

No. 16597

**UNITED STATES OF AMERICA
and
SAUDI ARABIA**

**Project Agreement for technical cooperation in manpower
training and development (with attachments). Signed at
Riyadh on 12 June 1976**

Authentic text: English.

Registered by the United States of America on 27 April 1978.

**ÉTATS-UNIS D'AMÉRIQUE
et
ARABIE SAOUDITE**

**Accord relatif à un projet de coopération technique concer-
nant la formation et la promotion de la main-d'œuvre
(avec annexes). Signé à Riyad le 12 juin 1976**

Texte authentique : anglais.

Enregistré par les États-Unis d'Amérique le 27 avril 1978.

PROJECT AGREEMENT¹ BETWEEN THE MINISTRY OF LABOR AND SOCIAL AFFAIRS AND THE MINISTRY OF FINANCE AND NATIONAL ECONOMY OF THE KINGDOM OF SAUDI ARABIA AND THE DEPARTMENT OF LABOR AND THE DEPARTMENT OF THE TREASURY, UNITED STATES OF AMERICA, FOR TECHNICAL COOPERATION IN MANPOWER TRAINING AND DEVELOPMENT

Article 1. This Agreement between the Ministry of Labor and Social Affairs and the Ministry of Finance and National Economy of the Kingdom of Saudi Arabia (hereinafter referred to as MLSA and MFNE, respectively) and the Department of Labor and the Department of the Treasury of the United States (hereinafter referred to as USDL and USDT, respectively) defines a project of cooperation in manpower training and development to be carried out by USDL in cooperation with MLSA. This project will involve the provision of manpower training and development advisory services to assist MLSA in various programs, and technical advisory services in the design, construction and equipping of vocational training facilities in the Kingdom as outlined in Articles 15 through 17 of this Project Agreement. This project will be carried out under the auspices of the United States-Saudi Arabian Joint Commission on Economic Cooperation and in accordance with the provisions of the Technical Co-operation Agreement between the Governments of Saudi Arabia and the United States signed on February 13, 1975,² which is hereby incorporated by reference and becomes a part of this Agreement.

Article 2. In accordance with the agreement contained in the Joint Communiqué on the First Session of the U.S.-Saudi Arabian Joint Commission on Economic Cooperation, signed on 27 February 1975,³ and the statement in the Joint Communiqué of the Joint Commission, issued on March 1, 1976, USDL will provide or assure manpower training and development advisory services in the following areas of cooperation: on-the-job training, skill training for illiterates, operation of a microteaching clinic, school administration and management, labor market analysis, English language classes, preparation of instructional materials, vocational counseling and testing, integration of remedial training center programs with vocational training center programs, upgrading craft programs, maintenance of vocational training equipment and advice in placing Saudi students in educational institutions in the United States. A brief description of these areas of cooperation in Saudi Arabia is contained in Attachment I.

Article 3. USDL will provide or assure manpower training and development advisory services in accordance with Attachment II. A brief description of each adviser's work program is contained in that Attachment. The schedules provided in the Attachment, the lengths of time designated and the order of occurrence of activities are estimates. Refinement and changes in specific details may prove necessary and may be undertaken by USDL in consultation with MLSA.

¹ Came into force on 6 August 1976, after signature and deposit by the Government of Saudi Arabia of the initial sum covering the period 15 June 1976 through 20 June 1977, in accordance with article 18.

² United Nations, *Treaty Series*, vol. 998, p. 209.

³ *Ibid.*, vol. 1006, p. 121.

Article 4. The USDL will provide advice to MLSA concerning private sector participation in the services described in Attachment I. It is contemplated that the private sector will make an important contribution to assistance in manpower training and development in Saudi Arabia.

Article 5. Except as may be otherwise mutually agreed, USDL will act in an advisory capacity in assisting the office of the Saudi Arabian Government Educational Office in Houston (hereinafter referred to as SAG/H) in placing Saudi students chosen by MLSA in educational institutions in the United States for English language training, upgrading of occupational skills and training in vocational instructional techniques, and in the technical and professional monitoring of the programs.

Article 6. USDL will provide manpower training and development advisory services during subsequent periods after June 15, 1976, or as may be mutually agreed by the parties to this Agreement. USDL will prepare detailed project recommendations and budgetary estimates for the continuation of this overall project on a timely basis.

