

PN-ABN-422
EN 51142

**United States Agency for International Development
Human Resources Development Assistance (HRDA) Project**

LABAT-ANDERSON Incorporated

**Training Provider Assessment
Summary Report**

TUNISIA

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August 1992



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Training Provider Assessments Tunisia Database Executive Summary

Introduction and Background

LABAT-ANDERSON Incorporated is developing a Training Provider Assessment (TPA) database to assist USAID Missions to respond to the growing demand for training—particularly by the private sector—in African countries. The TPA's are being developed under USAID's centrally funded Human Resources Development Assistance project, which aims to provide support to the development of the private sector throughout Africa.

The present report covers a consultancy survey performed during the period July 1 to August 15, 1992, with the objective of developing TPA's of training providers in Tunisia. The consultancy involved the identification of training institutes, the administration of two questionnaires to each institute, input of the data into a database, and the drafting of this summary report. The TPA survey/database for Tunisia builds on a study which was previously performed by USAID/Tunis in preparation for its PROS (subsequently renamed MTPS) project to promote the private sector through training. The TPA's build on the earlier study in that they provide profiles (although much less detailed) of a total of 43 training providers together with profiles of between one and eight courses offered by each provider. The TPA survey provides a broader picture of the training sector in Tunisia in terms of the type of sector covered, courses offered, and institutional strengths of the companies surveyed. It *also* provides a rating for each institute. Institutes in all of the sectors covered offer courses that would be useful for private-sector participants from other African countries.

Findings

Training providers within Tunisia may be grouped within the following major sectors:

- Management training: includes general management, quality control, marketing/retailing, hotel management, industrial safety procedures, accounting, finance and auditing
- Technical: mechanical, electrical, miscellaneous, industry, plant security, maintenance
- Computer technology and operator technology
- Banking and insurance
- Distance learning

The majority of providers fall within the management training sector.

Tunisian private-sector institutes are very sensitive to market conditions and are fast to launch new programs in response to market trends. At present, for example, with the opening up of the

economy these institutes are increasingly offering courses which respond to the demand/need for training in product marketing, quality control, export procedures, and, to a lesser extent, strategic planning. Also, with increased competition on the domestic market, companies are becoming more and more aware of the importance of quality customer service and client satisfaction. In addition, good courses are also offered in hotel management, communication (with clients), banking, plant safety systems/technologies, and computer systems.

All providers are willing to receive third-country participants in Tunisia and most of them are willing to implement training activities in other African countries.

The average training institute does not have extensive facilities in terms of meeting rooms, canteen facilities, and so forth. However, this is not an issue in Tunisia since the country has a very well developed hotel infrastructure and all hotels have good conference facilities, including equipment items such as overhead projectors, video, and so forth.

A major issue that requires greater attention is teaching skills and competency. Very few trainers have received specific training in adult education techniques, and training methods seem to focus around lectures and, to a lesser extent, case studies. However, there are exceptions and some institutes could be used as a resource to develop the training skills of the remainder of the training sector. Technical and computer courses focus their training on hands-on practice.

Recommendations

The terms of reference of the consultancy did not include making recommendations with regard to institutional strengthening. However, some preliminary comments and suggestions are made with regard to enhancing the training methodology and training program development and management skills of private-sector training institutes.

It is recommended that any institutional strengthening strategy be developed in conjunction with the private training sector through the “Chambre Syndicale” (employers’ federation) and some of the country’s leading trainers. It should also use and/or develop the resources which already exist in-country, both in terms of training competency (facilitation methods, module development, and materials) and technical competency (modern management techniques, quality control, and so forth).

Training institutes should be taken through the entire training cycle with specific clients and/or sectors, from needs assessment through post-workshop performance monitoring, including workshop planning, module/materials development, appropriate TOT, and formative and summative evaluation techniques.

I. Background and Methodology

1. Background

USAID's Human Resource Development Assistance (HRDA) Project seeks to support private sector development throughout Africa via the enhancement of skills necessary for the creation and growth of private-sector economic activity. Under this project, contractor LABAT-ANDERSON Incorporated is developing a Training Provider Assessment (TPA) database to assist USAID Missions to respond to the growing demand for training, particularly for private sector training, in support of Mission strategic objectives.

Consultant Elizabeth Bennour was recruited to develop the TPA database for Tunisia. The purpose of the assessment is to uncover new faces in training in Africa by identifying private-sector training providers such as consulting firms, business and professional organizations, and NGO-sponsored programs. The consultant's assignment involved the identification of 40 to 60 training institutes/companies for inclusion in the survey; the administration of two questionnaires (provider questionnaire and course questionnaire); data entry using the GTI program; and the drafting of a summary report. The consultant was provided with administrative assistance (making contacts/appointments and questionnaire administration) by Mme. Marie-Madeleine Chtourou. The consultancy was performed during the period July 1 to August 15, 1992.

This survey builds on a study that was previously performed by USAID/Tunis in preparation for its PROS (subsequently renamed MTPS) project to promote the private sector through training. The initial study consisted in a survey of a selected number of short-term management training providers in the private and public sectors as well as NGO's/associations. Detailed institutional profiles were prepared on nine of these institution (3 of each type). The study identified the major issues and constraints in the area of short-term management training. The TPA's build on the earlier study in that they provide profiles (although much less detailed) of a total of 43 training providers together with profiles of between one and eight courses offered by each provider. The TPA's also include other types of training in addition to management (see sectors below). Some of these additional sectors (for example, technical, some aspects of banking and insurance) might be useful for the upcoming MTPS project which will focus mainly on the provision of support to export companies, while others (for example, computers) might be of lesser interest for MTPS. All of the providers and sectors are of potential interest for other African countries. The TPA survey provides a broader picture of the training sector in Tunisia in terms of the types of sector covered, courses offered, and institutional strengths of the companies surveyed. It also rates each institution against a number of criteria, although at this stage the ratings are only of a preliminary nature since they need to be based on participant experience in order to have a meaningful value and a greater degree of objectivity. It is important to note that the ratings evaluate each institution against specific criteria and not in relation to each other. (For example, income levels, staffing levels, participant levels, and so forth are not taken into account in the rating.)

2. Methodology

The survey team was briefed and trained in using the GTI program by HRDA Private Sector Training Coordinator Barbara Howald during the week beginning June 22, 1992. At the same

time, a list of survey sectors and a preliminary list of training institutes were drawn up and approved by the USAID Mission in Tunis. Most of the institutions on the list are either private-sector institutes or professional associations, although some public-sector institutions and companies were included because they focus a major part of their training programs on the private sector.

The training institutes included in the survey were identified through the following sources:

- The list of institutions surveyed by Bennour for the USAID/Tunis PROS (subsequently renamed MTPS) project in December 1991/January 1992. Only the private-sector training institutes and one public-sector institute (IFID) were included in the TPA database.
- All of the training institutes listed as members of the *Chambre Syndicale Nationale des Entreprises d'Etudes, de Conseil et de Formation* ("Chambre Syndicaler").
- Training institutes identified through newspaper advertisements published between October 1991 and June 1992.
- Other institutions known to the survey team (for example, API, STEG, and INBMI).

The final list of institutes surveyed is included in Appendix I. Full provider profiles were developed for 43 of the 51 institutes on the list. Of the remaining nine institutes, six were unavailable for various reasons and two were dropped because they were considered inappropriate (see details in Appendix I). With the exception of two exhibition companies, which were included at the request of the HRDA Private Sector Training Coordinator, all of the institutions surveyed provided training in some form or another. Consulting firms that do not provide training as an ongoing part of their activities were not included in the database.

Not all of the training institutes included in the December 1991/January 1992 survey were visited a second time. In some cases additional information was gathered by telephone contact and in other cases—where more detailed information was required—site visits were made. In general, interviews took approximately 2.5 to 3 hours and in approximately 35 percent of the cases it was necessary to make a second, and even third, visit to collect additional information and/or documents. In some cases (for example, Institut de Santo et de Securite au Travail, INNORPI), at least five visits were made in an attempt to obtain an interview. In approximately five cases the respondent did not turn up for the interview and had to be contacted again (in all cases successfully).

Initial contacts were made by telephone and respondents were told that the interview would take up to 3 hours. They were briefed on the type of information required in order to prepare themselves prior to the interview. At the beginning of each interview, it was explained that the survey was being conducted in order to establish a database of African training institutes/providers which might be called upon to provide training to participants from other African countries. It was also explained that the database would be made available to USAID/Tunis for use in its upcoming MTPS project. A number of institutes on the list were not

surveyed because they were closed for the summer vacation. However, these institutes were entered in the provider profiles in order to be included in the first update.

A wide range of courses is available, especially in the area of management training. The course profiles were selected so as to give an idea of the total available range, taking into consideration what individual institutes considered to be their most attractive products. Usually up to four course profiles were input for each provider, although in some cases (for example, SAMEF, Institut El Amouri, Tourisme Formation Consultant) such a wide and interesting range of courses is offered that it was necessary to include up to eight courses. In all cases, it is well worth looking into an institute's brochures to see what courses it offers in addition to those covered by the profiles.

With the exception of two institutes (Actuel Formation and Institut de Santo et de Securite au Travail¹) all respondents were very keen and enthusiastic to provide information in the hope that they might be called upon to provide training for African participants. All institutions said that they would be willing to send teams to African countries to implement training programs.

3. Note on Ratings

As mentioned in I.1 above, institutes were rated against a number of criteria (institutional: management, infrastructure, administrative support; staff: technical knowledge, teaching skills, accessibility; and programs: materials, methodology, and coordination). However, the only rating category fully covered by the questionnaire was the institutional category. The questionnaire did not include questions to assess teaching skills, materials, or methods. It was left to the survey team to go beyond the questionnaire and look into these issues, which was rarely possible since the interviews lasted for approximately 2 to 3 hours using the questionnaire as it stands. Also, it is difficult to obtain an objective assessment of these items through an interview with the company owner or a senior executive. For example, 95 percent of respondents would state that they used participatory methods, but when exploring the issue it would be noted that their interpretation of "participatory methods" was open discussions during a lecture session. Appropriate evaluation questionnaires should be developed for use by participants in order to provide the answers required by the rating guide. The Provider Questionnaire also needs revising to take into consideration the need to respond to the rating criteria.

