and not restricted by either occupation or age of trainee.

39. The labour market, he said, consisted of a three-tier pyramid: workers at the base, technicians in the middle and professionals or specialists at the top. He said the relative proportions would be 1 at the top level, 3-4 in the middle, and 20-40 at the bottom. The structure did not reflect the situation in the ESCWA region, where the top level was often too large.

40. He said the structure of the pyramid was not static but allowed for upward movement, i.e., for some technicians to move up to become specialists. Such movement came as a result of training and practical experience.

41. Regarding the transport sector, he said that its multidisciplinary structure necessitated that training encompass all relevant branches and specific modes. This could not be done in the ESCWA region. Dr. Farahat cited the example of Egyptian training institutes, which totalled 122, including only one for communications, another for postal services and none for transport.

42. He called for the formulation of a strategy for the development of a sectoral-level training project capable of keeping pace with technological progress.

43. He concluded by proposing a number of recommendations which, together, would form the basis for the success of the training strategy providing for centralized planning, decentralized implementation and studies of prevailing situations to determine capabilities and requirements. Also covered were the questions of the flexibility requirements for training to meet specific needs, coordination with general education and the designation of funding sources.

44. The next speaker was Mr. Khalil Abu-Rizik, expert at the Arab States Regional Office of the International Telecommunication Union (ITU) who presented a working paper on the concept of management training and ITU's experience in this regard. He began by giving an overview of ITU, which was established in 1865 and became a specialized United Nations agency in 1947. Its membership totalled 174 States. He defined the responsibilities of ITU,

---

1/ "Coordination of vocational and management training in land transport at the national level: the case of Egypt", E/ESCWA/TCD/1992/WG.1/2.

which included the organization and planning of telecommunications throughout the world, the setting of specifications for equipment and working systems, and the coordination and dissemination of information required for the organization, planning and operation of telecommunications services.

45. He presented a brief account of what is meant by training, which he said was part of an institution's plan for the management and development of its human resources for the purpose of effecting the changes designed by the management in the behaviour of both individuals and groups with a view to realizing the institution's specified objections. The training unit in any establishment, he said, was a tool in the hands of the management to help effect the behavioural changes it saw fit.

46. He stressed that at the beginning there should be a definition of the objectives that the institution wished to achieve. This would be followed by defining the development required for its management. He said training was a daily task for all supervisory levels, unlike general or academic education outside the scope and competence of management.

47. The speaker added that training was not the responsibility of training institutes alone but also that of the organizations. Any assessment of the contribution of any training institute should be measured by the degree of change it could effect, not by the volume of training.

48. Having defined management training and available training sources, Mr. Abu-Rizik reviewed the experience and efforts of the ITU in developing basic criteria and models to be used by the various institutions. He said the Union organized workshops to train the staff of national institutions in applying these criteria and models.

49. He pointed to the Union's role in the establishment and development of numerous training centres in the various parts of the world as well as in the training of the staff needed for their management. He listed the many workshops, training materials and manuals relating to human resource management and development prepared by the Union. Some of these were adopted by other organizations such as the International Civil Aviation Organization and UNCTAD.

50. He said that ITU recently conducted a study which showed that training in communications management in proportion to overall salaries was a mere 0.5 per cent in some developing countries and up to 30 per cent in developed countries. Such results showed how little attention was given to training in developing countries despite their obvious training needs.

51. He said management training should form part of an institution's plan. External training institutes did not accomplish the desired objectives despite their high costs. The speaker emphasized the importance of the professionalism of training.

52. He pointed to the possibility of training by computer but because this was costly the Union tended to organize it with international collaboration. He also spoke of the distribution of training materials throughout the world.

53. Several points were raised concerning the working papers. One was on ways of laying the groundwork for training in areas related to maritime companies given the scarcity of local courses and the high cost of alternative arrangements including inviting experts or sending personnel for training outside the ESCWA region.

54. Participants said training abroad was not fruitful since trainees either failed to return or returned only to find that their training was not required. Local training was more reliable and, if held after office hours, could be organized at the national level.

55. UNCTAD, on the other hand, expressed a willingness to cooperate with ESCWA to formulate programmes appropriate for the ESCWA region; some materials devised for one area may not be adequate for another TRAINMAR programmes could be modified to meet local requirements.

56. UNCTAD was willing to study the possibility of establishing a centre related to maritime training despite the high costs expected, particularly since a number of Arab centres already have courses that could be drawn upon.

57. The Meeting was briefed on Syrian efforts in training and their relation to development plans and projects. The Jordanian experiment in training was reviewed particularly with regard to the ports sector and related services as well as to the experience of the Jordanian Department of Civil Aviation in the field of training.

58. The experience of the Arab Republic of Egypt with training was reviewed, and an account was given of its training capabilities including the work of the Railway Training Institute at Wardan. The participants were informed of the areas of specialization at the National Transport Institute, which offers post-graduate courses.

59. Qatar's experiment with civil aviation training was reviewed together with the potentials of the Gulf States Civil Aviation College which is a subregional establishment jointly run by Bahrain, Qatar, the United Arab Emirates and Oman. The possibility of admitting trainees from outside the participating countries was raised.

60. With regard to middle and upper management, a number of participants spoke of the scarcity of adequate staff and of the need to give this matter due attention. Discussion included the question of the non-availability of higher studies in management-related areas, unlike other areas.

61. Discussion also covered the question of the importance of specialized professional fellowships available in Europe and the United States, but which are non-existent in the region, and the question of transport studies in all areas of specialization. There were not enough such studies on hand to help create an upper- and middle-management base in the region.

62. Discussions led to the conclusion that there was a gap between what there was and what was needed, or between the status of upper and middle management and the requirements of development. Proper solutions should be proposed.

