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VARIOUS ASPECTS OF NATIONAL ECONOMY EXAMINED

Introduction to Comprehensive Review

London AL-HAWADITH in Arabic No 1465, 30 Nov 84 pp 49, 50

[Text] By all standards, the Jordanian economy stands for a unique experiment of its kind in the Arab region with its advanced liberal conceptual basis which draws its inspiration from the circumstances in the environment and the special conditions surrounding the Hashimite Kingdom of Jordan. There is no doubt that the Jordanian economy, in spite of the severity of these circumstances, is going through the stage of experimentation, discovering the road and learning its identity, orientations and goals.

The Jordanian economy is founded on the theory of a free economy and the provision of full opportunities to acts of individual initiative to contribute fully to development efforts alongside the government and mixed sectors. This policy has yielded good, positive results. The private sector, with its vitality and dynamism, has managed to establish its presence and its effectiveness and leave strong, clear imprints on the modern Jordanian economy, thanks to the government's endorsement of serious individual initiatives, deriving inspiration from the directives of the Jordanian monarch, King Husayn, and the general policy the government is pursuing.

There is no doubt that Jordan, after the 1967 war, faced extremely difficult circumstances, after the West Bank fell into the grip of the Israeli occupation forces, in light of the weight it represented in terms of revenues, natural resources and strategic economic depth. There is no doubt, either, that for years after that war the Jordanian economy was subjected to a state of fragmentation and disruption. However, the Kingdom of Jordan managed to regain its balance, face reality along with the complicated new circumstances it had introduced and imposed, and rebuild its economic structure and economic foundations in accordance with these circumstances. In spite of everything, one way or another, it has managed to emerge from the bottleneck and rebuild its economy in accordance with the resources available and in the context of the harshest circumstances.

The Hashimite Kingdom of Jordan is considered one of the least endowed of Arab countries in terms of natural resources, except for phosphate, which

has compensated it somewhat for other natural resources such as oil, gold, copper, uranium and so forth.

Phosphate has become one of the basic foundations on which the Jordanian domestic economy relies. At the present time there are three main phosphate-producing mines, al-Rusayfah, al-Hasa and al-Wadi al-Abyad. These are producing close to 6.5 million tons of phosphate a year at the present time and it is expected that their production in 1985 will come to 7 million tons.

In view of the small area of agricultural land in the Hashimite Kingdom of Jordan and the scarcity of arable land, all Jordan's production of phosphate up to 1982 was exported. It is expected that the volume of exports will come to one third of a million tons [sic] next year, and Jordan at the end of 1984 will receive 200 million dinars as the price for the phosphate it exports to foreign markets, which include India, Pakistan, the Soviet Union, Malaysia, Australia, the Mediterranean countries of Europe, the People's Republic of China, Taiwan, Japan, South Korea and New Zealand, in addition to the adjacent Arab countries.

There is a cement industry, which is developing and growing year after year. Jordan at the present time produces about 4 million tons a year in two plants, one in Amman and the other in the south. It exports half this quantity to the Kingdom of Saudi Arabia, Kuwait, the Arab Republic of Egypt and Algeria.

Jordan has started to enter the field of agricultural processing with respect to some crops, although this industry is still in its infancy.

It is worth mentioning that the volume of industrial sector investments in the current 5-year plan, which ends next year, will come to 2.6 billion dinars. It is necessary to note that the Hashimite Kingdom of Jordan is following an economic policy which is known as that of the mixed economy, since the government participates in all projects requiring large investments as a partner of the private sector and is currently sharing in 30 large companies in different ways.

For the financing of its projects, the Jordanian government relies on three sources. The first is commercial capital participation, which takes place in projects that are feasible from the economic standpoint, such as the potash project. Arab countries, the World Bank and the private sector also take part in these sorts of projects.

The second source is loans from commercial sources, such as individual banks and consortiums in which a number of banks or Arab institutions and funds take part. The third source of financing is sales and revenues from sales. There are industrial projects under study or in their preliminary stages of construction at the present time.

One result of the 1967 war was that Jordan lost 50 percent of its agricultural resources. The arable land area was reduced and does not exceed 8 percent of the country's total area. The most important agricultural areas in Jordan are concentrated in the Jordan Valley, which extends from the

north to the south of the Kingdom over an area of 650,000 arable donums; these yield more than one crop per year.

There are projects to irrigate the areas of the south costing about 250 million dinars, and studies are being prepared to develop agricultural activity in the Jordan Valley in order to meet all the country's fruit and vegetable requirements. At the same time, promising efforts are being made to make the maximum use of modern agricultural technological achievements in reclaiming and farming more land and doubling the arable land area. The private sector is playing a prominent role in this regard, using the most modern scientific ways and means.

Jordanian trade is open to all the markets of the world, east and west. The African market has begun to open up, in turn, in the face of this trade. Ethiopia is now considered one of the biggest African foreign markets for the disposition of Jordanian fertilizer.

Up to 1967 the bulk of tourist activity was concentrated on the West Bank and tours to the holy places. In the years before the 1967 war, the Hashimite Kingdom of Jordan witnessed a fertile period of tourist prosperity, which had the greatest effect on the country's national economic resurgence and support for the kingdom's hard currency receipts.

When the 1967 war came it stripped Jordan of 80 percent of its resources, tourist activity shrank to a large extent and the country lost a large source of its national income. However, concerted efforts have been made during these years to round out the tourist activity infrastructure, for instance hotels, set up tourist sites, establish tourist villages and complexes containing means of recreation, establish camps and campgrounds, and hold various festivals and competitions.

Recent years have witnessed intensified, aggressive efforts to explore for oil; these so far have borne fruit, with two wells whose commercial feasibility is being studied, along with continued exploration for new oilfields.

The volume of the Hashimite Kingdom of Jordan's oil imports this year came to \$700 million. As a result of the rise in the price of the dollar, the price differential accounted for an additional \$16 million.

The ambitious, active efforts which Jordan has exerted in searching for oil have been made mandatory by its requirements, which have increased constantly with the development projects, and the Hashimite Kingdom of Jordan's insistence on relying on its own people's abilities in order to realize its people's aspirations.

The rates of economic development the recent 5-year plan has realized give extremely strong indications that the Hashimite Kingdom of Jordan is proceeding on the proper road and is realizing tangible economic progress in the context of substantial challenges which reaffirm that the Jordanian economy has managed to transcend what we could call a bottleneck.

Crown Prince Discusses Economy

London AL-HAWADITH in Arabic No 1465, 30 Nov 84 p 51

[Text] The crown prince of Jordan, Prince Hasan, stresses that Jordan is experiencing real economic growth in spite of the current slowdown in growth rates. However, the Jordanian crown prince observes, with some bitterness, that the issue of Arab self-sufficiency in food still has not found a solution. He warns that the lack of an integrated Arab mode of action will in the future restrict the freedom to take decisions affecting Arab national interests.

AL-HAWADITH held a conversation with Prince Hasan on these preoccupations.

AL-HAWADITH: We have witnessed the fruit of the economic upsurge which you are concerned with and are supervising. The prosperity, construction and development we see in front of us stand as proof that the plans and policies which have occurred through your directives are realizing their goals.

Nonetheless, if you would permit us, there are people who talk about the existence of an economic crisis in Jordan.

What is your evaluation of this phenomenon?

Prince Hasan: Actually, there is no economic crisis in Jordan. What there has been is a slowdown in growth rates in comparison with past years. There is no doubt that Jordan, in view of its central position and liberalism, has been affected by the world recession and economic events in the region, including the decline in Arab countries' oil revenues and the aid offered to Jordan by the Arab countries. However, economic growth rates, in real prices, exceeded 5 percent in 1982 and 1983. These are below the rates which prevailed previously but they indicate real economic growth, and that cannot be called a crisis. Some sectors have been affected more than others, especially in the sectors of transportation and foreign trade. However, the Jordanian economy is not suffering from recession at all; it has been unremittingly pursuing its modern course of development since the 3-year development plan was first put into application in 1973.

AL-HAWADITH: In your talk before the Federation of Agricultural Engineers, you referred to the exacerbation of the problem of Arab self-sufficiency in food. You asserted that the need has now become pressing to start carrying out and applying Arab economic integration, especially in the area of agriculture. Could you give us your opinion on this subject in further detail?

Prince Hasan: Many projects, recommendations and plans for realizing a kind of Arab agricultural integration exist. However, what has been done so far is only minor. The population growth rate in the Arab world is close to 3 percent per year, and the annual growth rate of agricultural production should reach 3 percent if we are to preserve our current levels of consumption of Arab agricultural production. This is aside from the increase in the demand for food as a result of the rise in income levels. This sort of situation creates increasing demand for food imports, which causes us to rely

increasingly on foreign sources of food. For example, all Arab countries are now importers of wheat. This situation could in the future restrict our freedom to take decisions affecting our national interests.

Some studies anticipate that we will be importing a large proportion of our food in 2000, and the consequences of this do not inspire optimism. In addition to the security aspect, there are the waste of foreign currency and the missed opportunities for using Arab manpower and exploiting our land and waters.

This problem can be solved. However, it will not be solved just in the national context; rather, it will require an integrated Arab mode of action relying on the financial, natural and human resources that exist in the various areas of the Arab nation and the use of these resources in service of Arab interests.

As an obvious example, the Sudan has access to land and water which could create a radical change in the Arab food situation. However, the paucity of financial resources and the narrowness of the local market stand as an obstacle to the use of these idle resources.

What I am calling for is conscious planning to avoid the occurrence of a food crisis. We must act before the crisis occurs, and a little time still is left to us to avoid it.

AL-HAWADITH: What is your opinion on the statement that the financial upsurge the oil countries experienced has had a positive effect on the process of economic growth in the Arab world but has not affected the promotion of serious progress in Arab thought, literature and art to the same degree, that is, the movement of real social and cultural growth in the Arab countries?