II. Findings and Conclusions From Training Provider Assessments for Key Sectors

The key sectors catered to by Tunisian private-sector training institutes/companies are:

- Management training: includes general management, quality control, marketing/retailing, hotel management, industrial safety procedures, accounting, finance and auditing
- Technical: mechanical, electrical, miscellaneous industry, plant security, maintenance

¹ The reasons for the reactions of these institutes are documented in the provider profiles.

- Computer technology and operator technology
- Banking and insurance
- Distance learning

The first four sectors will be discussed in this report.

The vast majority of private-sector institutes fall under the “management training” category. For the specific purposes of this report, the term “management training institute” is used as an umbrella term for institutes providing training in business administration (accounting, fiscal procedures, office procedures), modern management (strategic planning, leadership, problem identification/solving, and so forth), human resource management, quality control management, procurements/inventory management, exporting, marketing, retailing and hotel management. The reason for this is that the training courses offered by the institutes in this category usually cover several of these areas (or all of them in the case of SAMEF). Most of the institutes in this category also provide some form of computer training, generally in specific programs (for example, Lotus 1-2-3, word processors). However, computer training has been dealt with separately since there are enough institutes specializing purely in computer training to provide adequate substance to be dealt with as a separate sector in this report.

Some institutes cut across several sectors, for example, management, banking, computer operator technology, while others specialize in sectors, for example, technical, banking. Also, within one sector there are institutes which focus on a particular theme, for example, quality control (Jawda, Institut de la Qualite Totale), hotel management/administration (Tourisme Formation Consultant), banking/insurance (IFID, Association Professionnelle des Banques), procurements/inventory management (ATUGA).

There are a large number of technical training schools in Tunisia, many of which work under the FIAP (employment promotion) program. However, it was decided not to include them in the database since they provide training in very basic skills requiring minimum education levels. The technical training institutes which are included in the database provide training for higher level technicians and managers.

In order to avoid repetition, the Executive Summary of the report on the December 1991/January 1992 survey for the USAID/Tunis MTPS project is appended to this report and referred to as appropriate (see Appendix II).

Sector A: Management Training Institutes

A. Overview

1. *Types of Training Providers.* As mentioned above, the majority of private-sector training institutes fall within this category.

All of the management training institutes included in the data base are private-sector institutes with the exception of two professional associations (ATUGA and ARFORGHE). Many of them were created within the past 3 to 5 years, although the strongest institutes in terms of finance, programs, and image were established in the 1970's. Most of the private-sector institutes are consulting firms which provide both consulting and training, with the share of revenue for each activity varying from one year to the next according to demand. It is important to note that many of the small, recently established companies are owned and run by highly trained specialists within given technical fields (for example, auditing, retailing, communication) and this reflects strongly on the quality of their programs and services. Thus, a potential training provider should not necessarily be ruled out because it is too recently established.

The institutional characteristics and strengths of private-sector management training institutes are described in Appendix I (Section IV.a). The TPA survey confirmed that the majority of these institutes are very small in terms of staffing levels (very often with only 3 to 6 permanent staff) and that they rely strongly on part-time trainers who are more often than not university faculty.

2. *Target clients.* The private-sector management training institutes generally target corporate rather than individual clients. Courses are organized either for individual companies ("intra-compagnie"), in which case they are generally negotiated directly with the company, usually as a result of personal contacts, or for groups of companies in response to an annual published training program which is usually mailed to clients and prospects. Most companies generate the majority of their activities through direct negotiations rather than the publication of their annual programs.

The overwhelming majority of participants in "intra-compagnie" programs are sponsored by their employers, particularly since course fees of around TD 120/day are generally beyond the purchasing power of the average individual Tunisian client.

At present the majority of the corporate clients of management training institutes are large state-owned or parastatal companies. One of the main reasons for this situation is that these companies have substantial training budgets and, in most cases, training functions which have the specific role of organizing training activities. Very often training institutes are recruited through RFPs in compliance with the law of contract for public institutions. Thus, the client base of the typical private-sector management training institute includes companies such as Tunis Air, regional transport companies, the railway company, para-statal banks, the civil aviation authority, and so forth.

However, the client base of private-sector management training institutes does include private companies and this share of the market would seem to be growing, given the constant increase in the number of training companies.

The target participants within the client base are generally mid-level management staff or qualified technicians/professionals. These would include, for example, marketing managers, senior marketing staff, management auditors, professional accounting/audit staff, factory managers and even foremen.

Very few courses are targeted specifically at company owners since this category rarely considers itself able to go absent for more than one day (or at the most two days). However, they are willing to release their senior management staff for 3-day and even 5-day courses. This situation is gradually beginning to change as more and more company managers become aware of the need for strategic planning, leadership skills, and so forth SAMEF has achieved high participation levels at a cycle of 3-day workshops in strategic planning for company managers/owners which it started in January 1992.

Some courses are targeted at specific groups of support staff. One particularly common group in this category is staff who communicate directly with clients, for example, bank teller operators, airline stewards/hostesses, bus drivers, and supermarket checkout operators. Sales representatives are another common target group in this category. Office administration courses including topics such as filing systems, office organization, data base management (using computer programs) are frequently offered for senior secretarial staff and administrative assistants. It is this type of training course which attracts the largest number of women participants (in fact there are very few male participants in these courses) and for which the highest percentage of women trainers are used.

Apart from office administration, very few courses are targeted specifically at women. In fact there was considerable resistance during the interviews at the idea of "women-specific" courses. Women are welcome participants in all programs and are given the same treatment as male participants. From another angle, no individual company seems to have given thought to, or adopted, a specific strategy to tap this numerically important share of the market.

3. *Programs and Courses Available.* Traditionally, private-sector management training institutes tended to offer courses in conventional fields such as accounting, management audit, fiscal procedures, and so forth. However, Tunisian private-sector institutes are very sensitive to market conditions and are fast to launch new programs in response to market trends. At present, for example, with the opening up of the economy these institutes are increasingly offering courses which respond to the demand/need for training in product marketing, quality control, export procedures and, to a lesser extent, strategic planning. Also, with increased competition on the domestic market, companies are becoming more and more aware of the importance of quality customer service and client satisfaction. As a result, an increasing number of institutes are offering courses on how to communicate with clients: in banks, transport networks, airline offices, and supermarkets. Some of these courses seem to be of particularly high quality.

The same companies which offer communication courses also tend to offer courses aimed at developing a company spirit and awareness ("culture de l'entreprise"). These courses are beginning to sell more and more as company owners and executives become aware of the need to attract the commitment of their staff to efficiency and product quality.

Transport planning and management is a topic which is offered by most of the private-sector training firms. Possibly because there are a lot of large government and para-statal companies with adequate training budgets in the transport sector, but also because of the need to achieve efficient operations.

Marketing and retailing courses are a major feature of many training programs. Marketing programs focus on both the domestic and the export markets and cover such topics as contract negotiation, product packaging, target markets, advertising, and so forth.

Another topic which attracts increasing numbers of participants is quality control. Two institutes (Institut de la Qualité Totale and Jawda) specialize exclusively in quality control, although some of the older institutes also offer very good courses. Most of the institutes which offer quality control courses offer training in "quality circles" (that is, the development of quality control monitoring teams). This approach is described under the course profile for quality circles offered by Institut El Amouri.

One institute (Tourisme Formation Consultant) specializes exclusively in hotel management and specific technical training for hotel staff (for example, waiters, stewards, and so forth). The courses offered by this company seem particularly interesting for other African countries with important tourist trades.

Two institutes (IFAT Securifor and Tunisian Prevention Services) specialize in security systems from both management and technical standpoints. The training is hands-on and is based on the clients worksite. These courses would be particularly good for other African countries.

Most of the courses offered are 3 to 5 days in duration since this is the maximum amount of time that staff can generally be made available. Most courses are offered in an annual program, although in practice, the major part of training revenue is generated by courses which are organized on demand. Consequently, the dates in the course profiles are of little importance since 95 percent of the courses are also available on demand in practice. There are a few cases of 9-month courses and one firm (Maghreb Management & Marketing) organizes courses 8 hours per week over a 3-month period. Most institutes would easily be able to organize workshops specifically for African participants or take training packages to third countries.

4. *Training Facilities (Physical)*. The typical private-sector management training institute in Tunisia has very limited infrastructure rarely goes beyond one or two meeting rooms, basic A-V equipment and administrative facilities. Institutes which provide computer training usually also have computers available for trainees. There are some exceptions to this general rule, particularly SAMEF which has a well-equipped multi-story building.

However, in Tunisia training infrastructure is not really an issue for management training institutes since the majority of them actually implement very few workshops on their premises. The majority of training is implemented either in hotels (which is the most widespread practice) or on individual clients' premises. When training is implemented in hotels, lunch and coffee breaks are usually included in the price. Hotel infrastructure is very well developed throughout Tunisia and most hotels have conference facilities including meeting rooms, overhead/slide projectors, video equipment, flip charts, and so forth. Additionally, management training workshops are generally executed during the period October to June which is mid-/low-season for the tourist trade and therefore the hotels usually offer very competitive rates for their conference facilities as well as meals and accommodation. Some training institutes organize

training out of town in tourist resorts such as Hammamet and Port El Kantaoui so that trainees cannot be disturbed during training.

Management training institutes were not unnecessarily penalized for lack of infrastructure in the provider ratings, since this is not really an issue in the Tunisian context. However, ratings of 5 were only given to institutes with extensive infrastructure facilities.