63. It appeared that training capabilities generally fell short of needs, but there was lack of information on what was available and what was needed.

64. It also appeared that endeavours to hold seminars, on an irregular and unsustained basis, did not serve the requirements of the sector. What was needed was an integrated training programme as in the case of the telecommunications sector.

65. It was proposed that the Meeting's recommendations be complemented by other practical recommendations to be adopted by the workshop that was to follow the Expert Group Meeting.

II. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

66. The Expert Group agreed on the need to formulate a transport-sector training strategy for the ESCWA region to be built on a sound basis of information about training, both nationally and regionally.

67. The Expert Group Meeting's deliberations and exchange of opinions led to agreement on the following:

(a) That the recommendations of the ESCWA/UNCTAD TRAINMAR Workshop on Multimodal Transport for Senior Officials be added to complement those of the Expert Group and to form part of them;

(b) That the ESCWA secretariat be invited to cooperate and coordinate with the international and regional organizations concerned, UNCTAD in particular, in order to develop transport and multimodal transport training in the ESCWA region.

B. Recommendations

68. The meeting adopted the following recommendations:

(a) That member States be invited to supply the ESCWA secretariat with information on the status of training at the national level;

(b) To request the secretariat to give special attention to the study of developing high- and middle-level management on all transport patterns and to submit proposals to an expert group meeting to formulate, as soon as possible, specific recommendations in this respect;

(c) To emphasize the importance of specialized vocational studies in the field of transport, and to attempt the study of establishing a regional centre to be developed in cooperation with universities of the region and similar centres in the region and abroad;

(d) To invite ESCWA to cooperate with UNCTAD and other concerned bodies in developing training programmes in the field of multimodal transport, to suit the needs of the region, and to give this subject adequate attention;

(e) To coordinate the efforts among higher institutions active in the region such as the Queen Noor Technical College for Civil Aviation and the Gulf States Civil Aviation College;

(f) To take into consideration the approach adopted by UNCTAD and ITU in developing the training policy at the ESCWA level;

(g) That the secretariat of ESCWA favour spreading awareness of and information on multimodal transport, and that it provide support to member States in this field, in accordance with available resources;

(h) That the secretariat increase its efforts and coordinate with UNCTAD in holding workshops and seminars on transport at both the national and regional levels;

(i) To stress the importance of simplifying transit procedures and to urge the secretariat to continue its previous efforts in studies and seminars on this subject.

Annex I

LIST OF PARTICIPANTS

Moukhless Abu Hammoud
Director of Planning and Statistics, Ministry of Transport
Syrian Arab Republic

Khalil Abu-Rizik
Area Representative for Human Resources Development and Human Resources Management, ITU, Arab States Regional Office, Cairo

Ahmed Al-Ghannam
Department of Administrative Development
Ministry of Communications
Saudi Arabia

Abdel-Raouf Al-Akkour
Director, Training and Development, Ministry of Transport
Jordan

Marwan Al-Hmoud
Director of Land Transport, Ministry of Transport
Jordan

Abdel Aziz Al-Husseini
Transport Manager
Petra Navigation Company
Jordan

Salem Dha'en Al-Kuwari
Assistant Director for Aviation Affairs
Civil Aviation Administration
Qatar

Sulieman Al-Moa'ya'a
Instructor, Maritime Training Centre, Ports Authority
Jordan

Tayseer Al-Taji
Dean, Queen Noor Technical College for Civil Aviation
Jordan

Awad Al-Tal
Director-General, Ministry of Transport
Jordan

Ibrahim Al-Tayan
Director of Training and Development, Ports Authority
Jordan

Yaser Al-Tal
Director-General, Jordanian National Maritime Company
Jordan

Reda Bafakeeh
Director-General for Land Transport, Ministry of Communications
Saudi Arabia

Hans Carl
Chief, Multimodal Transport and Technological Development
Section, Services Development Division, UNCTAD
Geneva

Ahmed Farahat
Professor, Transport Consultant
National Planning Institute
Egypt

Tawfik Kawar
Chairman, Shipping Agents Association
Jordan

Jehad Khouri
Director of Studies and Research, Ministry of Transport
Jordan

Samir Wassef Mosaad
Director of Commercial Affairs, Egyptian Railways
Egypt

Sufian Al-Muhaisen
Director, Shipping Agents Association
Jordan

Vesna Polic-Curic
Expert in Maritime Law
Switzerland

Majdi Sabri
Vice-President, Planning Department, Royal Jordanian Airlines
Jordan

Annex II

AGENDA

Saturday, 23 January 1993

8.30 a.m. - 9.15 a.m.	Registration.
9.15 a.m. - 10.15 a.m.	Opening statements, election of Officers, adoption of agenda.
10.15 a.m. - 10.30 a.m.	Coffee break.
10.30 a.m. - 11.00 a.m.	General introduction by the ESCWA Transport and Communications Division.
11.00 a.m. - 11.15 a.m.	Coordination of vocational and management training in land transport at the national level: the case of Egypt.
11.15 a.m. - 12.30 p.m.	Discussion.
12.30 p.m. - 12.45 p.m.	Training of middle and upper management in air transport in the ESCWA region.
12.45 p.m. - 2.00 p.m.	Discussion.

Sunday, 24 January 1993

9.00 a.m. - 9.15 a.m.	Training in the maritime transport sector in Jordan.
9.15 a.m. - 10.30 a.m.	Discussion.
10.30 a.m. - 10.45 a.m.	Training in telecommunications.
10.45 a.m. - 12.00 noon	Discussion.
12.00 noon - 1.00 p.m.	Coffee break.
1.00 p.m. - 2.00 p.m.	Conclusion and recommendations.

UNESCWA LIBRARY
20014311