Prince Hasan: To answer this question, it is necessary to point out that it is difficult to set out numerical criteria to measure the extent of progress in thought, literature and art.

As far as the financial upsurge in the oil countries goes, what cannot be doubted is that it had a perceptible effect on the course of Arab economic growth. In my opinion, the effect overall has been positive, but this upsurge has entailed some negative economic consequences. With the increase in income, imported consumption patterns have grown to a large extent and inflation has accompanied this upsurge. In the Arab nation we have not in general been able to implant a firm productive base which will give the productive sectors such as agriculture and industry their due. The problem of trained professional competent persons and their relative scarcity, even in the Arab labor-exporting countries, has arisen, and investments have been conspicuously directed toward real estate, commerce in land and financial speculation.

In the context of the mind and social and cultural growth, I do not believe that the picture of this progress in the past decade has been totally negative. We must observe that cultural and social progress cannot be realized

in a short time. However, I believe that consumer tendencies have an effect in a negative manner on this progress. We hope that through the substantial expansion in educational and cultural facilities which has occurred in the Arab countries a perceptible resurgence will occur in the intellectual and cultural areas in the coming period. Thought and culture are not a yearly crop which gives fruit a year after it is planted; rather, they are a plant which has to strike roots and flourish for a long period before yielding its food.

West Bank Role Stressed

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[Text] Since the first chamber of deputies in the Hashimite Kingdom of Jordan was elected in 1946, Mr 'Akif al-Fa'iz has been present and active.

He inherited deeprooted leadership, extensive properties and vast friendships from his father and developed them all with a labor and effort which are renowned to the point where his name has become clearly synonymous with Arab authenticity.

Is he in his seventies? Younger? He is older. However, he possesses the vitality of the filly with which he has become deeply engrossed recently; its name is Umm 'Arqub, a good omen drawn from the stallion Abu 'Arqub, which has not once disappointed him.

'Akif al-Fa'iz is the chairman of the Jordanian Chamber of Deputies, has had a long career in the "vocation" of politics and has had a long career in the "vocation" of parliamentary representation. However, he still is enthusiastic about his position, as if he had just been promoted to it, so much so that his secretariat and guard are packed with hundreds of citizens who are allowed to burst into the sanctuary of the Chamber of Deputies or to "camp" before his door any time they wish every day, since it is his concern personally to listen to their complaints and immediately take the initiative of helping to solve them.

AL-HAWADITH met with the young chairman, as his friends call him, and this conversation took place with him.

[Question] Much has been said about the suspension of constitutional life in Jordan in 1974. Professors of politics have ventured to explain King Husayn's initiative at that time by saying that it was a Jordanian relinquishment of the occupied West Bank and desire to reconstitute the kingdom in accordance with the new borders, or the natural, demographic and political geography of the fait accompli.

Here the situation is repeating itself after 10 years, but in the reverse direction. With the resumption of parliamentary life, we hear that Jordan aspires to take possession of the Bank and monopolize representation of the Palestinians in it. Could you explain to us, in simple terms, what the real relationship is between your chamber and these bewildering contradictions?

[Answer] The situation is very simple and involves nothing which should bewilder a clear head. When the first chamber of deputies was elected in Jordan in 1946, people were agreed in the opinion that the number of members in it should total 30 and no more. They were for the most part Transjordanians. When the setback occurred in 1948 and a large number of our Palestinian brothers settled down in our midst, and therefore legal and actual measures took place by means of which the West Bank was annexed to the kingdom in 1953, the Jordanian constitution was amended and, on the basis of the amendment, a joint chamber of deputies was created which included 60 members, 30 for the western part and 30 for the eastern part.

From 1953 to 1974, the constitution was not amended and parliamentary elections continued to be held on the basis of an equal apportionment of numerical representation for the two united banks. This rule was not infringed, even after the Israeli occupation of the West Bank in 1967 and the October 1973 war, since the Jordanian Chamber of Deputies continued to consider itself a representative of the two banks and acted in service of the citizens of the two without discrimination, until the Rabat summit meeting was held in 1974 and resolutions were issued by the Arab kings and presidents asserting that the Liberation Organization should be considered a sole legitimate body responsible for the Palestinian people.

Jordan committed itself to the resolutions of the summit, and a personal initiative was made by His Majesty King Husayn suspending joint parliamentary activity in order to stress his respect for them.

It was not possible to hold special new parliamentary elections in the east of Jordan only, lest the kingdom consider itself to have "abandoned" its other occupied half voluntarily in the eyes of the international community. The world still acknowledges that the West Bank is a part of Jordan which is occupied by Israel, and, in the international context, Jordan still demands and is prepared, militarily, to liberate its territory, so how could elections be held in which the West Bank is not represented? People's opinions, as I have said, reached agreement on the suspension. However, the suspension has had grievous results for democratic life in the country, the management of citizens' affairs and surveillance of the activities of the government. In April 1978 his majesty the king considered it appropriate that a council of notables should take part with the regime and the government in surveillance and consultation and it would be appointed by royal decree. This is what happened. The decree was issued to appoint 60 Jordanians chosen from the elite of the people in the country and representing different sectors, activities and regions.

Let us go back to the subject you raised, which we are intending to address ourselves to, that is, why the royal decree was issued reviving the Jordanian Chamber of Deputies, whose activity was suspended 10 years ago! I can tell you what I told the Arab and international press at that time: there is no relationship, close or remote, between the process of reviving the Jordanian Chamber of Deputies and the process of searching for the lost peace in the region. If the royal decree was issued at a time when events were producing plans for solutions to the Palestinian issue, or other solutions faltered, that was nothing but a coincidence! His majesty the king, and we

along with him, found that the absence of democracy, in particular constitutional life, was obstructing the wheels of progress in Jordan and putting citizens at the mercy of temporary laws and that the surveillance by the people was not adequate. His majesty had also found, and the Jordanian people shared his view, that the constitutional institutions in all the countries in the region had resumed functioning after a suspension dictated by the circumstances of an emergency storm, so why should Jordan suspend its constitutional institutions with no logical justification? Thus the Chamber of Deputies, elected in a constitutional manner, started pursuing its activities again, as usual, in service of the Jordanian people.

[Question] However, has it been reinstated with both its Palestinian and Jordanian segments?

[Answer] Of course. Jordan has not yet said that the West Bank is not occupied Jordanian territory. As I have said, and repeat, by international custom it is Jordanian territory and its inhabitants still make up part of the Jordanian people, are still carrying Jordanian identity cards, are being taught in Jordanian schools, are drawing records on their property from Jordanian registers, and are receiving aid and support from the Jordanian government. In addition, their official employees still constitute an obligation on the Jordanian treasury. Recently, that is, after the Baghdad conference of 1979, a joint Jordanian-Palestinian committee was devised to support the resistance on the West Bank. Prior to that date, Jordan bore all its commitments toward its people on the Bank, except for security, which had become an Israeli responsibility. The university is Jordanian and the passports are Jordanian. How can we eliminate this actual, real state of affairs and revive only the Jordanian segment of the Chamber of Deputies? To whom will we assign the Palestinian segment? On whose shoulders? People who outbid one another will come and say, "Leave things to the Organization!" In the name of God, how could that happen? Is the Organization a recognized government, or does it resemble a country that exists and is recognized? Is the Organization able to take initiative and handle the affairs of the Bank, politically, organizationally and economically, as any country deals with its subjects and its territory? The Organization is the Liberation Organization, and the people who have recognized it up to this day still categorize it as a "liberation organization," not a "government" of a country that actually exists on the ground. Until the situation changes and an independent Palestinian state is established on the ground in the Bank and the Strip, Jordan will have a domestic and national duty, which is to preserve its territory and its people on the occupied West Bank of the Kingdom of Jordan, which up to now has consisted legally, in terms of usage and internationally, of two banks together, that is the West Bank and the East Bank.

[Question] We understand that the decision to revive the joint chamber of deputies did not come about as a result of an external political cause related to peace initiatives or similar matters which had been proposed for solving the crisis of the region.

[Answer] Not at all, not at all. Understand Arabic. Jordan still says, and insists on saying, that it still recognizes and adheres to the 1974 Rabat resolutions, which stipulate that the organization's nature is that of sole

legitimate representative of the Palestinian people in any negotiations or any other crucial future matter concerning the Palestinians. Until contrary resolutions are issued and Jordan is asked to consider itself a "partner" in responsibility, along with the other Arab brothers, it will continue to be committed to the stipulation "the uniqueness of representation by the organization." However, that is one thing, and legal, international and actual responsibility for the West Bank is something else. Jordan cannot relinquish this responsibility and leave the West Bank open to Israel's designs. If it were not occupied Jordanian territory, Israel would consider it land without an owner, or "liberated territory," and would immediately annex it, because it does not yet recognize it as Palestinians' territory and is not now concerned with such recognition.

Is this understood? Let me inform you that my personal opinion, as 'Akif al-Fa'iz, and not as chairman of the Jordanian Chamber of Deputies, is that there can be no renunciation of the unity of the two banks, and that there can be no discussion of it or controversy over it. The unity of the two banks, and the Jordanian and Palestinian people, is the true unity which the Arabs call for, and it has actually existed, and very successfully, since 1953. What evil mind is calling for the separation of the two banks and therefore the resumption of the struggle to unite them again? That is idle talk. In my personal opinion, any talk about federalism or the establishment of a confederation is theorizing for purposes of consumption, since the unity exists, and when the Bank is returned, and God willing it will be returned, through the efforts of the Jordanians and the Palestinians together, to the country of Jordan, a referendum will then be held for the population residing there as a whole on the basis by which their unity will become more deeply implanted, not on the basis by which it will become weakened.

Information Minister Discusses Television

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[Text] Mrs Layla Sharaf is still the first and only female minister of information in the Arab world, a dynamic woman, full of vitality and youth, who constantly laughs from her heart, without reservation. She speaks with the ease, confidence and spontaneity of people who have become accustomed to public life and to the exercise of responsibility and authority.