Article 7. USDL will, upon request of the MLSA, keep confidential any information or data provided to it by the MLSA or generated as a result of the activities of USDL pursuant to this Agreement.

Article 8. USDL, in collaboration with USDT, will prepare and transmit to MLSA and MFNE quarterly reports covering the overall status and progress of the project as well as areas of concern and recommendations for adjustment or changes in the project.

Article 9. Overall coordination of this technical cooperation project with other Joint Commission activities within the United States Government and provision of certain administrative facilities and support for this project as previously agreed will be the responsibility of USDT. The Office of the Joint Economic Commission in Riyadh will serve as the point of contact for communications between the MLSA, MFNE, USDL and USDT concerning this project. It will facilitate activities under this Agreement and will monitor the implementation of this Agreement in Saudi Arabia.

Article 10. MLSA shall, either directly or through MFNE and other Saudi Arabian agencies, support this technical cooperation project by:

- a) Designating a MLSA official as a counterpart for the USDL Project Director, described in Attachment II, who shall be responsible for the coordination of activities with the USDL Project Director;
- b) Providing Saudi counterparts as specified in Attachment II;
- c) Except as may be otherwise mutually agreed, delegating to the SAG/H the responsibility for the selection and signing of contracts with educational institutions; the monitoring of the effectiveness of the training provided; and the handling of all financial matters connected with enrollment, tuition, per diem, international and domestic travel and other expenses related to the instructional training program for Saudi students in the United States (MLSA and SAG/H will also be responsible for all personnel matters that may arise in the conduct of this program);
- d) Providing all available data and other information which may be needed by USDL to fulfill its obligations under this Agreement;

- e) Providing all such facilities and support as agreed in the Technical Co-operation Agreement signed on February 13, 1975, including but not limited to exemption for the United States Government from taxes and customs duties, and privileges and immunities for all American employees of the United States Government and their dependents;
- f) Providing adequate office space, office furnishings, utilities, telephone facilities, and maintenance and upkeep of such office space for each USDL employee assigned to Saudi Arabia pursuant to this Agreement; and providing such supplies and materials as may be required for official duties;
- g) Providing funds for the purchase of all the equipment needed for project implementation as mutually agreed with USDL. Attachment III outlines anticipated equipment needs for implementation of the first year of the project, exclusive of those required for Architectural and Engineering (A&E), construction and related activities;
- h) Providing services, when necessary, to obtain clearance in matters including, but not limited to, customs, drivers, permits, and other services that may involve other agencies of the Government of Saudi Arabia;
- i) Providing interpreter and translator services as needed;
- j) Providing other related support as may be appropriate to the conduct by the USDL employees of their official advisory or other duties including adequate secretarial and clerical assistance; and
- k) Agreeing to such further support for the construction aspects of this project as shall be appropriate to insure their accomplishment.

Article 11. The Joint Economic Commission will, when requested, assist the Office of the U.S. Representation in locating and making available suitable housing for all United States Government employees stationed in Saudi Arabia in connection with this project.

Article 12. If any party to this Agreement is rendered unable, because of *force majeure*, to perform any of its responsibilities under this Agreement, these responsibilities shall be suspended during the period of continuance of such inability. The term "*force majeure*" means acts of God, acts of the public enemy, war, civil disturbances and other similar events not caused by nor within the control of the parties. During the period of suspension of performance caused by *force majeure*, USDL and USDT may continue to pay normal costs of maintaining project personnel in Saudi Arabia from funds advanced to the United States by the Government of Saudi Arabia. In the event of suspension of a party's duties because of *force majeure*, the parties shall consult and endeavor jointly to resolve any attendant difficulties.

Article 13. The cost for those advisory training services and related procurement to be provided by USDL described in Attachments I through III for the initial period of this project covering June 15, 1976, through June 20, 1977, is estimated to be U.S. \$8,132,650. This estimate covers the following expenses:

Personnel Compensation and Benefits	U.S. \$1,066,300
Travel and Transportation	443,235
Housing (Includes Estimated Costs for Three Years)	4,279,150
Other Expenses	2,343,965
	U.S. \$8,132,650

The estimates in Articles 13 and 14 exclude any Government of Saudi Arabia or local taxes and assessments which might otherwise be applicable. A final accounting for all expenditures made by USDL for the period through June 20, 1977, will be provided to the Government of Saudi Arabia by USDL through USDT. Subsequent budgets for the remaining years or phases of this project will be prepared and submitted by USDL and USDT for acceptance by the Government of Saudi Arabia. Final costs for goods and services will cover only actual goods purchased and services provided.