B. Conclusions on Utilizing For In-Country and Third-Country HRDA Training Activities. Tunisia has a large number of private-sector management training institutes which are willing and able to provide both in-country and third-country training for African participants. All of the areas addressed under "Programs and Courses Available" above would be worth exploring for African participants. However, when selecting a training company attention should be paid to the training staff, methods and programs of a particular institute. Some of the more well established institutes would probably provide a best bet until more is known of the performance of the more recent ones. However, this should not exclude considering implementing training activities with some of the more recent and specialized institutes such as Tourisme Formation Consultant (hotel management).

C. Conclusion Regarding Institutional Strengthening Needs. The comments on training programs (quality of training and technical competencies, pp. 3-4) in the Executive Summary of the December 1991/January 1992 study (Appendix II) should be taken into consideration. Specific TOT and technical programs are required in order to address these issues. Some of the institutes have the capability to participate in these programs (for example, Institut El Amouri for TOT; others for technical competencies). In addition, training institutes might be provided with assistance in module development based on market needs (for example, appropriate export marketing programs or product packaging strategies, maybe for specific sectors such as food industries, electronics, and so forth).

Training institutes also need assistance in how to perform training needs assessments and develop customized programs based on the assessments, followed by performance monitoring activities.

However, institutional strengthening of training institutes as a whole is a sensitive issue in a sector which is highly competitive. A good strategy might be to approach this through the "Chambre Syndicale" which is a respected body and tries to promote its image as the custodian of quality training in Tunisia. The "Chambre" also strongly feels that it should be involved in any effort to develop/promote the sector. (This was reiterated in an interview with Mr. Faouzi Belhadj, President of the "Chambre" in early August 1992.)

Sector B: Technical Training Institutes

A. Overview

1. *Types of Training Providers.* As was previously mentioned above, the survey only covered technical training institutes which provide short-term technical training for skilled and/or professional engineers. All of the institutes surveyed except two (Centre National du Cuir et de la Chaussure and STEG) are private sector and the two public-sector institutions focus on

public-sector needs. The Centre National du Cuir et de la Chaussure is totally managed by the private sector.

The majority of the technical training institutes covered provide only technical training although a few (for example, CIFORE, CMO) provide technical and management training. The two institutes specializing in industrial safety/security (IFAT and Tunisian Prevention Services) are also included in this category since the majority of their training is technical.

2. *Target Clients.* The target clients of the technical training institutes are parastatal and private-sector industrial companies which use mechanical and electrical machinery. Private companies are becoming increasingly aware of the need for efficient maintenance and safety programs and so are beginning to account for a larger portion of the market share in these programs.

3. *Programs and Courses Available.* Most of the courses offered by the technical training institutes aim to improve productivity and product quality. Training is either purely technical or management-related. The courses offered cover a wide variety of sectors including construction, mechanical engineering, electronics, electrical facilities, gas facilities and the leather industry.

Many of the courses aim to improve plant efficiency and safety. For example, STEG (public-sector producer/operator of the electricity and gas networks) provides training in the protection of gas and electricity facilities and in energy saving for electricity facilities. Other institutes provide training in equipment maintenance and repairs, maintenance planning, and production standards.

All of the technical courses provide hands-on training, usually on the client's premises using the client's own equipment. For example, in the IFAT course on diesel motors, participants actually strip down and rebuild a diesel motor on their own worksite.

As with management training institutes, most of the courses are organized on an "intra-compagnie" basis and are usually 3 to 5 days in duration, although some may be as long as 10 days.

4. *Training Facilities (Physical).* Most of the training institutes which provide technical training have laboratories, especially for training in electronics and electricity. STEG has excellent facilities just outside of Tunis. Most of the mechanical training is provided on the client's worksite.

B. Conclusions on Utilizing In-Country and Third-Country HRDA Training Activities. Tunisian private-sector technical training institutes provide good hands-on training in specific technical areas and would be suitable for implementing technical training either within industrial companies in other African countries, or in Tunisia in conjunction with industries which are willing to contribute their physical facilities practical training sites. This would require negotiation between the training institute and its Tunisian clients.

The less technical courses (for example, maintenance planning, fire prevention systems) would also be very useful for other African countries.

STEG would be an excellent candidate for receiving third-country participants since it has both the facilities required and an excellent reputation for quality training and services.

C. Conclusions Regarding Institutional Strengthening Needs. It is not possible to make specific conclusions at present without performing a detailed assessment of the quality of training provided. With the exception of the hands-on training, the same reserves as for management training institutes should be made with regard to teaching methods and skills (see Section II, Sector A, para. C).

Sector C: Computer Training Institutes

A. Overview

1. *Types of Training Providers.* All of the computer training institutes covered in the TPAs are private sector with the exception of the Centre National de l'Informatique (CNI) and IRSIT. Two of the institutes (Sphere Informatique and Tunisie Micro-Informatique (TMI)) are leading computer equipment distributors which have added training to their product range. In addition to the specialized institutes, the majority of the management training institutes (for example, CETAUF, BMF, and so forth) also provide training in specific computer programs.

CNI is a government-owned institute which was originally created to promote computerization in Tunisia. It has an excellent reputation and targets both private- and public-sector clients, although it is in direct competition with the private-sector training institutes. IRSIT has the specific role of introducing state-of-the-art computer and communications technology into the country; it passes the technology onto a private-sector actor who then takes responsibility for offering training courses to other companies and the public. For example, many of the courses offered in Sphere Informatique's brochure are run jointly with IRSIT.

2. *Target Clients.* Computer training institutes cater to the needs of individuals and companies, although with the exception of IFIB, most participants are sponsored by companies. The courses cater to two types of participants: professional computer technicians/engineers requiring refresher training for new technologies, and support staff requiring training in standard programs such as spreadsheets, word processing, and so forth. Corporate clients are usually large companies (parastatals, banks, and so forth) with well staffed computer departments and sophisticated computer systems.

Computer training courses receive the largest number of women participants, mainly for word processing and spreadsheet training programs.

3. *Programs and Courses Available.* Computer training programs increasingly tend to focus on specific programs/systems rather than on programming languages as was previously the practice. CNI, Sphere Informatique and TMI offer training programs in local area networks (Novell, Unix, ORACLE, and so forth). IRSIT provides training courses in sophisticated, state-of-the-art

technology, particularly in the field of telecommunications involving satellite systems and so forth. All of these more sophisticated courses are taught by highly trained, highly qualified professionals.

Most institutes offer courses in commonly used computer programs: WordPerfect, Word, Windows, Lotus 1-2-3, D-Base, Excel, and so forth.

As with management and technical training institutes, most of the courses are organized on an "intra-compagnie" basis although "intra-compagnie" courses are more frequent in this sector than in the previous two sectors. Modules are usually 3 to 5 days in duration, although some may be as long as 10 days. The course profiles provide details on the number and type of modules in each program, especially for the more sophisticated systems.

Training is practical, with the major focus on computer practice.

See reserves on teaching methods and skills in section C below. However, it should be noted that IRSIT staff participate in annual one-month programs to develop their own technical competencies.

4. *Training Facilities (Physical)*. All of the computer training institutes have meeting rooms and an adequate number of computers. IRSIT and CNI have particularly good infrastructure. Several companies rent out PCs and so there is a ready supply of additional computers if necessary. Many of the management companies which provide computer training rent computers specifically for their training sessions.

B. Conclusion on Utilizing for In-Country and Third-Country HRDA Training Activities. Tunisian training institutes have the skills and capacity to provide computer training to African participants both in-country and outside of Tunisia.

C. Conclusion Regarding Institutional Strengthening Needs. With the exception of the practical computer training, the same reserves as for management training institutes should be made with regard to teaching methods and skills (see Section II, Sector A, para. C).

Sector D: Banking and Insurance Institutes

A. Overview

1. *Types of Training Providers*. Three institutes specialize in banking and/or insurance:

- IFID: a public-sector post-graduate training institute which trains professionals for the banking and insurance sectors. IFID, which is a joint Tunisian-Algerian institute, is almost totally funded by private-sector and para-statal banks and insurance companies. It has an excellent reputation for quality training and is one of the few higher education institutes which has an ongoing in-service training program for faculty members. IFID also has a short-term training program which offers training in topics of specific interest to the banking and insurance sectors.

- Association Professionnelle des Banques (APB): a professional organization which represents the interests of the banking sector in Tunisia. APB provides both short-term and long-term training programs for bank staff. It has an excellent reputation for quality training.
- SAMEF: Tunisia's largest and most versatile private-sector training institute (covered in management training section) also has a banking school which offers short-term training programs in a wide variety of subjects. SAMEF produces some of its programs in conjunction with APB. Of all the short-term banking programs offered by the three institutes covered in the survey, SAMEF offers the broadest range of programs and also those which focus most on catering to the banking needs of private-sector companies.

2. *Target clients.* Target clients for the short-term training programs offered by the three institutes specializing in banking and insurance are the professional and mid-level supervisory staff of insurance companies and banks. SAMEF targets some of its banking programs at company owners and senior executives.

3. *Programs and Courses Available.* APB and SAMEF courses cover the whole range of conventional banking topics (loan analysis, portfolio management, and so forth) as well as topics such as company rehabilitation, training for branch managers, and so forth. APB's ongoing evening program prepares bank staff for promotion to higher grades. IFID and SAMEF provide courses in topical subjects such as exchange risks, insurance risks, export finance, and so forth. It is worth reviewing SAMEF's banking brochure for its full range of courses.

All of the courses are organized on the institute's premises.

4. *Training Facilities (Physical).* IFID and SAMEF have spacious and well equipped premises. APB's premises are spacious but were acquired only recently and consequently it still does not have adequate computer equipment.

B. Conclusions on Utilizing In-Country and Third-Country HRDA Training Activities. The Tunisian banking sector is well reputed both at home and abroad for its professionalism. Tunisian banks regularly send staff to other Arab and African countries (for example, Niger, Ivory Coast). The three training institutes specializing in banking and insurance all offer excellent courses and are good candidates for providing support to other African countries.