She is close but maintains sufficient distance with the person talking to her, as if to indicate the status or standing she has in the kingdom, first, as the wife of a prime minister who was very loved by the members of the ruling Hashimite family and beloved to the hearts of the Jordanian people, the late 'Abd-al-Hamid Sharaf, and then as member of the Council of Notables and after that the present cabinet. This conversation took place with her on her work as minister of information, and the political and organizational affairs and concerns of her ministry.

[Question] There has been a commotion among people in the media in Amman concerning fear of an "organizational revolution" which Mrs Layla Sharaf is carrying out in the Jordanian Ministry of Information, through which she will eliminate existing media institutions, merge them, or sort out their

personnel once again. Some people are so bold as to say that the minister is trying to expand the scope of her kingdom and authority to include all the media facilities. Is that true?

[Answer] What is true? That I am trying to expand my kingdom? Why not, as long as I continue to bear the burdens of full responsibility in it and for it!

(She went on, in a serious tone) The fact is that when I was given the Information Ministry, it was natural that I should make an organizational study of the ministry in order to become acquainted with the powers and responsibilities it contains. I found that its history went back more than 20 years, that is, to 1964 specifically, when the ministry was established in accordance with an Arab summit conference decree. This establishment was preceded by the establishment of a number of media departments, authorities and organizations, such as the Publications Department, whose history goes back to the date of the emergence of the Hashimite Kingdom of Jordan, and the Radio of the Kingdom, which was established in 1959. There were other broadcasting services operating in Transjordan, such as Radio Amman and Radio Jerusalem. When the decree was issued establishing the Ministry of Information, its charter did not stipulate that all the media organizations were to be merged into it; rather, it just stipulated that it was to nurture them, that is, that it would resemble an umbrella set up over all of them. This matter was neither easy nor natural, but matters proceeded smoothly, because the media in the country were not as extensive or farflung as they are today, since, with the establishment of the ministry, other media departments and authorities have been established, such as the Jordanian news agency PETRA, the Television Organization and so forth, and the departments for making the media and marketing them and the government's responsibility regarding the media expanded to the point where the previous ministries had found that it was impossible, indeed abnormal, for the situation to remain as it was and for the Jordanian media, which are constantly growing and developing, to remain fragmented and incapable of combining their facilities within a single unified policy and administration.

When I assumed my responsibilities in the ministry, I found that its departments were suffering internally from conflicts regarding tasks and authorities with other media departments outside of it, and departments which were subsidiary to it as well. I saw an unjustified overlap and wasted or unrationalized efforts. It was necessary that I act, in response to my convictions and the ministry's needs for renovation and stabilization. The process of restructuring the ministry took place. This process took place in consultation and coordination with the senior directors and employees of the media, the heads of departments and media technical experts, and the people involved in drawing up the kingdom's media policy and carrying it out. It will be discussed soon with his excellency the prime minister in order that a final polished version of it may be arrived at. Therefore we are in the final stage of the project, the ministry's new organization will soon be issued, after its legal and organizational elements are completed, and we will immediately proceed to carry it out in actual conditions.

[Question] Does the new organization which you are intending to endorse now contain laws which will allow the issuance of new newspapers and publications?

[Answer] This matter does not depend on the new organization of the ministry. The organization, that is, the internal organization of the ministry, is the connection among the media. The connection between the media and the outside world is another matter.

The traditional policy of the Jordanian Ministry of Information calls for caution in allowing the issuance of various publications. We are committed to and respect the rule of the number of readers. We calculate that half our people are below the age of 15 and we consider that the rate of illiteracy among us still is high. We carefully calculate how many newspapers and magazines the Jordanian arena can absorb. We are aware that the numbers of newspapers and magazines issued in our country are inadequate, but conversely we will not deal with this situation by an unlimited and spontaneous expansion in them. We now have Arabic daily newspapers, a weekly English newspaper and a number of weekly magazines which are concerned with non-political affairs. We are currently conducting an investigation into the matter of allowing one new newspaper and a single magazine to be issued. By means of these, we will test the extent to which the market will absorb them. We will start with people who had concessions which had lapsed in past years for one reason or another. If the market absorbs them and they acquire a circulation, we will have further discussions with others. Here we do not deal with a rigid rule; rather, we act in accordance with a rule that moves with the circumstances, with requirements, and with the interests of the citizens in the first place.

[Question] People say that the government of Jordan broadcasts television programs which are the liveliest of Arab television programs, especially in its foreign section, and that the government is constantly intervening to raise the technical and cultural level of local programs and is seeking to avoid showing deference to the public and addressing it at the level to which it is accustomed -- indeed, it is seriously helping to provide the public with culture before enjoyment, even if that costs it much criticism.

[Answer] We are not happy with everything that is presented, but we are indeed seriously seeking to raise the level of public taste and public culture in the country by choosing, overseeing and classifying everything that is offered on our television. Television is an extremely serious media instrument; if we do not control it, it will control us. We do not approve of the policy of "the public wants this." Rather, we try, to the extent of the humble resources we have in our possession, to intervene in behalf of taste, culture and the truth, in addition to enjoyment. Our television service is not a commercial station like those in America, for example, whose concern is to attract viewers by any means available; rather, we are a government television service, and the responsibility of guidance lies on us, along with maintaining an adequate amount of entertainment and enjoyment for the viewers. We have made flagrant mistakes in the past and have been entranced by insipid serials imported from the international commercial stations, but we are now examining everything and broadcasting only what gives enjoyment,

develops a high level of feeling and is beneficial. However, at the same time, we are not strict, and we do not want television, which is the citizens' greatest diversion, to be turned into stations for guidance, advice and cold, dry culture. Not at all. We are in favor of complete entertainment, but without silliness. From the world market, we choose what is in keeping with our national interests and oriental traditions, and the cultural continuum between ourselves and the world. The foreign channel on our television service broadcasts the most famous, most advanced things that are offered on the world's stages. We might hear criticisms of them, find fault with them or rise above them, according to their seriousness and impact; we, as I have said, are concerned to raise the level of the ordinary citizen, in terms of culture and art, without bypassing traditions or going against prevailing general principles and morality.

[Question] There is a final question we would like you to answer with the frankness we are accustomed to from you: when you assumed the Ministry of Information, and the fourth estate, the press, which is a traditional offensive force, learned that a woman would be heading up its activity, what was its reaction?

[Answer] They all gathered together to receive me warmly. I found something in the warmth of their reception which made me worry about making mistakes and be wary that they might not be well disposed toward me. After that, we became friends. They understood that I was not viewing the relationship between the power of the government and the fourth estate as a permanent open or concealed struggle. I understood that my role would be to integrate myself with their role, not to be contrary, and we are agreed that the leftovers of the past in which newspapermen believed that the Ministry of Information was their true antagonist, because it pulled out some of the brilliance of power from under their feet, so that officials would oppress journalists for nothing except that they were able to influence people, that is, increased their burdens, should be abandoned.

From time to time I would meet with the editors in chief of papers and columnists. We would shout encouragement and praise at one another, rebuke one another, be satisfied and be angry, but we would always remain friends. I consider, and try to get them to share my view, that during this difficult period in the history of our nation and homeland we must seek one another's aid and unite to build an enthusiastic, truthful Arab media which is able to mobilize people to struggle or persevere.

National Airline Progress Reviewed

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[Text] The Alia organization, the royal Jordanian airlines, represents one of the bright faces of the modern cultural resurgence in the Hashimite Kingdom of Jordan, the kingdom's "flying ambassador" to all the capitals of the world, and a bright mirror reflecting the aspirations of the Jordanian people and their insistence on taking their distinguished place in the caravan of the advanced countries.

In addition to this, the Alia organization is one of the citadels of the lofty Jordanian national economy which play a great role in serving Jordanian national goals in the economy's urgent attempt to reconstitute life on its territory.

In this meeting, Mr Mahmud Jamal Balqaz, the director general of the company, reviewed the various aspects of the supervisory work Alia performs in serving the Jordanian national economy, the company's present achievements and its future projects.

[Question] How did Alia get started?

[Answer] Alia came into the actual world 20 years ago, after numerous successful experiments in the world of aviation. In 1967 the Zionist aggression took place, the West Bank was occupied, tourist activity collapsed and air travel dropped drastically, threatening the organization's existence and identity most grievously.

During this thorny period in the company's history, it was transformed from a corporation owned by the private sector to a public organization owned by the government.

This step was a turning point in the history of the organization and it put it on the beginning of the road to success. It set out to achieve its ambitious programs to modernize its resources and its technical and administrative apparatuses, strengthen its air fleet and extend its system of routes to new capitals until finally Amman became a major entryway into the Middle East.

Today, the picture has totally changed and Alia is considered one of the most competent air organizations in the world; it enjoys a good reputation everywhere, in terms of the discipline and competence of its navigators and technicians and the high administrative level it possesses.

Alia today has become one of the biggest economic organizations in Jordan and is performing superb services which contribute greatly to the prosperity and stimulation of the domestic economy.

[Question] There are many bright features to the activities of the organization; what remarks would you like to make concerning them?

[Answer] One of these features, for example, is that the organization's airplanes reach about 40 capitals in four continents extending from Bangkok and Singapore to the east to New York and Los Angeles to the west, and it has an official presence in more than 80 countries in all areas of the world.

Another of these features, also, is that the organization today has become one of the biggest in Jordan, since about 5,000 people are working in it, of whom Jordanians constitute 85 percent.

The organization has a fleet of massive modern airplanes consisting of Jumbos, Tristars and Boeing 727's. The organization carries more than 1.6 mil-

lion passengers a year and its revenues come to more than 35 million dinars a year.

[Question] How many flights and flight hours is the Alia organization supposed to meet in 1984?