Article 14. The Government of Saudi Arabia agrees to deposit in the dollar trust account in the United States Treasury established by the Technical Cooperation Agreement, the sum of U.S. \$23,132,650 to cover (a) the estimated costs for the initial time period described in Article 13 above; (b) those technical advisory services specifically described in Articles 15, 16 and 17, including funds required for contracts for Construction Management and Architectural and Engineering Master Planning and Design. The estimated cost for (b) above covers the following expenses:

Personnel Compensation and Benefits	U.S. \$ 1,500,000
Travel and Transportation	400,000
Housing (Includes Estimated Costs for Three Years)	2,100,000
Construction Management	2,500,000
Architectural and Engineering Master Planning and Design	7,000,000
Other Expenses	1,500,000
	U.S. \$15,000,000

Upon agreement on each succeeding budget, the Government of Saudi Arabia will deposit in said dollar trust account the dollar amount in the estimates for the goods and services to be provided by the U.S. Department of Labor.

Article 15. The following procedure will be adhered to so as to obtain Architectural and Engineering (A & E) services necessary for completing a Master Plan and Design for expanding and equipping existing vocational training centers and constructing and equipping new centers.

The Department of Labor will be responsible for making arrangements for providing technical advisory services and for:

- a) Preparing a synopsis of the scope of work to be performed and advertising the project in the *Commerce Business Daily*;
- b) Evaluating the responses received, prequalifying A & E firms with identification of the better (five to six) qualified firms;
- c) Preparing and issuing Requests for Proposals (RFPs) to the prequalified firms identified above;
- d) Receiving Technical Proposals from the A & E firms and evaluating their submissions on the basis of responsiveness to the RFP;
- e) Ranking in order of preference of the three A & E firms considered best qualified;
- f) Submitting the list of best qualified A & E firms to the Ministry of Labor and Social Affairs;
- g) Supervising performance of all A & E contracts signed by the MLSA under this Project Agreement.

The Ministry of Labor and Social Affairs (MLSA) shall be responsible for:

- h) Selecting the A & E firms and obtaining cost proposals which shall be jointly negotiated by the U.S. Government and the Saudi Arabian Government;
- i) Awarding and signing the contract directly with the A & E firm.

The Ministry of Finance and National Economy (MFNE) shall be responsible for:

- j) Providing funds to the dollar trust account to cover all A & E contract and supporting costs for engineering technical advisory services for the first year in the amount of fifteen million dollars;
- k) Authorizing the Department of Labor to approve the disbursement of funds on the basis of progress achieved.

Article 16. The following procedure will be adhered to so as to obtain construction services necessary for expanding and equipping existing vocational training centers and constructing and equipping new centers:

The Department of Labor will be responsible for making arrangements for providing technical advisory services and for:

- a) Arranging for the preparation of the bid tender documents commonly known as Invitations for Bids (IFBs);
- b) Preparing a synopsis of the scope of work to be performed for use in advertising for prequalification data from interested construction contractors;
- c) Providing technical services to the MLSA in the prequalification process;
- d) Providing technical services to the MLSA in performing bid analysis;
- e) Providing supervision and arranging for technical supervision and inspection services contracts for all construction and for equipment installations using the procedure in Article 15;
- f) Providing technical services for final inspections and for beneficial occupancies of constructed facilities by MLSA.

The Ministry of Labor and Social Affairs shall be responsible for:

- g) Advertising the project for prequalification data from interested construction contractors on an international basis;
- h) Performing analyses of prequalification data received and establishing lists of qualified construction contractors;
- i) Distributing IFB to each prequalified contractor;
- j) Performing analyses of all bids received and selecting construction contractors;
- k) Awarding and signing construction contracts;
- l) Performing final inspections for acceptance of completed facilities.

Article 17. The following preliminary study covers the scope of this construction program, physical plant requirements and anticipated sequence of events. It contemplates cooperation between MLSA and USDL project personnel with both the objectives of providing training to counterparts and consultation concerning the construction phases of this Agreement.

