

PN-ABN-653
ISN 81539

PRODUCTIVE SKILLS TRAINING PROJECT (PROS)
ASSESSMENT OF SELECTED PUBLIC- AND PRIVATE-SECTOR
TRAINING INSTITUTIONS AND ORGANIZATIONS IN TUNISIA

REPORT

prepared by

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for

USAID/TUNISIA

CONTENTS

EXECUTIVE SUMMARY

SURVEY TABLES

INSTITUTIONAL PROFILES

ANNEXES:

Notes on institutions visited
List of contacts

EXECUTIVE SUMMARY

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.

III. 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 to increase their production levels. According to Mr. Hédi 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 knowledge of the procedures for developing joint ventures.¹ 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 project² 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

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

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

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.

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, etc. The PROS project would need to address this issue in order to provide the appropriate training to private-sector companies.

c) Focus on Tunis. The majority of short-term training is provided in Tunis³. 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

3

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

4

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.

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% of annual revenue (with the exception of the textiles industry which pays only 1%) 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% value added tax -- is the biggest constraint to its development. The Training Sector Employers' 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 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 6-10 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% 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, i.e. 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 25-30 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 1-3 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 élite 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 Développement (IFID) and Institut Supérieur 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 US-based management institutes with a sound experience in developing executive packages.

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'Entreprise" (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, etc.) and should be involved in the development of a program to promote training through the private sector.

IACE has the reputation of being an élite organization, and is in fact élite 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 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.

5

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

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, etc.) 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 US-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 (e.g. fiscal, customs authorities) efficiently and expeditiously.
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 US-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.

SURVEY TABLES

Table 1

**TYPES OF COURSES WITH A MANAGEMENT COMPONENT
OFFERED BY TUNISIAN INSTITUTIONS**

	Short-term mgt.-rel'd	Short-term other	Vocational
<u>Private Sector</u>			
BMF	x	x	x
CEFEG, Sfax	x	x	x
CETAUF	x	x	
INSTITUT EL AMOURI	x		
ICET, Sfax		x	x
ICG, Sfax	x	x	x
Institut Al Manar, Gabès		x	x
SAMEF	x	x	
CIFORE	x	x	n/a
Plus Formation	x	x	n/a
Institut Massmédia	x	x	n/a
Tourisme Formation Consultant	x	x	n/a
<u>Public Sector</u>			
Ecole Nationale d'Administration	x	-	-
Faculté de Droit et des Sciences	-	-	-
Economiques et Politiques de Sousse	-	-	-
Faculté des Sciences Economiques et de Gestion de Tunis	-	-	-
Faculté des Sciences Economiques et de Gestion de Sfax	-	-	-
Institut des Hautes Etudes Commerciales de Carthage (IHEC)	-	-	-

Table 1 (cont'd)

H1

**TYPES OF COURSES WITH A MANAGEMENT COMPONENT
OFFERED BY TUNISIAN INSTITUTIONS**

	Short-term mgt.-rel'd	Short-term other	Vocational
Institut de Financement du Développement du Maghreb Arabe (IFID)	x	-	-
Institut Supérieur de Commerce de Tunis	-	-	-
Institut Supérieur de Comptabilité de Tunis	-	-	-
Institut Supérieur de Gestion, Tunis	x ¹	-	-
Institut Régional des Sciences Informatiques et des Télécommunications (IRSIT)	n/a	n/a	n/a
<u>Clubs/Associations</u>			
Association Tunisienne de Gestion des Approvisionnements et des Achats (ATUGA)	x	n/a	n/a
Association Professionnelle des Banques de Tunisie (APB)	n/a	n/a	n/a
Chambre de Commerce et de l'Industrie du Centre (Sousse)	-	-	-
Chambre de Commerce et d'Industrie du Sud (Sfax)	x	x	-
Institut Arabe des Chefs d'Entreprise (IACE)	x	-	-
Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat (UTICA)	x	-	-