[Answer] In 1984 the organization's airplanes are supposed to make more than 20,000 flights, the flight hours are supposed to total about 50,000, and it is supposed to transport 1.6 million passengers and 40,000 tons of freight. The ratio of passenger seat occupancy is supposed to be around 60 percent, which is about the ratio at which revenues become equal to expenditures. We hope that all this will be realized, in spite of the difficult circumstances surrounding us, which limit air transportation activity to and from the Middle East, primarily the recession in most of the Arab countries, the continuation of the war between Iran and Iraq, the instability of conditions in fraternal Lebanon and the climate of political and security tension in the region in general.

[Question] How does the Alia organization function as a school to graduate competent persons?

[Answer] You know that Jordan is not a country rich in natural resources, and therefore its basic reliance has been on the human element as a factor of production. Therefore, exceptional importance has been given to education, training and innovation with respect to the production and export of services on all levels. The Alia organization is the most prominent manifestation of this wise policy, since it is indeed a school for graduating competent Jordanians in all administrative, technical, financial and marketing fields.

[Question] What are the most important main features of the current stage in the organization's development?

[Answer] Perhaps the most important of these features is the handling of the various difficult circumstances that have recently arisen and the subjection of all its operations to constant review and evaluation, with the goal of underlining its gains and achievements, protecting it from deterioration and keeping it operating on a basis of self-sufficiency and progressing forward under all circumstances.

We are devoting our attention to the guidance and the precious goals which His Majesty the great King Husayn set out for the organization when he ordered its establishment more than 20 years ago, so that it would be a bridge of civilization linking Jordan to the world and an ambassador for an ambitious, developed country, performing its mission without being a burden on the government treasury or the domestic economy.

The continued support by his majesty and the upright Jordanian government for the organization, and his concern for it, guarantee that the morale of the people working in the organization is high and that they are prompted to offer the best service to the traveling public.

[Question] The organization has services in the import and export areas. Could you be so kind as to shed some light on the nature of these services?

[Answer] The organization actually offers many services in the import and export area. Just as it transports passengers, it also transports cargo. For this purpose, as of 1 September, cargo freight aircraft has been put back into operation on regular routes to various areas of the foreign world.

In another area, the Alia organization gets prices lower than the real cost of exporting the vegetables the Ghawr of Jordan produces. This price comes to one seventh that of the international aviation organization. The Alia organization also gets one quarter of the price which this organization has stipulated for the transportation of newspapers and publications, in order to get newspapers and the Jordanian printed word to the world.

That means something which possesses much significance, namely that the Alia organization does not strive for commercial profit but does strive in the first place to serve the kingdom.

[Question] What is the Alia organization's role as far as the tourist industry and tourist activity in the country are concerned?

[Answer] The organization takes part in all tourist activities, such as cultural, scientific and social festivals and conferences, and takes part in the preparatory committees for these activities, then in their stages of execution. An example of that is the Jarash cultural festival and the water skiing festival in al-'Aqabah.

The organization is proud of its contribution with respect to the encouragement of tourist travel to Jordan. It is the connecting link between Jordan and the world, via the swiftest medium, which extends from Singapore to Los Angeles, while the organization's offices abroad perform the role of tourist offices. The organization's activity also extends to tourist investments, especially the hotel sector. The organization has a hotel which it wholly owns in 'Aliyah airport, which serves to encourage transit tourist activity, not to mention the company which has branched out from Alia, the Royal Tours Company, which organizes tourist groups.

Here I must refer to an important point in the area of tourist activity on the West Bank in particular. Because the Alia organization has sustained its activities through 'Aliyah airport in Amman, tourist movement oriented to the West Bank has continued via this route; had it not been for this, Tel Aviv airport would have been the only outlet for this tourist activity.

These facts are enough to reply to some biased propaganda which holds that the process supports Israeli tourist activity, because the actual situation gives evidence that the organization has succeeded in supporting the political conditions which categorically assert that the West Bank is part of Jordan.

Nation's Financial, Payments Condition

London AL-HAWADITH in Arabic No 1465, 30 Nov 84 p 60

[Article by Fahd al-Fanik]

[Text] We in Jordan are very proud of our economic achievements and are fully aware that the upsurge which Jordan has witnessed over 40 years has brought it from one era to another economically, socially and culturally. We can describe our economic experience as the Jordanian miracle, our financial status as solid, and our manpower as the most precious form of capital.

None of this can be categorized as vaingloriousness or narcissism. The fact is that international economic institutions share this view with us to some extent. Jordan appears in International Monetary Fund statistics as one of the 10 countries in the world with the greatest growth, and economic magazines which describe the countries of the world on the basis of their financial condition give Jordan five stars out of seven. The international banks, which are very hesitant to lend more money to any country in the third world, compete with one another to lend money to Jordan at a very low rate, half a percent above the prevailing rate among banks for 3- or 6-month deposits.

This is all nice and calls for a feeling of pride. It did not come about as a coincidence; rather, it was a result of the efforts of Jordanians and their competence, the competence and integrity of the system of public administration, and Jordan's geographic, historic and political situation, which has given it weight in the Arab world which greatly exceeds its magnitude, resources and population.

However, none of this must make us feel ecstatic and turn our eyes away from points of weakness or encroaching problems. Wariness is necessary, and a constant review of policies, procedures and positions is necessary if one is to change direction, correct one's course and prevent aberrance or recklessness. While a good government is one that can cope with crises and remedy them, an excellent government is one which has a view of the future, sees problems and crises before they occur and takes measures to prevent them from occurring.

There are numerous elements which must be taken into consideration when one talks about the solidity of a financial situation or weakness in any country, and, in the light of the examination of these elements, points of strength or weakness become apparent and sound policies which the stage and circumstances dictate are adopted.

These elements which constitute points of strength or weakness in the Jordanian economy are:

1. Proper administration of the domestic economy.
2. The volume of the gold and foreign currency reserves the kingdom possesses and its adequacy for financing imports.

3. The rise or fall in foreign indebtedness.
4. Remittances and aid and their magnitude and continuity.

It is to be noted that there are two sides to the four elements. They are elements of strength and weakness at the same time, and everything depends on the proper administration of the domestic economy. Such administration can transform the element of weakness into an element of strength, or vice versa. The adoption of a hard position in the proper administration of the domestic economy and the pursuit of suitable monetary, financial, commercial and credit policies, and their competent execution, cannot be described as excessive however hard the position might become.

It is also to be noted that all the elements of strength and weakness are related to the foreign economy, that is, our relations with the foreign world, in the form of imports, exports, investments, transfers, reserves, loans and so forth.

Therefore, the critical area, the one which requires the utmost care, is the area of the foreign economy, and what translates this economy into figures, with its components and results, is the balance of payments.

In our dealings with the outer world through the exchange of goods and services in 1983, a deficit of 891 million dinars was realized in the balance of goods (the balance of trade), which means that we import more than we export by that amount. The balance of services showed a surplus of 455 million dinars, which means that Jordan exports more services than it imports. Foremost among these services are the expatriates working abroad.

In other words, to maintain life in Jordan at the 1983 level requires that the total net deficit in the balance of goods and services be provided; this amounts to 436 million dinars.

If a structural change does not occur in the base of the Jordanian economy in the direction of increasing exports of goods and services, including expatriate and tourist activity, which takes time, the government must secure 436 million dinars a year to provide balance.

There are two sources from which one may obtain this amount. These are foreign aid and foreign loans. It is clear that aid is inadequate or that it is not an endlessly assured resource. There is a limit to foreign loans because if they pile up the burden on the domestic economy increases and new loans become nearly insufficient for providing service for the old loans in the form of instalments and interest.

In current circumstances, proper management of the foreign economy is considered the real criterion of the effectiveness of the government's economic policy, because economic security, stability and the avoidance of shortages and bottlenecks depend in the first place on this aspect of the government's economic policy.

Let us start by giving an overall survey of the features of this economy during 1983 as the published national accounts reflect them:

The kingdom's total foreign currency holdings came to 1,288,300,000 dinars, a deficit of about 7 percent in current prices. That is a small shortfall, but it is important in that it is the first annual drop to have occurred in the kingdom's foreign currency holdings over a period of 10 years.

This is as far as the holdings, which came to 1,288,300,000 million dinars, as we have pointed out, are concerned. Regarding payments, we imported goods and services worth 1,467,700,000 dinars, that is, lived at a level which is 14 percent above the level permitted by our foreign currency revenues, including government aid and expatriate remittances.

These imports were not only greater than they ought to have been by the standards of the country's holdings and revenues, but were also greater than the previous year's imports; in other words, at a time when our revenues in foreign currency dropped by 96 million dinars, our spending in these currency media increased by 15.1 million dinars, and thus an additional gap of 111.1 million dinars occurred.

What have we done to confront this gap, which arose from inflated spending and a contraction in revenues? We borrowed from abroad. Net borrowing came to 170.2 million dinars for the government and 17 million dinars for the private sector, making it possible to show a balance of payments surplus. This policy was short term, and we hope that it will change this year with the introduction of the necessary modifications in balance of payments policy through integrated financial, monetary and commercial policies.

By now it has become clear that it is fiscal policy which can bear pressure, and it is dealt with in the light of that; monetary and commercial policies benefit from the adoption of a fiscal hard line concerning easy expansion, which takes us in the opposite direction.

In our opinion, the options available to us are limited, they must all be used, and emphasis must not be placed on just one of them. These are: pressure on imports, increased exports, the refusal to permit exports to decline, the increase and consolidation of Arab aid, the reduction of borrowing or the refusal to permit it to accumulate, and encouragement of the production of alternatives to imports. These are all goals which it is easy to list, but execution requires great efforts and sacrifices.

If there is agreement over these goals, even if they will have the effect of influencing the living standard and consumption, the necessary economic instruments for realizing them in the monetary, financial, commercial and investment areas are well known, and they must be given concrete form and applied so that they will function in one direction, since some of them are at the present time working in opposite directions.