SCOPE OF CONSTRUCTION

A. The Vocational Training Center (VTC) construction program will involve expansion of selected existing training centers and the construction of new ones as requested by MLSA and described below. Both the new and expanded centers will be constructed and completely furnished and equipped before beneficial occupancy. This work will include all of the engineering planning, design, construction of buildings and the installation of equipment in the shops, furnishing of tools, furniture, the teaching aids in the classrooms, the furniture and fixtures for dormitories, classrooms, housing and related services. The site work will include all paving, site beautification, utility distribution (water, power, gas, sewage), general landscaping and fencing. Procedures followed shall be in compliance with Articles 15 and 16 above.

B. Determination of all expansion work and new construction will be made at the Master Plan Stage for possible inclusion by phases for future construction. This is necessary in order to allow times to conduct a labor market survey which will determine the critical skills and occupations needed both qualitatively and quantitatively in the geographic area serviced by the VTC.

C. The following outline of the skills to be developed is intended to establish basic facilities requirements only and may therefore be modified to meet the program and area needs of individual centers.

a. Mechanical technology

- Auto body repair
- Auto mechanics
- Welding
- Sheet metal
- Machine shop
- Equipment repair and rebuilding
- Hand tools, general
- Refrigeration, basic
- Diesel engine mechanics
- Printing

b. Electrical technology

- A/C-D/C circuits
- Controls
- Electrical wiring
- Instrumentation
- Electric winding
- Maintenance

c. Construction technology

- Carpentry
- Plumbing
- Hand tools, miscellaneous trades
- Air conditioning, heating and ventilation
- Heavy equipment operation and maintenance (crane, bulldozer, trucks)

d. Building, General

- Trowel trades (masonry, concrete finish, terrazo, tile, marble setting)
- Painting

- Cabinetmaking
- Upholstery
- Reinforcing steel
- e. Food Services
 - Food preparations
 - Nutrition, menu planning, sanitation
- f. Administration
 - Typewriting
 - Reproduction, Graphics
 - Supply Management, Stockroom
- g. Others
 - Typewriter repair
 - Office equipment repair
 - Tailor
 - Hairdresser

D. The first phase proposed is the preparation of a Master Plan for the total construction program.

Master Planning includes the preparation of conceptual schematics, models, colored renderings, as well as space studies and preliminary specifications. At this stage, an order of magnitude estimate of construction costs is developed for the proposed Centers.

MLSA and MFNE will, after the completion of the Master Plan, evaluate all of the proposed facilities and the construction for each and to make further determinations on the scope and magnitude of the construction program. Following approval by MLSA and MFNE, A&E consultant(s) will prepare final designs, specifications and bidding documents for construction.

E. Should MLSA prefer to defer decision on expansion of certain Centers until the Master Plan review, land purchase should be deferred also. When it is decided to proceed with the project, the required land can be obtained. The Master Planner will provide MLSA with the land requirements as well as layout during presentation. The site survey and site investigations of the new land would be included in the A/E design contract and still meet the requirement to finish data for bid documents prior to construction.

F. Upon MLSA approval of the Master Plan, A&E Consultant(s) will prepare the final design, specifications and the Invitation for Bid (IFB) documents.

G. The selection of constructors will be based on the procedure outlined in Article 16 which requires the contract award be made on the basis of the lowest responsive bidder. The contractors will be encouraged to make maximum use of available manpower, subcontractors and materials throughout the Kingdom of Saudi Arabia.

H. During the life of the construction programs, the USDL will be responsible for conducting or arranging for construction supervision. This requires close supervision and inspection to assure quality control of all construction, strict adherence to material procurement specifications and complete compliance with all elements of the construction contract including completion dates.

I. To ensure reliable operation of all plant facilities and perform timely preventative maintenance, a staff for each Center will be recruited, under a separate contract, given on-the-job training and supervised for a reasonable period of time after occupancy by MLSA. This is a critical final phase of the program because a well-trained staff will assure that the facilities in each Center will continue to function and operate efficiently.