**SHORT-TERM MANAGEMENT-RELATED PROGRAMS OFFERED BY
SELECTED TUNISIAN INSTITUTIONS**
(All programs in Tunis unless indicated otherwise)

	Management	Export.	Marketing	Account/ Fiscal	Audit	Computers	Finance	Insur.	Banking
Private sector									
BMF	x		x	x	x	x	x		
CEFEG (Sfax)	x		x	x		x	x		x
CETAUF	x		x	x		x	x		x
EL AMOURI	x		x						
ICG:									
Sfax				x					x
Gabès	x		x	x			x		
SAMEF	x	x	x	x	x	x	x	x	x
Public sector									
ENA				x			x		
IFID							x		x
ISG		x				x			
PVOs and Associations									
CCIS:									
Sfax ²		x ¹	x ¹				x		
Gabès ²	x			x			x		
Medenine ²	x			x			x		
Sidi Bouzid ²				x			x		
Tataouine ²				x					
Gafsa ²				x					
Tozeur ²				x					
Kebili ²							x		
IACE									
UTICA/FKA:									
Tunis	x	x	x	x		x		x	
Sfax				x					
Sousse							x		
Kairouan							x		
Mahdia							x		
Kebili							x		
Medenine							x		
Tataouine							x		

¹ With SAMEF

² With CEFEG

19

**SHORT-TERM MANAGEMENT-RELATED PROGRAMS OFFERED BY
SELECTED TUNISIAN INSTITUTIONS**

	Human Resources	Training	Inventory Management	Transport
Public sector				
Sfax	x		x	x
	x		x	
	x	x	x	
DURI	x	x		
Sfax	x		x	
Gabès				
	x	x	x	x
Private sector				
	x	x		
				x
Sfax	x			
Benine*	x			
Abi Bouzid*				
Maouine*				
Alsa*				
Meur*				
Abili*				
NGOs/FKA:				
Alis				
Alax				
Alasse				
Alrouan				
Alndia				
Abili				
Albenine				
Almaouine				

Table 3

CONTENT OF MANAGEMENT COURSES OFFERED BY SELECTED INSTITUTIONS IN TUNISIA

(Taken from "management" column in Table 2)

	Mgt. by Obj.ves	Leadership	Team Building	Strategic Planning	O&M	Mgt. chart	Quality mgt.*	Bank pro- cedures for exporters	Inst asses
Private sector									
BMF		x				x	x		
CEFEG, Sfax					x	x	x		
CETAUF	x	x							
EL AMOURI	x	x	x	x		x			
ICG, Sfax					x	x	x	x	
SAMEF	x	x	x	x					
Public sector									
ENA									
IFID									
ISG									
PVOs									
CCIS:									
Sfax						x			
Gabes*						x			
Medenine*									
							x		
UTICA/FKA									

17

Table 4

PROGRAMS IN TRAINING OFFERED BY SELECTED TUNISIAN INSTITUTIONS

	BMF	EL AMOURI	SAMEF	CETAUF	IFID
Training Dept.: Org. & Management	x				
Developing training plan	x				x**
TOT	x	x	x		
Evaluation of training				x*	

* This was a one-off workshop

** Not widely available

Table 5

TUITION FEES EXCLUDING TAX*
(Tunisian Dinars)

	<u>Standard Programs (participant rate)</u>					<u>Tailor-made programs</u>
	<u>1 day</u>	<u>2 days</u>	<u>3 days</u>	<u>4 days</u>	<u>5 days</u>	<u>(daily workshop rate)</u>
BMF**	n/a	n/a	340	420	480	
CEFEG		170-250	250-300	240 ¹	250-	
CETAUF		290	350-400	400		
EL AMOURI						
ICG (training in Gabes)			300	400		
ICG (training in Sfax)		250	300-400	400		
SAMEF***	n/a	260	350	520		
IFID**		300	450			1,500-2,250
CCIS, outside Sfax	60					
CCIS, Sfax. Transport:			320	320		
Export:	1,500 for a 21-day cycle					
IACE		300				
UTICA/FKA	20					

* Value Added Tax (TVA) is charged at a rate of 17% on all training activities

** Rates include lunch

** SAMEF provides special deals: for every 4 participants enrolled by company in the same workshop, accepts an additional participant free of charge; for every 10 participants enrolled by a company in a year, SAMEF provides one additional enrolment free of charge; for participants coming from out-of-town contributes 50% of accommodation costs (maximum TD 12.500/person/night)

INSTITUTIONAL PROFILES

Note: The Annexes which were too bulky to be included in this document are available separately in the accompanying documentation.