In brief, the current stage requires the proper administration of monetary, fiscal and commercial policies and the proper administration of the line of credit -- in a sentence, the proper administration of the domestic economy.

We have complete confidence that the present government will face the challenges and overcome them with a farsighted view which will anticipate the problem and deal with it before it occurs, and will lead the Jordanian economy to safe ground so that it can continue to be a model which deserves to be respected and studied and whose rich experiences deserve to be learned from.

There also is strong hope that the Arab countries which support Jordan financially will rise to the level of responsibility to which they committed themselves in the Arab summit conferences and will continue generously to support Jordan so that it will remain a strong citadel in the face of the Israeli enemy which has designs on Arab resources.

Industry Minister Discusses Exports

London AL-HAWADITH in Arabic No 1465, 30 Nov 84 p 61

[Text] The Ministry of Industry, Trade and Tourism of the Hashimite Kingdom of Jordan constitutes the center of gravity of the ambitious work of civilization which is taking place on the kingdom's territory these years, by virtue of the extensive tasks and activities it undertakes. These affect numerous main areas of life in the country, proceeding from the premise of the great importance of the industry sector, specifically, in realizing the new resurgence for which the people of Jordan are working with all the determination and insistence they have mustered.

This conversation with Dr Jawad al-'Anani, the minister of industry, trade and tourism in the Hashimite Kingdom of Jordan, contains an explanation of the dimensions of the serious effort to reformulate life on the territory of Jordan and the urgent steps which it is taking year after year on the road to development.

[Question] How do you evaluate Jordan's current and future resources as far as natural resources and assets go?

[Answer] The fact is that the natural resources and assets with which God has endowed Jordan are limited; on this subject, it is sufficient for me to mention to you that the World Bank carried out a study in 1957 in which it classed Jordan among the poorest countries of the world in natural resources and assets.

The most important resources to be found in the Hashimite Kingdom of Jordan are phosphate, potash, salts in the Dead Sea, glass sand and limestone, the latter two of which enter into numerous industries, such as glass and cement.

There are other raw materials in limited quantities which have not been exploited yet, such as copper, sulphur and iron.

[Question] If we move over to the agriculture sector, what are the features of the picture?

[Answer] With regard to the agriculture sector, the arable land area is also limited, constituting no more than 8 percent of the area of Jordan. The most important area of agriculture in the country is the Jordan Valley, which covers an area of 650,000 donums fit for intensified farming yielding more than one crop per year, from the north to the south of the kingdom.

[Question] To what extent can one say that you have used these available resources in the optimum way?

[Answer] We have actually provided for comprehensive uses for all these resources. We have three phosphate factories, in al-Rusayfah, al-Hasa and al-Abyad. The most important phosphate areas lie in al-Shahidiyah, close to Ma'an, where the volume present is estimated at about a billion tons. We at the present time are preparing a program to exploit these which will cost 300 million dinars. This investment program, in addition to mining activity, will result in the establishment of a residential city and the laying of a new 115-kilometer railway to al-'Aqabah.

[Question] What are your future expectations as far as phosphate production goes?

[Answer] We anticipate that our phosphate production in the mid-nineties will come to 9 million tons, of which we will export 5 million. The rest will be set aside for use in the chemical fertilizer project in al-'Aqabah.

[Question] What about the exploitation of Dead Sea salts?

[Answer] With respect to the Dead Sea salts, the costs of the potash project come to 500 million dinars and its maximum capacity will total 1.2 million tons. At the present stage, half this amount is being produced.

[Question] Moving over to the area of trade, what are the most important markets to which you are opening up, and what are the most prominent indices as far as the future of foreign trade goes?

[Answer] Our most important foreign markets at the present time are the countries of the Far East and India. We are also exporting to China now, in addition to Japan, Turkey and the countries of Eastern Europe.

One good sign, as far as the movement of foreign trade goes, is that African markets have opened up to Jordanian fertilizers and Ethiopia is now considered one of the biggest foreign markets for the disposition of our fertilizer production.

[Question] There is vigorous construction activity in the country which requires many construction materials and basic ingredients for construction activities, especially cement. What is the situation as far as this vital construction material goes?

[Answer] As far as the cement industry goes, we now produce about 4 million tons a year, half of which is from the factory in Amman and the other half from the factory in the south. The latter exports its output to the Kingdom of Saudi Arabia, Kuwait, Egypt and Algeria.

What is perhaps noteworthy is that the Hashimite Kingdom of Jordan's consumption of cement comes to 2 million tons a year, that is, an average of approximately 1 ton per citizen, which is a very high rate.

[Question] To resume talking about farming in the kingdom, modern science is no longer impotent in the face of the problem of the shortage of arable land. Numerous pilot experiments in many developing countries have managed to turn extensive areas of uncultivated land into productive farmland. Are you making any efforts in this regard?

[Answer] In fact, the concentration of agriculture in the north and center of the kingdom has provided us with an incentive to devise irrigation projects costing 250 million dinars for the areas in the south. We are also studying the possibility of developing the agriculture of the Jordan Valley to provide all the kingdom's fruit and vegetable requirements.

Studies and unremitting efforts have actually been made to benefit from modern technology in reclaiming further land and increasing the area of farmland. The private sector is playing a prominent role in this field, using the most modern up-to-date methods in this regard.

[Question] Have you entered the area of agricultural processing?

[Answer] Yes, we have actually started agricultural processing as far as surpluses in some crops, such as tomatoes, zucchini and eggplant, go, and we will continue our efforts in this field.

[Question] What is the agriculture sector's position in the 5-year economic and social development plan?

[Answer] The volume of industry sector investments in the current 5-year plan, which will end next year, is \$2.6 billion. One must note that Jordan is following an economic plan known as the mixed economy, since the government enters into projects which require large investments as a partner with the private sector. At present the government is participating in 30 major companies in varying forms.

[Question] Oil, your excellency the minister -- is there any hope that it may be found?

[Answer] That is the most important thing we are searching for now. The volume of our oil imports this year came to \$700 million. As a result of the rise in the price of the dollar, the difference in prices came to a further 16 million dinars. Our search for oil is dictated to us by our needs, which are constantly increasing with the development projects. So far, two wells have been discovered and the examination of their commercial feasibility is continuing.

[Question] Perhaps we have received an adequate grasp of the picture of the present; are you thinking about ambitious future plans in any of the fields which enter into your ministry's area of competence?

[Answer] There is the al-Shahidiyah phosphate project, which will cost 300 million dinars, the al-Lajun oil shale for extracting oil, the project to establish chemical industries based on natural resources and to establish what are known as industrial cities, the first of which will be close to the city of Amman, in which all services needed by industry will be furnished, and also a project to increase electric power by a magnitude of 420 million megawatts whose cost will come to \$200 million.

Although the commercial market here is open, we are concerned that the industrial output here be at a high level of quality, and we protect it, on condition that it be on a par with its imported foreign equivalent. We raise customs duties on foreign production to protect local production, on condition that its quality not be below that of the imported production.

[Question] A final question: what is the situation now as far as the tourist industry in Jordan goes?

[Answer] Before 1967 concentration in tourist activity was on the West Bank and visits to the holy places, but the 1967 war deprived Jordan of 80 percent of its tourist resources, in addition to 50 percent of its agricultural resources. Our attention immediately shifted to the East Bank, which in turn is full of substantial tourist resources. Today, in rapid strides, we are completing the infrastructure for tourist activity, such as hotels, outfitting of tourist sites, the holding of festivals, the establishment of tourist villages and complexes containing recreation facilities, the construction of camps and camping areas, and the holding of distinctive festivals and competitions.

Phosphate Company Production Outlined

London AL-HAWADITH in Arabic No 1465, 30 Nov 84 p 62

[Text] Some decades ago, good phosphate resources were discovered on Jordan's territory. Field research and studies established the presence of a large reserve which could be commercially exploited for decades to come.

The Jordanian Phosphate Company is considered the vanguard of pioneering activity in the field of the phosphate industry and one of the basic foundations on which the domestic economy in the Hashimite Kingdom of Jordan is based.

In the course of a conversation with Mr Wasif 'Azar, the director general of the Jordanian Phosphate Company, we become closely acquainted with the successful economic activity the company is engaging in, the most prominent achievements it has realized in the area of the phosphate industry, and the reflection of its activities on the domestic economy in the country.

[Question] First of all, we would like to become better acquainted with the Jordanian Phosphate Company and learn about the nature of its activity and its various dimensions.

[Answer] The Jordanian Phosphate Company is a public corporation whose capital comes to 20 million dinars; the Jordanian government's share in it is 9 percent and the private sector contributes the rest.

[Question] When was the company established?

[Answer] The Jordanian Phosphate Company is considered an old company in Jordan, since it was established on the production of phosphate in the forties, and exported the phosphate by traditional means which were well known at that time.

The company was reorganized after that and then assumed charge of the activities of exploring for and exploiting phosphatic mineral resources. The company, at the start of its activity, produced from one mine in al-Rusayfah, and exported its production from the port of Beirut or via the land route to Turkey.

The company's production at the beginning of the sixties was half a million tons. This volume then started to increase, reaching 3 million tons a year at the start of the eighties.

[Question] What mines are you working at the present time?

[Answer] Production at the present time takes place in three mines, al-Rusayfah, al-Hasa and al-Wadi al-Abyad. With the recent installation of equipment there, the company expects that their productive capacity will reach 6.5 million tons and that they will exceed that in 1985, coming to 7 million tons.

[Question] Are you exporting part of the company's output?

[Answer] Actually, up to 1982 all Jordanian production was exported. It is expected that the company will export a million tons this year and that the volume of exports will reach 1.3 million tons next year.

[Question] Through the tour we made of the company's various parts, sections and installations, it is clear that it is one of the biggest industrial companies in the Hashimite Kingdom of Jordan and one of the ones which has the greatest effect on the economic course of the country. How many workers are there in the company, in the various fields of specialization and employment levels?