J. Implementation of this construction program requires approval by the Government of Saudi Arabia to proceed with appropriate staffing. The outline of this Master Planning follows:

The A&E Consultant will make a study of the feasibility and engineering requirements of the facilities desired in the locations designated or selected, such studies to be comprehensive in nature and covering access to site, availability of suitable and adequate water and construction materials, climatic conditions and surface and subsurface conditions. Construction criteria for design shall be established and a preliminary Master Plan, including cost estimates, models and layouts, shall be prepared and submitted to the Government of Saudi Arabia for approval of functions, scope and siting prior to initiation of actual design.

Article 18. This Agreement shall become effective after signature by representatives of the parties and after the deposit by the Government of Saudi Arabia of the initial sum described in Articles 14 and 15 above covering the period June 15, 1976, through June 20, 1977, and shall remain in effect until July 1, 1985, or the termination of the Technical Co-operation Agreement of February 13, 1975, whichever shall occur first.

Article 19. This Agreement may be amended or supplemented with the concurrence of all parties.

Article 20. USDL, USDT, MLSA and MFNE shall consult, upon request of any party, regarding any matter relating to the terms of this Agreement and shall endeavor jointly in a spirit of cooperation and mutual trust to resolve any difficulties or misunderstandings that may arise.

United States of America:

Department of Labor:

[Signed]

CARLETON H. FALER

Chief, Division of Overseas Cooperation
Bureau of International Labor Affairs

Date: 12 June 1976

Department of Treasury:

[Signed]

E. THEODORE MOGANHAM
USREP Acting Director

Date: June 12, 1976

Kingdom of Saudi Arabia:

Ministry of Labor and Social Affairs:

[Signed]

Dr. ABDUL WAHAB ATTAR
Acting Deputy Minister of Labor

Date: June 12, 1976

Ministry of Finance and National
Economy:

[Signed]

Dr. MANSOOR AL-TURKI
Coordinator for Saudi Arabian-United
States Joint Commission on Economic
Cooperation

Date: June 12, 1976

ATTACHMENT I

AREAS OF COOPERATION FOR WORK TO BE PERFORMED IN SAUDI ARABIA

A. USDL and MLSA will attempt, in connection with this technical cooperation project, to determine on a pilot basis the feasibility of utilizing a number of innovative techniques to meet Saudi Arabia's needs for skilled manpower.

B. USDL will train or assure the training of MLSA personnel in the specialty fields described in Article C below as well as in such other fields of expertise as may be agreed upon by the MLSA, MFNE, USDL, and USDT. One goal of this training will be to provide MLSA with the expertise to effectively carry out the future planning and implementation of vocational training programs in these specialty fields.

C. USDL proposes to provide or assure the provision of technical advisory services to the MLSA in the following areas during the year following the formal signing of the Project Agreement:

1) *On-The-Job Training Specialists*

Two On-The-Job Training Specialists to work with an equal number of Saudi counterparts in establishing working relationships with key industry groups and possibly with government units in Riyadh for the purpose of developing on-the-job training programs for certain supervisory and non-supervisory employees.

A major objective of this program will be to assist industrial and commercial establishments in developing internal training programs that are responsive to specific organizational needs. In addition, special night programs will be developed for employees of firms which are too small to provide their own training programs.

These On-The-Job Training Specialists will arrange for job analyses and training needs surveys in industrial and commercial establishments to evaluate the relevancy of the instructional materials currently being used. This data will then be used by the USDL's instructional design specialists (see #6) as a basis for producing video cassettes, film, programmed instruction, and related new instructional material. USDL may, at its option, tender for the actual initial production in the United States of such film and video material, or for any mass production of such material which may follow after approval by the MLSA.

2) *Skill Training Program for Illiterates*

Two-to-six short-term specialists as necessary will work with an equal number of Saudi counterparts and its On-The-Job Training Specialists in establishing a training program in the Riyadh Vocational Training Center or in certain industries, or both places, to provide unskilled illiterates with occupational skills in critical occupations. Specific courses and programs in this area will be determined jointly by the MLSA and the appropriate USDL specialists based on information to be obtained from the Saudi Arabian Central Planning Organization and from the public and private sectors.

3) *Microteaching Clinic*

One Microteaching Specialist will help establish and operate a Microteaching Clinic within the Instructor Training Institute in Riyadh. This Clinic will be used to train new Saudi instructors and upgrade teaching skills of the existing Saudi staff. An additional objective of the Microteaching Specialist will be to train Saudi instructors to operate the Clinic.