C. Conclusions Regarding Institutional Strengthening Needs. With the exception of the hands-on training, the same reserves as for management training institutes should be made with regard to teaching methods and skills (see Section II, Sector A, para. C) pending an objective assessment.

III. Approach to Institutional Strengthening Strategy

The terms of reference of the consultancy did not include making recommendations with regard to institutional strengthening. However, some preliminary comments/suggestions are made below.

The overall impression gained was that the majority of institutes do not provide their faculty with training in adult education methods and have not received specific training in module development. Very few courses seem to be developed based on an assessment of the specific needs of either a company or a particular sector. Few institutes seem to have the technical competencies required to develop training materials.

Nonetheless, skills and resources in the above areas do exist. Some institutes do provide good TOT for their staff (Institut El Amouri, SAMEF, possibly BMF) while others (Massmedia, Plus Formation as well as SAMEF and Institut El Amouri) have skills in materials development. At the same time, the training sector is beginning to organize under the "Chambre Syndicale" which is aware of the need to enhance the quality of training and generally improve the image of training institutes in Tunisia (see detailed profile in report on December 1991/January 1992 study). Members of the "Chambre Syndicale" are authorized to use the Chamber's stamp which is aimed to represent a seal of quality.

Any institutional strategy should be developed in conjunction with the private training sector through the "Chambre Syndicale" and some of the country's leading trainers. It should also use and/or develop the resources which already exist in-country, both in terms of training competencies (facilitation methods, module development and materials) and technical competencies (modern management techniques, quality control, and so forth).

Training institutes should be taken through the entire training cycle with specific clients and/or sectors, from needs assessment through post-workshop performance monitoring, including workshop planning, module/materials development, appropriate TOT, and formative and summative evaluation techniques.

IV. Next Steps for Mission

This section is beyond the Consultant's scope of work, particularly since the USAID/Tunis Mission is currently preparing its own private sector support project (MTPS).

The database will need regularly updating in order to remain a valid analytical/information tool. More training institutes are coming onto the market and will need to be added. The institutes which were not available in summer 1992 will also need to be surveyed in detail.

Appendices

APPENDIX I

List of Training Providers Assessed

Actuel Formation
Agence de Promotion de l'Industrie (API)
ARFORGHE
Association Professionnelle des Banques (APB)
ATUGA
B.C.E.F.
BMF
BTM
CAST*
CEDOC
CEFAC*
CEFEG
CEMO
Centre National de l'Informatique (CNI)
Centre National du Cuir et de la Chaussure
CEOFI*
CETAUF
CIFORE
CIFTEC
Conseil-Management-Organisatin (CMO)
COTIS
EEA-INTAC
Foire Internationale de Tunis**
FORHOM ENTREPRISES
FORMATEX*
ICET
IDEF*
IFAT SECURIFOR
IFIB
IFID
INBMI
INNORPI*
Institut de l'Habillement***
Institut de Santo et de Securite au Travail
Institut de la Qualite Totale
Institut El Amouri
Institut Pascal***
International Consulting Group
IRSIT
Jawda

Maghreb Management & Marketing
Massmedia
Plus Formation
SAMEF
Sogefoires Internationale**
Sphere Informatique
STEG
Tourisme Formation Consultant
Tunisian Prevention Services
Tunisie Micro-Informatique (TMI)
UTICA CCD-PME Project

* contacted many times but either closed for summer vacation or unavailable for other reasons

** exhibition center

*** not included in database (because inappropriate or too new,
not yet operational)

APPENDIX B

Executive Summary of Bennour's Report on December 1991/January 1992 Survey

I. Background and Objectives

USAID/Tunisia is currently designing a Productive Skills Training Project (PROS) which aims to 1) help the private sector acquire market-based skills and 2) provide support to USAID assisted projects. The types of training envisaged in the Project Identification Document include short-term in-country training; short term training in the United States/third countries, and long-term graduate level academic training in the United States. The Consultant was recruited to conduct an assessment of selected training institutions for use as a base document by the design team responsible for developing the Project Paper.

According to the Statement of Work, the objective of the Consultant's assignment was "to prepare an assessment of selected public- and private-sector institutions, organizations and associations in major cities throughout Tunisia that are currently providing or would be willing/able to provide short-term management-related training courses to the private sector in Tunisia." The final report was to include summary statistics as a result of a broad institution survey and seven to ten organizational profiles of key institutions.

The present report is the outcome of the Consultant's assignment and includes the following documents:

- Executive Summary
- Survey tables
- Institutional profiles of 9 institutions (3 public sector; 3 associations; 3 private sector)
- Brief notes on institutions visited

The Consultant was accountable to the USAID/Tunisia Implementation Services officer.

II. Findings

During the course of the assignment the Consultant visited 19 public- and private-sector training institutions and organizations in Tunis, Sousse and Sfax. Two private companies were also visited in Sfax. These institutions were selected from an initial list of 30 institutions. The institutions surveyed were identified through official publications (Ministry of Education and Labor Office), business directories, newspaper advertisements and information provided during meetings.

The major finding of the survey is that both public- and private-sector companies in Tunisia are becoming increasingly aware of the need for modern management training to help them meet the imminent challenge of a market economy and a united Europe. Both public and—more

particularly—private training institutions and companies, as well as a number of associations, are beginning to respond to this need by providing short-term management training courses.

The Consultant's brief specifically included reviewing private-sector training institutions within the context of USAID's objective to promote the private sector. As will be noted from the following discussion and from the institutional profiles, private-sector institutions are very much alive and quick to respond to this demand for short-term management training. The private sector is far more dynamic than the public sector in responding to trends and also possesses Tunisia's most highly skilled trainers.

However, regardless of the sector, training programs in Tunisia are faced with some major constraints which need to be addressed in the PROS design. These constraints are described in the following section.

II. Constraints

Three broad categories of constraints are encountered in management-related training for the private sector in Tunisia: 1) demand for training, 2) training programs, and 3) fiscal constraints.

1. Demand for Training

1) Volume of demand from SMEs. Tunisian SMEs generally have a small management staff and senior managers can therefore rarely afford to leave their jobs to attend training activities. Even when they can, they cannot be absent from work for more than three days. The availability of company managers themselves is even more limited. As a result, the vast majority of training performed in Tunisia is restricted to the staff of large public-sector companies and agencies, who can afford to release their employees for a few days.

Availability was raised as being a vital issue during the majority of meetings with private training institutions and should be taken into consideration in project design and training needs assessments. It is probably the major constraint faced by any training program targeted at SMEs and needs to be addressed by the development of innovative, flexible approaches. CCIS (Chambre de Commerce et d'Industrie du Sud, based in Sfax) is the only organization conducting training programs in which all participants are the management staff of SMES.

In many cases, when the Consultant presented the general outline of the PROS project to training company managers, they immediately reacted to the idea of long-term training by stating that no SME could afford to release its staff for more than a few months and that, consequently, long-term programs could only be for new graduates. USAID/Tunisia should give some consideration to this issue in order to define the objective of long-term training and develop safeguards to ensure that the project objective is fulfilled.

2) Nature of demand. As yet, the managers of SMEs are not really aware of the need for modern management training. However, they are very concerned by the need to adapt to a market economy and to be competitive on national and international markets in order increase their production levels. According to Mr. Hedi Jilani, President of the Tunisian Employers' Federation

(UTICA), managers of SMEs are anxious to improve their product quality, costing/time calculation skills, their capacity to operate on the international market and their knowled of the procedures for developing joint ventures.² According to Mr. Jilani, it is through programs aimed to address these needs that SME managers can be attracted to other aspects of management training. However, the UTICA CCD-PME project³ designed to provide support to SMEs found that organization/information systems was the area of greatest need.

It will be necessary for PROS to conduct an in-depth needs assessment of SME training needs and of their awareness of these needs in order to develop an appropriate training strategy. The needs assessment can use the data base of projects such as UTICA CCD-PME but should also include needs assessment visits to a sample of SMES.

3) Range of Participants' educational levels. The educational qualifications of Tunisian company managers range from primary school to Ph.D. The vast majority of Tunisian companies are SME's run by their owner or major shareholder, many of whom have not reached further than secondary education. However, these lesser educated company managers are becoming increasingly likely to recruit highly qualified technical and financial managers. Other—usually larger—companies are managed by highly qualified university graduates. This heterogeneity is an issue which needs to be taken into consideration when targeting and designing training programs. Most of the management-related training conducted at present is targeted at managers with a relatively high level of education (university and—in some cases—high school graduates).

2. Training Programs

a) Quality of training. With a few exceptions (and excluding the organizations not surveyed) competencies in the development, management and implementation of quality, skills-based training programs in Tunisia are very limited. The major problem is that training sessions are generally facilitated by university faculty whose main experience (and skill) is in delivering lectures, which generally replicate the lectures they give to their university students. This is exacerbated by the fact that there are practically no company-based training needs assessments, training needs being identified by a general intuition or feeling for the business environment. As a result, training designs are usually limited to the main headings to be dealt with in the session and it is left up to the facilitator (lecturer) to fill in the content using his/her own resources. Detailed lesson plans are very rarely developed. The people in charge of training programs are generally very satisfied with their product since they consider that they are providing high-quality programs delivered by the cream of the university resources. This situation prevails in both the public and private sectors. In addition, evaluation rarely goes beyond an end-of-workshop questionnaire for participants and, again, is the exception rather than the rule. One of the underlying causes of this situation is that (with one or two exceptions) training program managers have received no formal training for this vital task.

² The consultant did not meet with Mr. Jilani as part of this assignment, but in another context.