[Answer] The number of people working in the company exceeds 4,100 workers and employees, 3,400 of whom are in the company itself and the rest of whom are working with contractors who carry out mining activities with the company.

[Question] What is the ratio of Jordanian personnel to the total workers in the company?

[Answer] Jordanian nationals constitute the overwhelming proportion of the workers in the company. They have proved their competence and worth by

undertaking the most exacting technical jobs and by their splendid ability to master modern technology. They without a doubt constitute the vanguard of the industrial and economic resurgence in the kingdom.

[Question] How great is the effect of the Jordanian Phosphate Company on Jordanian national income?

[Answer] The Jordanian Phosphate Company's effect on the domestic economy is now very evident, as it is on general national income. The company, as I pointed out to you, absorbs a very large amount of Jordanian labor, and, through sales, is considered a source of foreign exchange income.

[Question] What roughly is the magnitude of this income?

[Answer] At the end of 1984, Jordan will receive \$200 million. It enhances the value of this amount that the company's foreign currency expenditures are very limited.

In addition, the value added to the Jordanian economy which the company realizes is constantly growing and increasing. Total salaries and wages in it have come to 13 million dinars a year, and income tax now amounts to 3.5 million dinars.

The government receives profits ranging from 2 to 3 million dinars and the company pays \$1 million a year annually to the Social Insurance Organization.

[Question] To what main markets do you send your production?

[Answer] All the world phosphate markets are open to Jordanian production, in Oriental and Western countries, in industrial countries which need fertilizer and developing countries which need it to meet development needs.

[Question] Are there specific standards governing your export policy?

[Answer] The Kingdom of Jordan is careful to note that its market priorities go to the markets close to it. There are the markets of India, Pakistan, Rhodesia, Malaysia and Australia, there are the nearby European countries on the Mediterranean, there is Austria, which Jordanian phosphate reaches at competitive prices, and there are People's China, Taiwan, Japan, South Korea and New Zealand. We are now trying to get into the Phillipines so that all the countries of east and southeast Asia will become consumers of Jordanian phosphate.

[Question] To what extent is your company keeping up with modern management and scientific techniques and the modern technology revolution? What are the most conspicuous features by which your company is distinguished in this regard?

[Answer] The company has a group of numerous research and study departments which are on a level with their most advanced equivalents in similar international companies.

For example, we have a specialized exploration department which has the most modern mechanical equipment and modern technological machinery the world has known. This department carries out organized scientific research in the form of discovering ore sites and determining their quality.

[Question] What specifically is this department's output?

[Answer] It is the conclusions of this department's activity which lead and guide production operations in the company.

In addition to the exploration department, we have a department specializing in scientific research concerned with development of the uses of phosphate and improvement of its quality.

This department has in turn the most modern equipment and machinery, in addition to a small test plant in which tests are made to improve the grades produced, so that their level will be sufficiently improved to make them more effective for marketing in the various international markets and give them a deserving position vis-a-vis competition from international phosphate products.

[Question] What is the situation with respect to phosphate ore reserves?

[Answer] On this subject, let me refer to a detailed study which the Natural Resources Authority in the Hashimite Kingdom of Jordan carried out, from which it is apparent that phosphate of various kinds and quantities exists in 60 percent of the area of Jordan.

[Question] Has a numerical evaluation of these reserves been made?

[Answer] The reserves that have been proved so far, whose sites have actually been determined, are estimated at about 1.5 billion tons. Studies are available at the present time regarding the economic potential of this natural resource.

There are other sites in which the determination and confirmation of the ore present have not yet been carried out. It is estimated that volume of the ore that can be exploited in Jordan ranges from 4 to 5 million tons.

[Question] What is the reason why an attempt has not been made to ascertain this reserve in absolute numerical form?

[Answer] The reason is that if the rate of exploitation remains as it currently has been each year, the proved quantity in the Hashimite Kingdom of Jordan will be sufficient for the next 100 years.

[Question] What are your most important future projects?

[Answer] The company's future projects include the establishment of a compound fertilizer industry, in which it is our aim to have Arab investors take part, since Jordan is the Arab country which is qualified to be a center for the fertilizer industry.

In addition, the company's expansions are concentrated on al-Shahidiyah phosphate, which is situated in an area in which it has been proved that there are 1 billion tons of phosphate ore which require investments totaling 300 million dinars.

Various Public Works Reviewed

London AL-HAWADITH in Arabic No 1465, 30 Nov 84 p 63

[Text] The Ministry of Works, in any country, is the "nervous system" by whose pulse the pace of life there is organized and into whose arteries the force of life, vitality, development, creation and innovation are channeled. To the extent that a Ministry of Works performs its major tasks, the images and features of life in a given country are transformed. The Ministry of Works bears the most serious mission, which is that of establishing, building, constructing and redeveloping, in other words, the mission of reformulating life on the nation's territory.

Here is a conversation with Eng Ra'if Najm, the minister of works in the Hashimite Kingdom of Jordan:

[Question] We would like to learn first of all about the Ministry of Works' major concerns.

[Answer] The Ministry of Works is mainly concerned with the construction of roads and government buildings. I do not need to explain to you the importance of having a system of good modern roads in any country in our modern era, and the great benefits which countries derive from that in the political, economic and social contexts.

[Question] What status have the road projects in the Jordanian 5-year plan (1981-85) occupied?

[Answer] The 1981-85 5-year plan for economic and social development has included main road projects, some linking the Hashimite Kingdom of Jordan to its fraternal Arab neighbors, along with other important main roads within Jordan itself.

[Question] Could we have some examples of the roads of the former type, that is, roads which link Jordan to neighboring fraternal Arab countries?

[Answer] Examples of these are the desert road which proceeds south of Amman to al-'Aqabah, reaching into the Kingdom of Saudi Arabia, and also the road which begins from al-Azraq, which is considered an area where the roads going to Iraq and Saudi Arabia meet.

There is another main road, the Dead Sea road, on which work has now been completed. At the present time only a stretch of 32 kilometers is left in that, and it is hoped that that will be completed in the coming 5-year plan, with God's permission.

[Question] What is the importance of this road?

[Answer] Its importance is that it will link up the various parts of the kingdom, from the north to the south, to one another.

[Question] Why, then, the delay in constructing the rest of it until the next 5-year plan; why isn't it being completed in the current plan?

[Answer] That is because of the high cost of the part that remains; that will come to 900,000 Jordanian dinars, because the area it will pass through is rough and rocky. Nonetheless, the design of the entire road has been completed. It contains nine bridges and seven tunnels, totalling 900 meters in length, outfitted with vertical ventilation tunnels.

[Question] You talked about another feature of the Ministry of Works' activities, the construction of government buildings. Could some light be shed on the nature and dimensions of the work in this sector?

[Answer] The activity of the Ministry of Works includes the construction of government buildings in the various towns of the kingdom, whether those are ministry headquarters or hospitals.

[Question] While on the subject of hospitals, why did you refrain from building the Hamzah hospital?

[Answer] Regarding the Prince Hamzah hospital, which it had been decided would be built in 'Ajlun, it appeared that Jordan had no need for hospitals to be built at the present time in the central and south areas, because the hospitals that exist there are adequate and cover the needs of the citizens most effectively. Even if a shortage or deficiency arises, it is possible to meet that by modernizing the equipment or the technical staff.

On that basis, it was decided to construct a hospital in northern Jordan which would be annexed to al-Yarmuk University, where a medical faculty has been established. Thus, the hospital will serve the citizens. It will also function as a hospital for the university, where the students in the latter will receive training.

[Question] In respect to the buildings you construct, are you concerned with the Islamic character of the architectural art, to protect the noble heritage that has been handed down to us from our predecessors, so that your buildings will have a single distinctive character whose particular features will be inspired by the fine achievements of Islamic architecture?

[Answer] Allow me to mention to you an incidental item of information, which is that I personally am devoted to the study of the Islamic heritage, arts and antiquities. Then let me add after that that the prime minister has given agreement to the formation of a special committee for modern Islamic architecture and the Islamic heritage in Jordan and that His Majesty King Husayn has been so kind as to accept the honorary chairmanship of this committee.

[Question] What specifically is this committee's task?

[Answer] This committee's task is centered on guiding and directing Jordanian architects in the public and private sectors to take interest in applying the foundations and principles of architecture which we have inherited from the Umayyad, Abbasid, Ayyubid and Ottoman periods.

[Question] Then you agree that the capital of Jordan, Amman, does not in its present form have a specific architectural identity.

[Answer] This is a fact, there is no doubt about it, in spite of what has been established scientifically, to the effect that it is considered the oldest city in the world, since 30 statues have been discovered in the 'Ayn Ghazal area which date back 8,000 years before Christ. That in itself constitutes the greatest incentive for us to preserve the Islamic Arab identity, especially since the principles of Islamic architecture are easy to derive from the holy Koran, which urges that one not squander and spend profligately and that one observe moderation in spending!

[Question] What is your excellency's conception of Islamic architecture?

[Answer] Islamic architecture means architecture which is suited to Islamic societies in any environment whatever, at any time, while of course benefiting from modern technology by making it conform in terms of elements of speed, low cost and the use of local materials and goods.

[Question] We know the spiritual love that exists between you and old Jerusalem, the exalted status the city of cities occupies in your spirit, and the veneration you hold for it. Have you talked to us about that?

[Answer] I am most proud to be working in an area which occupies the attention of every Moslem Arab, the reconstruction of the al-Aqsa Mosque and the preservation of the Islamic and Christian antiquities in the old city of Jerusalem. I have compiled a massive volume on this holy city which I have called "The Treasures of Jerusalem." The Organization of Arab Cities has taken charge of printing it.

[Question] What does this book contain, specifically?