4) *School Administration and Management*

One specialist in School Administration and Management will work with one Saudi counterpart in developing training programs for Saudi vocational training school

administrators in administrative and management functions necessary for efficient school operation. These will include such areas as accounting, purchasing, budgeting, inventory control, food management, and the keeping of personnel and student records. The specialist will work specifically in the Riyadh Vocational Training Center and the Riyadh Instructor Training Institute, but the programs developed should have general applicability to other schools and areas.

5) *Labor Market Analysis*

Two Labor Market Analysts will endeavor to determine specific occupational needs of the private and public sectors both currently and for the future in the light of the current Saudi Five Year Plan. The Analysts will work together with two Saudi counterparts and the On-The-Job Training Specialists in organizing a system for providing the MLSA with a continuing flow of data on priority manpower needs by region and key sectors of the economy. They will also develop a program for training MLSA personnel in the operation of the system. The system should include methods for obtaining data on projected manpower needs, needed training programs, and investment schedules for new industrial and commercial establishments.

6) *Instructional Materials Development Center*

USDL, in conjunction with MLSA, will establish or assure the establishment of an instructional materials development center in Riyadh which will prepare instructional materials for multimedia presentations using video cassettes, film, audio tapes, programmed instruction and other methodologies. The goal of this program will be to develop the maximum utilization of capital intensive equipment and innovative techniques so that instruction within the vocational training centers will move from a group orientation to a more individualized approach.

7) *Vocational Counseling and Testing*

One specialist in School Administration and Management will develop a vocational counseling and testing program which can then be used to achieve an optimal match between student interests and capabilities and existing career opportunities. The program will provide a method of testing staff performance in occupational and teaching skills as well as a series of remedial programs. The program will initially be designed to meet the needs of students at the Riyadh Vocational Training Center, but should have applicability for other areas.

8) *Instructional Linkage*

One specialist in School Administration, with the assistance of other relevant personnel, will conduct studies of remedial centers (pre-vocational centers) in the Riyadh area to determine whether they provide the prerequisites for successful completion of the programs offered by the Riyadh Vocational Training Center. Once these studies are completed, recommendations for necessary adjustments in the programs of the remedial centers will be made.

9) *Craft Programs*

Subject specialists will initiate quality improvement programs in the Riyadh Vocational Training Center in as many craft areas as possible, depending on priorities established in consultation with the MLSA and on the availability of Saudi counterparts. Improvements will be made in course content and in instructional techniques through the introduction of modern training materials.

10) *English Language Classes*

As an integral part of the vocational training program, the Specialist in School Administration and Management, with the assistance of other appropriate personnel, will work

together with MLSA to establish English language classes for both vocational training instructors and students in the Riyadh Vocational Training Center. Once established, this teaching program will have general applicability to Vocational Training Centers in other areas of Saudi Arabia such as Jidda and Damman.

11) *Maintenance Program*

USDL advisors will maintain the electronic and mechanical equipment used in this project. Wherever possible, Saudi counterparts or instructors will be trained to operate and maintain this equipment in the vocational training centers and the Instructor Training Institute.

ATTACHMENT II

ADVISERS' WORK PROGRAM

There follows a description of the advisers who will provide manpower training and development advisory services pursuant to Article 3 of the Project Agreement to which this is an Attachment.

For each adviser, there is indicated his area of specialization, a brief description of his anticipated duties, his estimated arrival date in Saudi Arabia, and minimum Saudi counterpart requirements.

Estimated arrival dates are contingent on, among other things, finalization of the Project Agreement before June 15, 1976, the availability of suitable housing and up to an additional 60 days to complete employment procedures for new hires.

It is anticipated that all of the advisers described in this Attachment will be stationed in Riyadh.