³ A bilateral project to support SMEs in Tunisia. This project was initiated by USAID but is now supported by Belgian program.

b) Technical competencies. Tunisia has developed a strong base of university-trained economists, accountants, auditors, computer scientists and business specialists who are generally called upon to facilitate the short-term management training courses currently offered. However, very few (if any) of these facilitators have been trained in the management skills required to meet the challenges facing Tunisian companies, particularly small and medium-sized enterprises (SMES). Such skills include strategic planning, problem identification/solving, leadership, management of organizational change, international marketing, and so forth. The PROS project would need to address this issue in order to provide the appropriate training to private-sector companies.⁴

c) Focus on Tunis. The majority of short-term training is provided in Tunis.⁵ The Sfax market is beginning to develop, however, as a result of the pioneering action of the local Chamber of Commerce and Industry, which is now taking programs on the road to seven other governorates in southern Tunisia. According to the survey, there is no short-term management training in Sousse in spite of the fact that Sousse is a major industrial area. Ten private companies, all members of the employers' federation for the training sector, recently visited Sfax to attend a workshop on "Training in the Company" organized by a local training firm, thus demonstrating their interest in penetrating this up and coming market. Evidently, the situation is ripe for developing training programs and networks beyond Tunis. The PROS design team might consider ways of developing joint private sector/chamber of commerce and industry programs based on the Sfax model.

3. Fiscal constraints

Professional training tax (Taxe de formation professionnelle - TFP). This is a major issue for private-sector training companies. TFP is levied on all companies at the rate of 2 percent of annual revenue (with the exception of the textiles industry which pays only 1 percent) and is reimbursable against the implementation of labor-office approved training programs. However, the bureaucracy is so cumbersome and slow that it discourages most companies from filing a reimbursement claim. The private training sector feels that this—together with 17 percent value added tax—is the biggest constraint to its development. The Training Sector Employers I Federation is lobbying for a reform in the method of reimbursement but there are no concrete signs of progress to date. It is forecast that TFP will provide the government of Tunisia with TD 26.5 million in revenue in 1992, only approximately TD 3 million of which will eventually be reimbursed. It seems unlikely that the government would be willing to introduce a reform which would probably result in it foregoing a considerable portion of this revenue.

However, TFP should not be viewed as a major obstacle to PROS. Private-sector companies continue to increase in number, which is proof that there is a sufficient market. Also, the CCIS

⁴ However, in many small companies, particularly outside of Tunis and Sfax, very basic management skills (for example, personnel management, computers, and so forth) are seriously lacking and need to be addressed. However, the competencies required to provide these programs are widely available.

⁵ Often programs are developed by Tunis-based institutions for Tunis-based firms but implemented in hotels in Hammamet or Sousse, but they are still only catering to Tunis firms.

program in Sfax has demonstrated that the demand among SMEs exists and can be mobilized if the appropriate strategies are used.

III. General Overview of Training Institutions/Organizations

This section provides an overview of important aspects of training institutions and organizations which cannot be gained by merely reviewing the institutional profiles. In order to avoid repetition, the issues raised in Section II above are not discussed here.

a) Private-sector training institutions. Over one hundred private-sector companies provide training in Tunisia. These range from the largest company, SAMEF, with a staffing level of 80 and an annual revenue of \$ 1,000,000 to one-man-and-an-answering-machine set-ups which make a modest annual revenue. However, the average training company has 6 to 10 permanent staff and an annual revenue of between TD 75,000 and TD 150,000. Almost all of these companies also provide consulting services in addition to training, which typically generates around 40 percent of their annual revenue.

Company legal status ranges from individual licenses to joint stock companies. However, the issue of legal status and equity seems to be of minor importance for the type, quality and quantity of training programs offered by private-sector companies. of much greater importance, however, is the Company manager. The quality and type of training programs is directly linked to the company manager's perception of training, that is, whether he perceives training as being the production of lecture programs on specific issues with some general discussion or rather as a skills-development activity.

In all private-sector training companies, it is the company manager who is the hub of all activity and who makes all the decisions. However, this does not pose the same problem as for public-sector institutions whose chief executives are frequently changed. Generally, the private company manager only leaves if the company goes bankrupt. Therefore continuity is not an issue in the private sector.

The average private training company implements 25 to 30 tailor-made workshops annually, in addition to its ongoing (standard) training program. Private companies respond rapidly to areas of need/opportunity. For example, at the beginning of the 1992 fiscal year, there were numerous advertisements in the newspaper each day for 1 to 3 day training workshops on the new budget measures and fiscal regulations. At the top end of the scale, in terms of both competencies and resources, SAMEF has identified the new demand for high-level management workshops in strategic planning and launched its first programs in this field in January 1992.

Given its sensitivity to the market and its flexibility, the private sector seems to be the most suitable candidate for developing modern management training programs for private sector companies in Tunisia, particularly for modules targeted to groups other than very top-level managers with the highest university qualifications. This intellectual elite group might be best catered to by more prestigious institutions such as IFID, IACE or, in the private sector, SAMEF. Any program designed to reach managers already working in companies would probably have the greatest penetration if implemented by the private sector.

b) Public-sector training institutions. All of the public-sector institutions visited are higher education institutions. Other public-sector institutions which provide training are the Labor Office (Office de la Formation Professionnelle et de l'Emploi), but its training is restricted to technical skills and is targeted to groups with lower levels of educational achievement. The Agency for the Promotion of Industry (API) provides some management training for newly established small companies which were set up under its supervision. The only Higher Education Institutes which provide short-term management training are the Ecole Nationale d'Administration (ENA), Institut de Financement du Developpement (IFID) and Institut Superieur de Gestion (ISG). Institutional profiles were prepared on each of these institutions.

Aside from the issues raised in Section II above, the main constraints with higher education institutes are the frequent changes in senior management and the fact that short-term programs are generally targeted to participants who possess at least a bachelors' degree. The shortage of permanent faculty is a further constraint to quality training programs, both in terms of design and facilitation techniques. However, this does not mean that these institutions should be overlooked. On the contrary, the PROS design team might consider ways of enhancing the quality of their present short-term training programs and helping them to develop further programs geared to the needs of specific target groups through linkages with similar U.S.-based management institutes with a sound experience in developing executive packages.⁶

c) PVOs and associations. The Institutional Profiles cover three organizations whose activities include the promotion of training in Tunisia: the "Chambre de Commerce et d'Industrie du Sud" (CCIS), the "Institut Arabe des Chefs d'Entreprisell (IACE) and the Employers' Federation for the training and consulting sector. CCIS is by far the most active and dynamic of all the four Chambers of Commerce and Industry (CCIS) in Tunisia. It does not content itself with restricting its training activities to the flourishing Sfax governorate, but is tackling the considerably more difficult governorates of southern Tunisia. Its approach of subcontracting the implementation of training activities to private-sector companies enables it to reach a greater number of participants and to adapt its programs rapidly in accordance with demand and needs. CCIS is also the only institution in Tunisia which effectively targets the managers of SMEs in its training programs. A program to develop private-sector training organizations could also include all four CCIS, assisting them to target local companies for training and develop appropriate packages, on the same model as CCIS.

The Employers' Federation has identified improving the quality of training as a priority issue for its members. The Federation has already covered considerable ground in promoting quality as a goal (code of professional ethics, Federation logo, and so forth) and should be involved in the development of a program to promote training through the private sector.

IACE has the reputation of being an elite organization, and is in fact elite in that it attracts the intellectual cream of Tunisian management. However, it is a fore-runner and trendsetter and as such should not be ignored. It might be worthwhile considering ways of providing it with

⁶ The choice of U.S.-based institutes should be approached with care, in light of the present debate on the quality of executive packages available through management training institutes.

assistance to ensure that the new training programs which it intends to develop are of the highest quality so that it performs its demonstration role with the best possible effect.

Recommendations

A. General Recommendations

1. The major recommendation resulting from the survey and analysis is that PROS work with private-sector training companies to Provide short-term training programs in modern management for SMEs throughout Tunisia. The private sector is sensitive to companies' needs and flexible to rapidly adapt its programs to cater to the needs. It is also fast to respond to new opportunities, as illustrated by the recent surge of interest in Sfax.
2. It is recommended that PROS perform an preliminary assessment of the training needs of SMEs and their own perception of their training needs in order to develop a) appropriate training programs and b) a strategy for enlisting the participation of SMEs in the training activities. This is a vital first step if PROS is to achieve a real impact on SMES.

It is recommended that, in the framework of the implementation of recommendations 1) and 2) above, PROS activities include the development of the training skills and technical competencies of the private-sector actors responsible for conducting the above-mentioned training programs. This task would be facilitated by the involvement of the private-sector actors in the needs assessment and training design.

3. It is recommended that PROS work initially through the CCIS, and in a second phase on the same model with the other Chambers of Commerce and Industry, to reach SMEs in all governorates of Tunisia.

The specific recommendations below suggest ways of implementing the above recommendations and also provide additional recommendations related to public-sector institutions.

B. Specific Recommendations (Reproduced From Profiles)

1. It is recommended that PROS work with the following private-sector training companies to provide training in specific areas:
 - a) SAMEF:

It is recommended that PROS work through SAMEF for the immediate implementation of training workshops in all management-related areas. SAMEF currently provides this type of training and has the absorption capacity to implement further programs.

b) Institut El Amouri:

It is recommended that PROS work with Institut El Amouri in the following areas:

1. TOT: developing programs to upgrade the training skills of Tunisian private-sector actors (training companies and companies with in-house training facilities). This could be done in conjunction with the Chambre Syndicale, or even with an public institution such as IFID, and should include training private-sector actors in activities such as training needs assessment (including pre-workshop surveys), training design, facilitation techniques and post-workshop monitoring and evaluation.
2. Developing and implementing communication programs (communicating with clients, communicating with staff, team-building, and so forth) for all sectors.
3. Training in marketing.

c) BMF:

It is recommended that PROS work through BMF to provide the mid-level management staff of small and medium sized enterprises (SMES) with management-related training of the same type which it provides at present.