[Answer] It contains an accurate, detailed description of all the religious shrines in this city, for which the heart of every Moslem and Christian yearns, the current status of each holy place, its current condition, the various maintenance and repair work each requires and the costs that requires.

[Question] Millions of Moslems from all areas of the world are anxious to know some details about the repair work on the al-Aqsa Mosque.

[Answer] The committee to repair the al-Aqsa Mosque was formed after the barbaric fire which was set in it by a gang of Israelis from a fanatic sect in 1969. It included in its membership the Royal Committee for Jerusalem Affairs, the Ministry of Religious Endowments, the Organization of Arab Cities and its fellow Organization of Islamic cities.

I was honored to have the committee assign to me all the technical matters related to this work, and I started to visit the various sites a number of times each year and to present detailed reports on the course and progress of work and the various requisite technical and material needs.

The al-Aqsa Mosque suffered severe damage during the fire, which affected the pulpit of Salah-al-Din al-Ayyubi, the Mosque of 'Umar, the pulpit of Zakariya, the inner dome and elsewhere.

Now, in 1984, one can say, praise be to God, that all the repair work has been completed in full, the sites inside the mosque have been restored to their original state, and additional improvements have been introduced into them. The inner dome, which is a unique work of its kind, has been prepared with recourse to the aid of international organizations and authorities, although the basic work on it was done by skilled technical workers from Jerusalem itself.

Of the repair work, only the Salah-al-Din pulpit, which was totally burned, remains. The Jordanian engineer Jamal Badran has been diligently redesigning its decorations, artistic compositions and paintings for 4 years, and wood and materials resembling the original materials have been brought in, such as cedar from Turkey, ebony from Malaysia and ivory from the Sudan, on top of the silver threads and shells. The costs of this work come to about \$2 million.

Labor Achievements Noted

London AL-HAWADITH in Arabic No 1465, 30 Nov 84 p 65

[Text] Labor is one of the most precious values cherished by the people of the Hashimite Kingdom of Jordan. Labor in Jordan is a right, a duty, an honor and compliance with his almighty glorious statement: "Say: 'Work'; and God, and his prophet, and the believers, will surely see your work."

The people of Jordan, who approach work with this fiery enthusiasm, realize that they must not cease working for a moment, because work is their sole means to make up for the vast backwardness which separates them from the civilized international cavalcade. They realize that we are living in the era of technology, missiles and satellites and the brilliant era of scientific achievements which are on the verge of changing life on the surface of this planet.

On the basis of this proper notion dictated by the facts of the world that surround us, work in the Hashimite Kingdom of Jordan is no longer a brilliant slogan which people raise, but has become a belief, in a fierce race with time to make up for the vast backwardness which was imposed on the people over many long periods of foreign oppression and dominance.

In this conversation, Dr Taysir 'Abd-al-Majid, minister of labor in the Hashimite Kingdom of Jordan, reviewed all aspects, matters and subjects connected to labor affairs in the kingdom, reviewed the horizons of the future in the light of the efforts of the present and crossed many T's.

[Question] The beginning of this year saw the conference of labor ministers meeting in the midst of real hopes that the conference's meetings would produce effective results touching the heart of labor activity in the Arab countries and would set out successful solutions to many of their problems. What is your evaluation of this conference's activities?

[Answer] This conference was held in the capital of Iraq, Baghdad. The most outstanding thing to happen in it was what was called a pause for reflection regarding the Arab Labor Organization and a study of the organization from all its aspects.

The Arab countries felt that the structure and bylaws of this organization had been established in the pattern of the International Labor Organization at the time it was founded in 1970, and that that had caused it to organize and focus its activity on the preparation of reports and budgets and the issuance of promotions. No chance was afforded to set off on a serious quest in the various areas of Arab cooperation. It was also observed that the Arab Labor Organization had tended to expand its institutions, its centers and its industrial committees, which resulted in a substantial increase in its budget.

Therefore, the ministers of labor in this conference which I have referred to had to decide, for the first time, to reduce the organization's budget. They set out broad outlines to guarantee that its activity would be oriented toward service of the Arab nation in the field of labor.

It is expected that the Arab ministers will devote their next meeting, next year, to discussing the conclusions which the review of the organization's conditions has produced.

There are other important issues the Arab labor ministers discussed, including the conditions of workers in various areas, ways of offering them a helping hand, the subject of international labor conferences, the issue of manpower transfer among Arab countries, and the unjust competition it faces from incoming Asian manpower.

[Question] The issue of manpower transfer among Arab countries is an important one and I would like you to give us more details on its problems and its various numerous aspects.

[Answer] The outstanding characteristic in this regard is that this phenomenon is taking place out of motivation on the part of the Arab worker himself and has actually become widespread although there have been no specific agreements regulating the process and guaranteeing the rights of all the parties to them. The presence of close to 3 million Arab workers outside their own countries, spread about the various areas of the Arab world, is in itself an affirmation of the fact of Arab unity.

In another area, this phenomenon is bringing about a redistribution of Arab wealth among the various areas of the Arab nation as well as establishing a broader, deeper bond among the peoples of the Arab countries.

[Question] I suppose Tunisia has taken a practical step in this regard.

[Answer] A declaration was made in Tunisia a number of months ago bearing on easing the transfer of Arab manpower among the different areas of the Arab nation. As I consider it, the doors in the Arab countries which need manpower must be opened to Arab manpower and the restrictions imposed on its transfer must be alleviated.

The splendid experiment which the Hashimite Kingdom of Jordan has carried out in this regard, as a country that exports and hosts Arab manpower, is without a doubt to be considered a good example of what others must do, since it is exporting people with high technical expertise to neighboring countries and giving them every work and residence opportunity, and all the guarantees which Jordanian workers enjoy.

[Question] What are the dimensions and levels of the efforts the ministry has made to train technical labor personnel?

[Answer] There is an independent organization which belongs to the ministry and was established in 1976 which is in charge of training activities in accordance with a program whose most prominent feature is the subject of vocational apprenticeship. At present it contains 7,000 people who have completed the preparatory study level and continues for 3 years in 10 vocational training centers with integrated equipment, the cost of each of which has come to 10 million Jordanian dinars.

In these schools, the trainees study for 3 days in a specific area of specialization, then work for 3 days in their own field of specialization. The people who graduate from these centers become skilled workers on whom the Jordanian labor market relies and with whom the fraternal Arab countries are supplied.

We also have a second program, which is rapid short-term training over a period of 6 months in various skills. It is open to everyone. Graduates of this program do not acquire a high skill level but they can become proficient in one area of specialization from all aspects.

There is a third program to raise competence, where the training of workers actually is done in the various factories, leading to an improvement in their vocational competence. There are specialized centers in some industries which assume charge of training the workers who work in them, such as fertilizer, the petroleum refinery, telecommunications and the port of al-'Aqabah.

Jordan, after all this, is totally prepared to receive people from fraternal Arab countries and people from the Islamic countries and train them in training centers on its territory. This is actually happening now, since there are groups of trainees in Jordan from many Arab countries.

[Question] Do you devote special care to the issue of research and studies in a manner which serves your desired goals?

[Answer] That is one of the ministry's most conspicuous tasks. It has a specialized department including researchers and students who prepare applied and scientific studies and research works. Among these, for example, is a study on workers in the banking sector which includes all their areas of specialization. There also is constant followup of the conditions of workers in the occupied territories. Reports and studies on this subject are sent to the International Labor Organization. There also is careful followup of the circumstances of employment and hiring in Jordan, studies on emigration from Jordan and its effects from the economic and social standpoints, and a study on the preparation of graduates in various fields of specialization in order to meet Jordan's actual needs.

[Question] What major advantages do Jordanian workers possess compared with those workers coming from abroad receive?

[Answer] While Jordan opens its doors to migrant Arab labor, it gives priority to Jordanian workers, proceeding from numerous considerations, first of which are the rights stipulated in the constitution providing job opportunities for the people of the country. In addition, Jordanian workers are more stable, since they are present in their own country, and they enjoy a reasonable educational level; illiteracy is almost lacking in their midst.

The social insurance law issued in 1978 provides workers with insurance and retirement guarantees and copes with disability, old age and sickness. The Social Security Organization has succeeded in covering close to a quarter of a million workers, with an additional 200,000 persons on retirement, out of half a million workers in Jordan; that is, only 50,000 workers remain, and they are being rapidly covered by the umbrella of social insurance.

At the end of this year plans will be set out guaranteeing that social insurance is applied to workers abroad, although in optional, noncompulsory form. One healthy phenomenon is that the Social Insurance Organization has invested the financial reserves in its possession in real estate, hotel and housing projects which enable it to provide constant liquidity by which the organization can increase its revenues and meet its commitments.

South Cement Company Profiled

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[Text] The South Cement Company represents one bright aspect of the new industrial resurgence in the Hashimite Kingdom of Jordan and a truthful reflection of Jordan's aspirations to build an advanced industrial base by which it can join the ranks of the advanced industrial countries of the region and respond to most of its requirements, in respect to which it now relies on imports from foreign markets.

The South Cement Company occupies an important place in the sector of industry and mining in the 5-year plan (1981-85) and consequently represents a real forward push in the series of continuous efforts the government of the Hashimite Kingdom of Jordan is making to enter the era of heavy industry and realize self-sufficiency for the country in many of the major elements of life.

In order to draw up a clearer, more accurate picture of the nature of the ambitious work being done on the territory of Jordan in the sector of industry, this conversation took place with Eng Hatim al-Hilwani, director general of the South Cement Company.

[Question] At the start of our conversation, we would like to get a general picture of the company.

[Answer] The government of the Hashimite Kingdom of Jordan is devoting exceptional attention to the cement industry, in view of the great resurgence in development which is occurring in the country now and the massive construction activities taking place everywhere.

The government formed specialized committees to study the construction of the factory and put it up for bids, and the result of this was that a contract was made with the Japanese company Mitsubishi to build the plant.