<i>Estimated Arrival Date</i>	<i>Area of Specialization and Minimal Need for English-speaking Saudi Counterparts</i>
July 15, 1976	a. One Project Director — project planning, direction, coordination, and evaluation. One full-time English-speaking counterpart.
July 15, 1976	b. One Associate Director (Vocational Training) — responsible for VT project, including equipment and VT staff and coordination with MLSA counterpart who should be full-time and English speaking.
July 15, 1976	c. One Associate Director (Engineering) — responsible for all aspects of design and construction, including management staff associated with same. May require services of a competent interpreter or English-speaking full- or part-time counterpart.
July 15, 1976	d. One Assistant to the Associate Director (Vocational Training) — broadgauged professional to provide short-term technical assistance and support as needed in such diverse areas as on-the-job training, school administration, illiterate training, and assume responsibility for much of the day-to-day problem solving and documentation required by this project.
July 15, 1976	e. Two Labor Market Analysts to collect and analyze labor market information of the critical skills and occupations needed by both the public and private sectors in the geographic area serviced by the new and expanded vocational training centers. The Labor Market Analysts will perform their function with counterpart assistance from the MLSA Office of the region in which the work is being performed. Two English-speaking counterparts.
July 15, 1976	f. Two On-The-Job Training Specialists to conduct training needs surveys within industry, and design programs to meet these needs. These programs will involve both operating and supervisory personnel. Two English-speaking counterparts.

<i>Estimated Arrival Date</i>	<i>Area of Specialization and Minimal Need for English-speaking Saudi Counterparts</i>
July 15, 1976	g. Two Subject Specialists (automotive repair, welding, etc.) to develop curriculum, upgrade Saudi instructors and work with program writers in preparation of scripts for instructional films and video-cassettes. Two English-speaking counterparts.
July 15, 1976	h. Two Program Writers to determine level, pace, sequence, and organization of the instructional material to be used for production of film and video-cassettes. They will perform task analysis and field testing of material consistent with behavioral objectives methodology. Two Saudi counterparts capable of translating English scripts into Arabic — necessary that Saudis have mastery in one occupational skill.
July 15, 1976	i. Two-to-six Short-Term Technicians to work with on-the-job training programs. One English-speaking counterpart each.
July 15, 1976	j. One Photographer to advise on script writing, drafting and monitoring contracts for film and video services, and performing still photography for instructional materials.
July 15, 1976	k. One Graphics Technician to work with the Subject and Program Writers in the preparation of materials and to illustrate pictorially training situations (cutaways, schematics, cartoons, diagrams).
July 15, 1976	l. One Specialist in school administration and management to help modernize school management and administration for the vocational training and remedial centers. He will work to establish a linkage between programs in the training centers and industry and will establish programs for counseling, testing and follow-up of graduates. One full-time English-speaking Saudi counterpart.
August 15, 1976	m. One Photographer to advise on script writing, drafting and monitoring contracts for film and video services and to perform still photography for instructional materials.
August 15, 1976	n. One Microteaching Specialist to work in the instructor training institute upgrading instructional skills and techniques.
August 15, 1976	o. One Audio-Visual Specialist to serve as a resources person on audio-visual equipment, films and video-tapes. He will prepare, with Saudi assistance, Arabic sound tracks on U. S. material appropriate for vocational training center classes, and will assist the subject specialists and instructional designers in the preparation of audio-visual material. One English-speaking counterpart.
August 15, 1976	p. Two Subject Specialists (machinist, air conditioning) to develop curriculum, upgrade Saudi instructors and work with instructional design specialists in preparation of scripts for instructional films and video-cassettes. Two English-speaking counterparts.
October 15, 1976	q. Two Program Writers to determine level, pace, sequence and organization of the instructional material to be used for production of film and video-cassettes. They will perform task analysis and field testing of material consistent with behavioral objectives methodology. Two Saudi counterparts capable of translating English scripts into Arabic — necessary that Saudis have mastery in one occupational skill.

ATTACHMENT III

ANTICIPATED EQUIPMENT NEEDS

The USDL will advise the MLSA regarding the equipment needed for project implementation. This advice can consist of assistance in preparing specifications and invitations to bid.

USDL may also purchase equipment to the extent provided by budget. Such purchases shall be made in accordance with USG procurement regulations. For the first 12 months of the project, these will include:

1. Individual instructional carrels with teaching aids, i.e., slide projector and tape recording unit. In Riyadh, five experimental shops and the Instructor Training Institute will be equipped with ten of these carrels.
 2. Equipment for microteaching clinic, i.e., video recorders, video play-back units and monitors.
 3. Equipment to modernize the shops, i.e., mock-ups, demonstrational equipment, models, displays, and modern shop machines where appropriate.
 4. Photographic equipment to make slides.
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