Depending upon the outcome of a preliminary training needs assessment among SMES, the implementation of this objective might require some technical training for its trainers in modern management techniques.

2. It is recommended that PROS work in conjunction with the Chambre Syndicale to develop a strategy and action plan to target and provide small and medium-sized enterprises (SMEs) with appropriate management training programs.

The implementation of this recommendation would include 1) a training needs assessment of SMES, 2) a survey of the capacities of local training companies to efficiently respond to these needs, and 3) the development of appropriate training packages. Based on the results of task 2), task 3) might include activities to provide private-sector training companies with new training skills and technical competencies in order to ensure a successful outcome. The participation of local training companies in the needs assessment would also contribute to increasing their awareness and understanding of the needs and constraints of SMES.

3. It is recommended that PROS work through CCIS to provide management training to small and medium-sized enterprises in all eight governorates of southern Tunisia.

CCIS is ready and able to provide this type of training immediately. However, it is also recommended that PROS consider providing CCIS with the appropriate support to develop the competencies of its staff in managing training programs in order to ensure quality training programs and institutional sustainability.

It is also recommended that, in a second phase, PROS work with the three remaining CCIs to provide training on a similar model, thereby taking training to as yet unserved governorates of Tunisia. The implementation of this recommendation would involve activities to develop the training management skills of the appropriate staff of these chambers.

In the implementation of this recommendation PROS should provide CCIS and the other CCIs with assistance in pricing training programs and in developing appropriate strategies for taking management training to governorates which are less developed than Tunis and Sfax but where there is a latent need for this type of training program.

4. Subject to the outcome of an initial needs assessment, it is recommended that PROS work through IFID to develop and implement training workshops in the areas of finance and international trade for university-trained, managerial staff of private-sector companies and of public-sector institutions likely to impact on the private sector in these same areas.

It is also recommended that PROS work through IFID to provide TOT modules for private-sector trainers in the following areas: project analysis; computerized economic and financial project analysis; and project implementation and monitoring.

5. It is recommended that institutional linkages be developed between ENA and an appropriate U.S.-based public service training institution to enable it to enhance its training programs with a particular view to upgrading civil servants' capacity to serve private-sector clients (for example, fiscal, customs authorities) efficiently and expediently.
6. It is recommended that, in a second phase, PROS work through ISG to develop tailor-made management training packages for specific groups of private companies in conjunction with a U.S.-based institution.
7. It is recommended that PROS a) work in conjunction with IACE to identify future company executives among staff already working in SMES, and b) provide these young executives with appropriate training for their role as future managers; this training could be implemented by institutions such as IFID or SAMEF.

<u>TRAINING PROVIDER</u>	<u>CONTACT</u>	<u>PHONE</u>	<u>FAX/TELEX</u>
ACTUEL FORMATION COMPLEXE EL MECHTEL TUNIS TUNISIA	MOHAMED ALI KSONTINI	(1) 780.695	
AGENCE DE PROMOTION DE L'INDUSTRIE (API) 63 RUE DE SYRIE TUNIS 1002 TUNISIA	MR. HABIB BEL HOULA DEPUTY DIRECTOR, ASSISTANCE PROGRAM	(1) 785.510 (1) 287.600	(1) 782.482 14.166
ARFORGHE 35 RUE JEBEL BARGOU TUNIS TUNISIA	MR. HABIB BOUASSIDA VICE-PRESIDENT	(1) 797.314 (1) 798.344	
ASS. PROFESSIONNELLE DES BANQUES (APB) 57 RUE DE KHARTOUM TUNIS 1002 TUNISIA	Mlle. HELA MALOUCHE TRAINING OFFICER	(1) 797.974 (1) 798.537	(1) 798.766
ATUGA 78 RUE DE SYRIE TUNIS 1002 TUNISIA	MR. FETHI MEJRI LOGISTICS OFFICER	(1) 788.113	
B.C.E.F. 53 RUE ECH-CHAM TUNIS-BELVEDERE 1002 TUNISIA	MR. SALEM BEN ROMDHANE DIRECTOR	(1) 789.601	
BMF 7-9 RUE M'HAMED ALI ANNABI TUNIS-BELVEDERE 1002 TUNISIA	MR. FAOUZI BELHADJ DIRECTOR	(1) 784.426 (1) 288.036	(1) 788.061
BTM 37 RUE ECH-CHAM TUNIS-BELVEDERE 1002 TUNISIA	MR. NOUREDDINE MOALLA DIRECTOR GENERAL	(1) 284.165	
CEDOC 10 RUE DE L'INDE TUNIS 1002 TUNISIA	MR. RACHID KAROUJ DIRECTOR	(1) 890.410 (1) 890.426	(1) 794.915
DEFEG RUE TAIEB M'HIRI IMMEUBLE JAWHARA SFAX 3000 TUNISIA	MR. ZOUHIR KOUBAA DIRECTOR	(4) 40707	
DEMO RUE 7122 IMMEUBLE ERROUQI A17 EL MANAR 2 TUNIS 2092 TUNISIA	MR. RIDHA GOUBAA DIRECTOR GENERAL	(237.619)	
CENTRE NATIONAL DE L'INFORMATIQUE (CNI) 17 RUE BELHASSEN BEN CHAABANE TUNIS 1005 TUNISIA	MR. MOHAMED BOUZID DIRECTOR OF TRAINING CENTER	(1) 783.055 (1) 891.186	(1) 781.862

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CETAUF 43 AVENUE DE MADRID TUNIS 1001 TUNISIA	MR. HAMDIA OUESLATI DIRECTOR	(1) 253.690 (1) 340.198	(1) 342.198
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CIFTEC 7-9 RUE M'HAMED ALI ANNABI TUNIS-BELVEDERE 1002 TUNISIA	MR. FAOUZI BELHADJ DIRECTOR	(1) 893.716 (1) 288.036	(1) 788.061
CONSEIL-MANAGEMENT-ORGANISATION (CMO) 4 RUE EL OUAZZAZ EL MENZAH 1 TUNIS 1004 TUNISIA	MR. ABDERRAOUF DHAOUJ DIRECTOR	(1) 230.354 (1) 767.802	(1) 781.603
COTIS 6 RUE OTHMAN IBN AFFARI TUNIS 1082 TUNISIA	MME. CLAUDE BEN YOUSSEF PRESIDENT AND MANAGING DIRECTOR	(1) 285.233 (1) 891.517	
EEA-INTAC 30 AVENUE KHEIREDDINE PACHA TUNIS-BELVEDERE 1002 TUNISIA	MR. MOHAMED BOUSSAIRI BOUARDELLI GROUP PRESIDENT	(1) 890.391 (1) 890.393	(1) 894.684
FOIRE INTERNATIONALE DE TUNIS PARC DES EXPOSITIONS LE KRAM TUNIS 2015 TUNISIA	MR. ABDELAZIZ FARAH SALES MANAGER	(1) 730.111 (1) 731.111	(1) 730.666 15.189
FORHOM ENTREPRISES AVENUE TAHAR BEN AMMAR CENTRE AIDA BLOC NO. 8 TUNIS TUNISIA	MR. MOHAMED SALAH BEN AFIA DIRECTOR		
ICET AVENUE 5 AOUI RUE SAID ABOUBAKER SFAX TUNISIA	MR. NAJIB KAMHOUN DIRECTOR	(4) 25.665	
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<u>TRAINING PROVIDER</u>	<u>CONTACT</u>	<u>PHONE</u>	<u>FAX/TELEX</u>
IFIB 14 RUE DE L'OASIS MENZAH V TUNIS 1004 TUNISIA	MME. F. BERHOUMA DIRECTOR OF STUDIES AND TRAINING	(1) 767.488 (1) 767.308	(1) 767.488
IFID 8 AVENUE TAHAR BEN AMMAR EL MANAR 2 TUNIS 1004 TUNISIA	MR. EZZEDINE LARBI DIRECTOR OF STUDIES	(1) 766.311	(1) 767.336 14.811
INBMI 31 AVENUE DE PARIS TUNIS 1000 TUNISIA	MR. NAOUFAL GHAZOUANI INTERNATIONAL RELATIONS OFFICER	(1) 342.520	
INS DE SANTE ET DE SECURITE AU TRAVAIL 14 AVENUE DES ETATS-UNIS TUNIS 1002 TUNISIA	MR. MOKHTAR EL CADHI DIRECTOR OF INFORMATION & TRAINING	(1) 289.864 (1) 288.906	(1) 346.254
INSTITUT DE LA QUALITE TOTALE IMMEUBLE BEN SASSI RUE DE CARTHAGE ARIANA 2080 TUNISIA	MR. MUSTAPHA HARRABI DIRECTOR GENERAL	(1) 700.543 (1) 700.600	(1) 701.038
INSTITUT EL AMOURI 5 RUE DU HIJAZ 1002 TUNIS TUNIS TUNISIA	DR. TAHAR EL AMOURI PRESIDENT	(1) 500.505	(1) 791.442
INTERNATIONAL CONSULTING GROUP RUE HABIB MAZOUN IMMEUBLE TAPARURA ESC. A 8 ^{EME} ETAGE SFAX 3000 TUNISIA	MR. RIDHA GUERMAZI DIRECTOR	(4) 24.763	40.917
IRSIT 2 RUE IBN NADIM 1082 MAHRAJENE TUNIS TUNISIA	MR. MONDHER MAKNI PROJECT MANAGER	(1) 288.805 (1) 287.804	(1) 787.827 14.570
JAWDA 12 RUE MOHAMED AZIZ TAJ TUNIS 1001 TUNISIA	MR. IMED CHAOUCH DIRECTOR	(1) 349.446 (1) 254.881	(1) 348.298
MAGHREB MANAGEMENT & MARKETING 32 RUE D'ITALIE 1001 TUNIS TUNIS TUNISIA	MOHAMED ABASSI RABHI DIRECTOR	(1) 255 477	