The factory consists of two production lines with a total capacity of 2 million tons a year, at a total cost of approximately \$224 million. The agreement with the Mitsubishi company went into effect on 26 June 1981.

[Question] Through what stages did the course of work on the project pass before it started to yield its first fruit?

[Answer] The first line of the factory was constructed and put into operation in 33 months, that is, by March 1984, and the second line was put into operation and built in July 1984, that is, about 3 months before the contract period came to an end.

[Question] On this sort of project, with its great size, its complex modern technology and the concentration of people of various fields of specialization working on it, it is necessary to set down an accurate, carefully-studied scientific plan for operating the plant. Did you have such a plan? What are its dimensions and major elements?

[Answer] Of course we had such a plan. We in modern Jordan believe in planning and the scientific approach in everything.

The starting point was preparing the necessary technical staff to operate and maintain the plant and providing them with accreditation and training to work in its various departments.

We reached contracts with a group of the largest European cement manufacturing companies to assume the technical management of the plant for a period of 2 years to guarantee the proper operation and maintenance of the plant during the first stage of operation and production and get started on the process of training the Jordanian staff which was brought in. The company launched its operations in the middle of 1983.

[Question] Were the administrative agencies in the company able to handle the obvious level of technological advancement in the technical equipment, machinery, and work and production techniques?

[Answer] The company assigned a consulting firm to prepare accounting and financial systems for the company to keep up with developments in the pursuit of financial matters and expenditure and cost control. Work is now progressing in accordance with this accurate, advanced system.

[Question] When did actual production on the two production lines start?

[Answer] Production on the two lines started in 1984, at a level of about 2 million tons, as I explained to you.

[Question] What is your impartial scientific evaluation of the cement the company is producing at the present time?

[Answer] The cement the company is producing now is without a doubt the best grade of Portland cement. At the end of the present year salt-resistant cement will be produced.

Jordanian cement is distinguished by exceptional quality thanks to the great fame the rocks of Petra enjoy.

[Question] Is the factory now working at its full capacity?

[Answer] Yes, and it is performing its role in full in serving the great construction resurgence in the country and answering practical construction requirements covering all the territory of the kingdom.

[Question] What is the scope of the efforts you are making to market this production and open up greater and broader outlets for disposing of it?

[Answer] In the second quarter of 1984 the company offered its production on the market; this is Portland cement conforming to American specifications, and the company is devoting great attention to the matter of overseeing quality, so that it will be given protection from competition in foreign markets.

The company has made active contacts with major cement marketers and consumers in the Arab region and other countries of the world, with the goal of arriving at agreements for marketing the cement in these regions.

The contract signed with the Kingdom of Saudi Arabia to export 1.5 million tons of cement in the next 3 years began to be carried out last May.

The company is seeking to open new markets for its production in the Arab region, especially in Yemen, Kuwait, the Arab Republic of Egypt and the Sudan. The remainder of the production will be allocated to responding to local market needs. The fact is that that one of the most conspicuous challenges facing the company is the attempt to find new markets for disposing of the company's output and also the effort to reduce the cost of production.

At the present time extensive studies are being made to make use of the project to burn coal and oil shale, in addition to the project to produce salt-resistant cement.

The company is constantly conducting intensive, thorough research to keep watch over the quality of Jordanian cement, and as a result of this it is always apparent that it conforms to international specifications and its load capacity is three times world levels. This is a fact which the company's laboratories and international laboratories have confirmed, and it is a fact of which we are most proud.

[Question] What is the incentive for you to produce salt-resistant cement at a time when your Portland cement production is enjoying a good reputation?

[Answer] Salt-resistant cement is a type of cement which has not previously been produced locally, and there is relatively great demand for it in the Kingdom of Saudi Arabia and the Gulf countries, and indeed inside Jordan itself. Since it is imported from abroad, consequently the decision was reached to develop one of the company's production lines to produce this type of cement. Marketing of it will start at the beginning of 1985, with God's permission.

Description of Fertilizer Company

London AL-HAWADITH in Arabic No 1465, 30 Nov 84 p 70

[Text] Agricultural resurgence in any country depends on a number of basic ingredients, such as water resources, manpower, appropriate climatic conditions and the availability of fertilizers of use to the soil in renewing its potency and quantitatively and qualitatively raising its crop levels.

The interest of the government of the Hashimite Kingdom of Jordan has proceeded from this premise, in order to keep abreast of the agricultural resurgence in the country and the expansion in the area of farmland.

The Jordanian Fertilizer Industry Company Ltd, with its massive mechanical resources, its increasing productive capacity, its advanced technical and administrative agencies and its obvious impact on the appearance of agricultural life in the country, is considered in the forefront of companies working in the field.

Dr Mahmud Mardi, director general of the company, talked about his company's activity in this interview:

[Question] We would first of all like to learn about the company's history, in a rapid review.

[Answer] The Jordanian Fertilizer Industry Company Ltd was established in 1975 as a public corporation whose goal was to manufacture and produce chemical fertilizers in general and phosphatic fertilizers in particular.

[Question] Why did you concentrate on phosphatic fertilizers in particular?

[Answer] Jordan has massive reserves of phosphate ore, which is considered one of the most important of its natural resources being exploited now and constitutes a major domestic resource.

To make it possible to exploit this resource which God has bestowed on us, the company was established to serve the agricultural resurgence in the country and provide its requirements of phosphatic fertilizer, in order to realize the principle of self-sufficiency.

[Question] What is the company's capital?

[Answer] The company's capital at the beginning was 20 million Jordanian dinars. That then rose to 40 million in 1978, then 55 million in 1981.

[Question] What are the company's main products?

[Answer] The company produces phosphatic fertilizers such as phosphoric acid, triple superphosphate, ammonium phosphate, various kinds and different forms of compounds of this, and many other chemicals.

[Question] What strides has the company made since its establishment?

[Answer] Following its establishment, the company has carried out technical and economic studies and has put out bids bearing on the construction of the fertilizer industry complex, in order effectively to participate in industrial and technical development in the Hashimite Kingdom of Jordan, improve the balance of payments and create new job opportunities for citizens.

In November 1977, His Majesty King Husayn was so kind as to lay the foundation stone of the complex, and work on its construction proceeded apace until its structures were completed. His majesty was so kind as to open it officially on 30 November 1982.

[Question] What are the complex's rates of production at the current time?

[Answer] The company is now producing a total of 630,000 tons of fertilizer a year, accounting for 86 percent of the complex's capacity. Since these rates of production exceed local consumption requirements, a large part of it is exported to foreign markets.

[Question] What are the most important of these markets, specifically?

[Answer] We have the markets of the Far East and southeast Asia, such as India, China, Australia, Thailand and Malaysia, and the markets of east Africa, in addition to the markets surrounding us.

[Question] What are the main raw materials used in production?

[Answer] The complex uses 1.3 million tons of phosphate ores a year, which we obtain from the al-Hasa mines situated 200 kilometers to the north. The complex also consumes sulphur and ammonia imported from Arab and foreign sources.

[Question] What were the total costs of establishing this complex?

[Answer] The costs of establishing this complex totalled about 150.5 million Jordanian dinars, including the industrial port and the aluminum fluoride project.

The Jordanian government has contributed 26 percent of the financing of the project and the Jordanian Phosphate Mines Company 26 percent; in addition there have been some Arab and Islamic companies, organizations and banks, such as the Arab Mining Company, the International Financing Organization, the Jordanian Retirement Fund, the Islamic Development Bank, the Industrial Development Bank and the Arab Bank Ltd, as well as Jordanian and Arab shareholders.

[Question] To round out the features of the picture, what is the situation regarding labor in this massive complex?

[Answer] At the present time about 850 employees and workers are working in the company at various levels of employment and specializations, as follows:

Higher management, 42, technicians, 505, administrators and accountants, 113, and various activities, 190.

[Question] Do you seek the aid of foreign experts?

[Answer] The fact which we must recognize is that there are some aspects which we are still inadequate in grasping, which require that one seek the aid of foreign expertise. This is the situation as far as not only we are concerned but also every developing country in the world which is earnestly trying to catch up to the cavalcade of international technological progress and the revolution in electronic sciences.

There is absolutely nothing shameful in having developing countries seek the aid of foreign expertise to round out what they lack and make up for the vast backwardness which separates them from the advanced industrial countries. That in my view is better than backwardness.

The role of foreign expertise is a temporary one; as soon as the expertise and preparation required for domestic personnel are completely provided, the latter will immediately occupy the place of the foreign experts. As far as the complex goes, I am proud that the bulk of the work in it, in the case of the technical and administrative work, is concentrated in the hands of domestic personnel who have established a high level of competence and a tangible ability to assume charge of the most delicate and complicated work, which we rely on totally in the process of cultural transformation going on on the territory of the Hashimite Kingdom of Jordan and in the execution of the ambitious development plan programs.

[Question] What is your policy regarding the preparation of various staffs and competent personnel needed to administer the work in the complex?

[Answer] Our policy in this area proceeds along two parallel lines. On the one hand we send engineers and senior technicians to get training in similar European factories and acquire practical expertise in the field.

On the other hand, we hold intensified training courses in the complex; these contain about 200 trainees, who are trained by specialists from Europe and the United States of America.

[Question] What are your aspirations for the future?

[Answer] I believe that Jordan is traveling along the right road. We have an economic and social development plan which is realizing its goals successfully because these goals are inspired by the state of affairs we are living through, the real circumstances of the country and the hopes and dreams of the great people of Jordan.

The goals in this plan which are being realized fill us with confidence and optimism concerning the future. There is serious effective work in all areas and fields and there are good achievements which are being realized each year and whose effects the people sense in their daily lives, offering promise of a more prosperous, comfortable future for the children of this great, perseverant people, whose interests are looked after, and whose hopes are received sympathetically, by His Majesty King Husayn, the monarch of Jordan and the creator of its modern cultural resurgence.

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