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<u>TRAINING PROVIDER</u>	<u>CONTACT</u>	<u>PHONE</u>	<u>FAX/TELEX</u>
MASSMEDIA CITE LES OLYMPIADES BLOC 1 TUNIS 1003 TUNISIA	MR. MUSTAPHA MASHOUDI PRESIDENT AND MANAGING DIRECTOR	(1) 793.939	(1) 794.949
PLUS FORMATION 96 RUE DE YOUGOSLAVIE TUNIS 1001 TUNISIA	MR. GHAZI MEJBRI FOUNDER-DIRECTOR	(1) 345.095 (1) 343.130	
SAMEF 45 RUE D'IRAN 1002 TUNIS BELVEDERE TUNIS TUNISIA	MR. TAOUFIK RABAH PRESIDENT AND MANAGING DIRECTOR	(1) 890.550 (1) 892.322	(1) 782.791 13.107 ARAF
SOGEOFIRES INTERNATIONAL 34-36 AVENUE DE LA FOIRE LA CHARGUIA TUNIS 2035 TUNISIA	MR. MACEUR GAIZ MARKETING MANAGER	(1) 787.933 (1) 789.822	(1) 786.226 15.100/15.150
SPHERE INFORMATIQUE 3 RUE ABDELMALEK IBN MAROUENE TUNIS-BELVEDERE 1002 TUNISIA	MADAME BELHABIB TRAINING OFFICER	(1) 893.477 (1) 788.922	(1) 783.425
STEG 38 RUE KAMEL ATATURK TUNIS 1021 TUNISIA	MR. HABIB BOUASSIDA HEAD OF TRAINING DIVISION	(1) 341.311 (1) 243.522	
TOURISME FORMATION CONSULTANT 77 RUE BAB EL KHADRA TUNIS TUNISIA	MR. BECHIR TOUKABRI DIRECTOR	(1) 253.574	
TUNISIAN PREVENTION SERVICES 12 RUE IMAM EL BEKRI TUNIS-BELVEDERE 1002 TUNISIA	MR. MALEK HAROUNI GENERAL DIRECTOR	(1) 288.390	
TUNISIE MICRO-INFORMATIQUE (TMI) 47 AVENUE BOURGUIBA TUNIS 1000 TUNISIA	MR. SLIM BEN AYED COMMERCIAL MANAGER	(1) 352.355	(1) 350.110 14.367
UTICA CCD-PME PROJECT 70 RUE IBN BASSAM TUNIS 1004 TUNISIA	MR. RAFIK CHETOUANE PROJECT MANAGER	(1) 767.575 (1) 767.323	(1) 782.143 13.982

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AGENCE DE PROMOTION DE L'INDUSTRIE (API)							
TUNIS, TUNISIA							
	FEASIBILITY STUDIES FOR SMALL/MEDIUM SIZED ENTERP.	NONE	FRENCH		1 X PER YEAR	1	
ARFORGHE							
TUNIS, TUNISIA							
	DEVELOPMENT OF A COMPANY SPIRIT	CERT	FRENCH	180	1 X PER YEAR		
	HUMAN RESOURCE MANAGEMENT	CERT	FRENCH	180	1 X PER YEAR		
	MANAGEMENT STAFF MOBILITY	CERT	FRENCH	180	1 X PER YEAR		
ASS. PROFESSIONNELLE DES BANQUES (APB)							
TUNIS, TUNISIA							
	BRANCH MANAGER TRAINING	NONE	FRENCH		2 X PER YEAR	3	
ATUGA							
TUNIS, TUNISIA							
	COMPANY PURCHASING STRATEGIES	NONE	FRENCH	250	1 X PER YEAR		
B.C.E.F.							
TUNIS-BELVEDERE, TUNISIA							
	DATA BASES (ADVANCED)	CERT	FRENCH	1,100	1 X PER YEAR	1	11/16/92 11/27/92
BMF							
TUNIS-BELVEDERE, TUNISIA							
	CASH FLOW MANAGEMENT	NONE	FRENCH	450	1 X PER YEAR	1	
	COMPETITIVE STRATEGIES	NONE	FRENCH	350	1 X PER YEAR		05/11/92 05/13/92 10/07/92 10/09/92
	INTRODUCTION TO MICRO-COMPUTER SYSTEMS	NONE	FRENCH	450	1 X PER YEAR	1	06/08/92 06/10/92 12/16/92 12/18/92
	MARKETING STRATEGIES	NONE	FRENCH	350	1 X PER YEAR		05/06/92 05/08/92 09/22/92 09/25/92
	NEW PRODUCT PROMOTION AND RELEASE	NONE	FRENCH	350	1 X PER YEAR		04/20/92 04/24/92 09/22/92 09/25/92
	ORGANIZATION FOR SHOP FOREMEN	NONE	FRENCH	450	1 X PER YEAR	1	06/02/92 06/05/92
	QUALITY MANAGEMENT	NONE	FRENCH	350	2 X PER YEAR		
BTM							
TUNIS-BELVEDERE, TUNISIA							
	BUDGETING AND MONITORING	CERT	FRENCH	430	1 X PER YEAR		10/14/92 10/16/92
	MONITORING CHARTS/GUIDES	CERT	FRENCH	280	1 X PER YEAR		10/15/92 10/17/92
	MONITORING FOR QUALITY CONTROL MANAGERS	CERT	FRENCH	550	1 X PER YEAR	1	
CEDOC							
TUNIS, TUNISIA							
	BASIC SAFETY PROCEDURES FOR ELECTRICIANS	CERT	FRENCH	550	2 X PER YEAR	1	10/12/92 10/16/92
	INTRODUCTION TO QUALITY CONTROL	CERT	FRENCH	150	2 X PER YEAR		10/12/92 10/16/92

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CEFEG	SFAX, TUNISIA ORGANIZATION & MANAGEMENT FOR CONSTRUCTION FIRMS	NONF	FRENCH	480	1 X PER YEAR	1	09/02/92 09/06/92
CEMO	TUNIS, TUNISIA MARKETING STRATEGY	CERT	FRENCH	530	4 X PER YEAR		
CENTRE NATIONAL DE L'INFORMATIQUE (CNI)	TUNIS, TUNISIA UNIX OPERATING SYSTEM LEVEL ONE	CERT	FRENCH	330	5 X PER YEAR	1	
CENTRE NL DU CUIR ET DE LA CHAUSSURE	TUNIS, TUNISIA THE IMPACT OF VISUAL SHOE DESIGN ON SALES	CERT	FRENCH		ON DEMAND		
CETAUF	TUNIS, TUNISIA COMPUTER VIRUSES AND ANTI-VIRUS PRACTICES	NONE	FRENCH	440	ON DEMAND		
	INNOVATION AND CREATIVITY	NONE	FRENCH	440	ON DEMAND		
	LEGAL RISKS IN INTERNATIONAL CONTRACTS	NONE	FRENCH	430	ON DEMAND		
	PROCUREMENTS MANAGEMENT	NONE	FRENCH	480	ON DEMAND	1	
CIFORE	TUNIS, TUNISIA COMPUTERIZED MAINTENANCE MANAGEMENT	CERT	FRENCH	550	1 X PER YEAR	1	
	COMPUTERIZED PRODUCTION MANAGEMENT	CERT	FRENCH	440	1 X PER YEAR	1	
CIFTEC	TUNIS-BELVEDERE, TUNISIA CONSTRUCTION PROJECT SUPERVISION & COORDINATION	CERT	FRENCH	380	1 X PER YEAR		12/16/92 12/18/92
	DESIGN & MONITORING OF REINFORCED CONCRETE STRUCT.	CERT	FRENCH	500	ON DEMAND	1	
	INDUSTRIAL ELECTRONICS I, II & III	CERT	FRENCH	1,600	ON DEMAND	2	
	MECHANICAL VIBRATIONS IN ROTATING MACHINERY	CERT	FRENCH	380	1 X PER YEAR		12/09/92 12/11/92
	PLUG-IN BOARD REPAIR AND MAINTENANCE	CERT	FRENCH	500	ON DEMAND	1	
	STRUCTURAL STEEL AND SHEET METAL DESIGN	CERT	FRENCH	380	ON DEMAND		
CONSEIL-MANAGEMENT-ORGANISATION (CMO)	TUNIS, TUNISIA COMPANY ASSESSMENT AND REHABILITATION	CERT	FRENCH	450	1 X PER YEAR		
	CREATIVITY AND INNOVATION	CERT	FRENCH	390	1 X PER YEAR		
	PRODUCTION STANDARDS AND TIME ANALYSIS	CERT	FRENCH	340	1 X PER YEAR		
	REFRESHER TRAINING FOR MAINTENANCE PROFESSIONALS	CERT	FRENCH	1,100	ON DEMAND	1	
COTIS	TUNIS, TUNISIA NEGOTIATION AND SALES TECHNIQUES	CERT	FRENCH	1,500	3 X PER YEAR	16	11/01/92 02/28/93 04/01/93 07/30/93 09/01/93 12/30/93

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EEA-INTAC							
TUNIS-BELVEDERE, TUNISIA							
	CURRENT FISCAL REGULATIONS	CERT	FRENCH	300	1 X PER YEAR		11/05/92 11/07/92
	ELECTRONICS AND COMPUTER MAINTENANCE	CERT	FRENCH	1,800	1 X PER YEAR	36	10/01/93 06/30/94
	MANAGEMENT	DIP	FRENCH	1,700	1 X PER YEAR	36	10/01/93 06/30/94
FOIRE INTERNATIONALE DE TUNIS							
TUNIS, TUNISIA							
	CONSTRUCTION AND INFRASTRUCTURE FAIR	NONE	FRENCH		1 X PER YEAR		
	PRINTING AND GRAPHICAL ARTS FAIR	NONE	FRENCH		1 X PER YEAR		
	TEXTILES AND CLOTHING FAIR	NONE	FRENCH		1 X PER YEAR		
	TOURISM AND HOTEL TRADE FAIR	NONE	FRENCH		1 X PER YEAR		
FORHOM ENTREPRISES							
TUNIS, TUNISIA							
	CASH FLOW MANAGEMENT	CERT	FRENCH	450	1 X PER YEAR		10/08/92 10/12/92
	THE COMPANY AND BANKING	CERT	FRENCH	400	3 X PER YEAR		10/06/92 10/38/92
ICET							
SFAX, TUNISIA							
	RADIO AND TV ELECTRONICS	DIP	FRENCH	800	1 X PER YEAR	104	09/01/93 06/30/94
IFAT SECURIFOR							
TUNIS-BELVEDERE, TUNISIA							
	DIESEL MOTOR TECHNOLOGY	CERT	FRENCH	1,300	2 X PER YEAR	2	
	MAINTENANCE PLANNING AND PREPARATION	CERT	FRENCH	450	1 X PER YEAR	1	
IFIB							
TUNIS, TUNISIA							
	COMPUTERIZED MANAGEMENT	DIP	FRENCH		1 X PER YEAR	156	
	LOTUS 1-2-3	CERT	FRENCH	120	ON DEMAND		
IFID							
TUNIS, TUNISIA							
	FOREIGN TRADE FINANCING	CERT	FRENCH	520	1 X PER YEAR		
	INSURANCE PORTFOLIO MANAGEMENT FOR COMPANIES	NONE	FRENCH	360	1 X PER YEAR		
	MANAGEMENT OF FOREIGN EXCHANGE OPERATIONS	DIP	FRENCH	330	1 X PER YEAR	104	
INBMI							
TUNIS, TUNISIA							
	COMPUTER TRAINING FOR SCHOOL TEACHERS	NONE	FRENCH		ON DEMAND		
INS DE SANTE ET DE SECURITE AU TRAVAIL							
TUNIS, TUNISIA							
	INDUSTRIAL SAFETY PRACTICES AND MANAGEMENT	NONE	FRENCH		ON DEMAND	1	
	TRAINING OF SAFETY FACILITATORS FOR COMPANIES	NONE	FRENCH		ON DEMAND	1	
INSTITUT DE LA QUALITE TOTALE							
ARIANA, TUNISIA							
	ORGANIZATION OF THE QUALITY FUNCTION	NONE	FRENCH	420	1 X PER YEAR		12/17/92 12/19/92
	QUALITY AUDIT	CERT	FRENCH	420	1 X PER YEAR		12/03/92 12/05/92

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		OBJT	LANGUAGE				
	STATISTICS FOR QUALITY CONTROL	CERT	FRENCH	1,100	1 X PER YEAR	1	02/26/93 02/28/93 05/07/93 05/09/93 09/10/93 09/12/93
	TOTAL QUALITY CONTROL	CERT	FRENCH	1,100	ON DEMAND	1	
INSTITUT EL AMOURI TUNIS, TUNISIA	COMMUNICATING WITH CLIENTS	CERT	FRENCH	360	ON DEMAND		
	EXPORT MARKETING	NONE	FRENCH	600	ON DEMAND	1	
	MARKETING	CERT	FRENCH	1,200	2 X PER YEAR	12	
	QUALITY CIRCLES	CERT	FRENCH		ON DEMAND	3	
	STRATEGIC MANAGEMENT	CERT	FRENCH		ON DEMAND	2	
	TRAINING OF TRAINERS	CERT	FRENCH		ON DEMAND		
	UPGRADING SALESPERSONS' SKILLS	NONE	FRENCH	350	ON DEMAND		
INTERNATIONAL CONSULTING GROUP SFAX, TUNISIA	DEVELOPMENT OF PRODUCTION & CONSUMPTION STANDARDS	NONE	FRENCH	420	1 X PER YEAR		
	REFRESHER TRAINING FOR STOREKEEPERS	NONE	FRENCH	360	ON DEMAND		11/11/92 11/13/92
IRSI TUNIS, TUNISIA	GEOGRAPHIC INFORMATION SYSTEMS	CERT	FRENCH		ON DEMAND	1	
JAWDA TUNIS, TUNISIA	INDUSTRIAL METROLOGY	CERT	FRENCH	400	2 X PER YEAR		
	TOTAL QUALITY MANAGEMENT	NONE	FRENCH	400	1 X PER YEAR		
MAGHREB MANAGEMENT & MARKETING TUNIS, TUNISIA	SUPERMARKET MANAGER TRAINING	NONE	FRENCH		ON DEMAND	12	
	TRAINING FOR BUYERS	NONE	FRENCH	540	ON DEMAND	12	
	TRAINING FOR CASHIERS AND SALESWOMEN	NONE	FRENCH	450	ON DEMAND	12	
MASSMEDIA TUNIS, TUNISIA	TOT PROGRAM FOR DISTANCE LEARNING TEACHERS	CERT	FRENCH	1,500	10 X PER YEAR	1	
PLUS FORMATION TUNIS, TUNISIA	EMPLOYEE RELATIONS DEPARTMENTS	CERT	FRENCH	380	1 X PER YEAR		
	REFRESHER TRAINING FOR DEBT COLLECTION STAFF	CERT	FRENCH	340	1 X PER YEAR		
SAMEF TUNIS, TUNISIA	DELEGATION OF AUTHORITY	CERT	FRENCH	420	ON DEMAND		
	ENTERPRISE ASSESSMENT	CERT	FRENCH		ON DEMAND		
	ENTERPRISE REHABILITATION	CERT	FRENCH		ON DEMAND		
	INFORMATION AND ARCHIVE MANAGEMENT	CERT	FRENCH		ON DEMAND	3	
	INFORMATION AND DECISION-MAKING	CERT	FRENCH	420	ON DEMAND		
	LEADERSHIP SKILLS	CERT	FRENCH	420	ON DEMAND		
	ORGANIZATIONAL DEVELOPMENT PLANS FOR HOTELS	DIP	FRENCH		ON DEMAND	104	
	PRODUCTIVITY FOR HOTELS	CERT	FRENCH		ON DEMAND		
	PROJECT ANALYSIS AND FUNDING	CERT	FRENCH		ON DEMAND	1	
	TRANSPORT PLANNING	CERT	FRENCH	450	ON DEMAND		

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SOGEOFIRES INTERNATIONAL							
TUNIS, TUNISIA							
	CHOCOPAT '93	NONE	FRENCH		1 X PER YEAR	1	06/09/93 06/13/93
	GAMES '92	NONE	FRENCH		1 X PER YEAR	1	10/28/92 10/31/92 10/27/93 10/30/93
	HIMEYA '93	NONE	FRENCH		1 X PER YEAR	1	11/10/93 11/13/93
	METALWORK EXHIBITION	NONE	FRENCH		1 X PER YEAR	1	12/01/93 12/04/93
	SIB '92 / SIB '93	NONE	FRENCH		1 X PER YEAR	1	10/28/92 10/31/92 10/27/93 10/30/93
	SIEL '93	NONE	FRENCH		1 X PER YEAR	1	02/10/93 02/13/93
	SIHER '93	NONE	FRENCH		1 X PER YEAR	1	01/20/93 01/24/93
	SIMATEX '93	NONE	FRENCH		1 X PER YEAR	1	04/07/93 04/10/93
	SIPAV '93	NONE	FRENCH		1 X PER YEAR	1	05/05/93 05/08/93
	TELECOM '92	NONE	FRENCH		1 X PER YEAR	1	12/01/93 12/04/93
SPHERE INFORMATIQUE							
TUNIS-BELVEDERE, TUNISIA							
	NOVELL NETWORK SYSTEMS	CERT	FRENCH	350	5 X PER YEAR		04/14/92 04/16/92 12/01/92 12/03/92
STEG							
TUNIS, TUNISIA							
	ENERGY SAVING WITH ELECTRICAL FACILITIES	CERT	FRENCH	180	ON DEMAND		
	GAS FACILITY MAINTENANCE	CERT	FRENCH	180	ON DEMAND		
	PROTECTION OF LOW-VOLTAGE FACILITIES	CERT	FRENCH	250	ON DEMAND	1	
TOURISME FORMATION CONSULTANT							
TUNIS, TUNISIA							
	EFFECTIVE COMMUNICATION, MOTIVATION & MANAGEMENT	CERT	FRENCH	380	ON DEMAND		
	EFFICIENT SUPERVISION & MANAGEMENT FOR HOTELS	CERT	FRENCH	450	ON DEMAND	1	
	RESTAURANT MANAGEMENT: ORGANIZATION & METHODS	CERT	FRENCH	380	ON DEMAND		
	STEWARDED DEPARTMENT: ORGANIZATION & METHODS	CERT	FRENCH	380	ON DEMAND		
	SUCCESSFUL BANQUET MANAGEMENT	CERT	FRENCH	380	ON DEMAND		
	TOT FOR RESTAURANT STAFF	CERT	FRENCH	450	ON DEMAND	1	
TUNISIAN PREVENTION SERVICES							
TUNIS-BELVEDERE, TUNISIA							
	INDUSTRIAL SECURITY AND ACCIDENT PREVENTION	CERT	FRENCH	360	1 X PER YEAR		
	MAINTENANCE PLANNING AND PREPARATION	CERT	FRENCH	500	1 X PER YEAR	1	
	ORGANIZATION OF FIRE PREVENTION SERVICES	CERT	FRENCH	500	1 X PER YEAR	1	11/16/92 11/20/92

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TUNISIE MICRO-INFORMATIQUE (TMI)							
TUNIS, TUNISIA							
ORACLE TRAINING CYCLE		NONE	FRENCH		5 X PER YEAR	2	
UTICA CCD-PME PROJECT							
TUNIS, TUNISIA							
COMPANY REHABILITATION AND DEVELOPMENT		NONE	FRENCH		ON DEMAND	24	

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