I. PRIVATE-SECTOR TRAINING COMPANIES

- 1. Institut El Amouri**
- 2. SAMEF**
- 3. BMF**

INSTITUT EL AMOURI

INSTITUT EL AMOURI

I. CORPORATE STATUS AND STRUCTURE

Institut El Amouri was established in 1974 as a private company ("société en nom collectif"). 1,000. The partners in the company are Dr. Tahar El Amouri and Dr. Annie El Amouri. However, steps are currently being taken to transform the Institute into a joint stock company ("SA").

Dr. Tahar El Amouri is the founder and manager of the Institute, which has three departments: staff recruitment services, consulting services, and training. Mr. El Amouri manages the consulting and training functions while Mrs. Amouri is in charge of staff recruitment. Dr. El Amouri is a psychologist by training.

Dr. El Amouri is a member of the Executive Committee of the National Employer's Federation for Consulting and Training Companies. He is also the Chairman of the Professional Ethics Committee (Commission de Déontologie) of the same Federation.

Staffing

Institut El Amouri has a permanent full-time staff of 13, comprised of nine professional staff and four support staff and currently intends to recruit three more professional staff. At present, six staff members are assigned to the Staff Recruitment department and seven to the Consulting/Training department. In addition, the Institute has a permanent roster of 30 consultants which it uses regularly for its consulting and training activities, as well as a roster of 300 interviewers which it uses for conducting surveys.

Revenue

The Institut has an annual revenue of approximately TD 100,000, 40% of which is generated by training activities. The El Amouri's take pride in never having contracted a bank loan for their business.

II. ACTIVITIES

In addition to training, the Institut specializes in staff screening and recruitment for large companies. Candidates are given psychological and technical tests. The Institut employs full-time psychologists for this task. The Institut El Amouri is well reputed

for its surveys and studies, particularly social and consumer surveys, and was a pioneer in this field in Tunisia. The Institut recently conducted a survey on the cultural profile of Tunisians for the Ministry of Culture, which included the administration of a questionnaire to a sample of over 1,000 Tunisians in urban and rural areas. The Institut has conducted similar surveys on attitudes towards women, divorce in Tunisia, etc.

III. TRAINING

Programs and target groups

The Institut El Amouri provides three categories of training, all of which are management related: strategic management; organization; and marketing. The management and organization programs are generally tailor-made for individual companies, while the marketing course is an ongoing program organized on the Institute's premises.

The content matter of the five main training programs provided is given in the appended documents. However, it should be noted that with the exception of the marketing program, these are not "set" programs since, as was mentioned above, each program is developed according to the individual needs of each company.

The following table shows the main training programs offered and the target groups/clients.

<u>Course</u>	<u>Target Groups</u>	<u>Clients</u>
Strategic planning	managers and department heads	public transport
Organization (incl. human res. management)	" " " "	public transport; banks
Communication	bank teller operators; airline staff	airlines, banks, public transport
Training of trainers	airline pilot instructors, training staff	civil aviation authority, public transport
Marketing	young management staff; company managers	commerce and industry

Institut El Amouri's clients include Tunis Air, Banque du Sud, National Transport Companies and the Civil Aviation Authority (i.e. mainly public sector).

Needs assessment and pre-design activities

For the Institut El Amouri needs assessment is the vital first phase for every tailor-made training program. This phase is usually implemented by Dr. El Amouri himself or a senior consultant with several years' experience in training with the Institute.

Dr. El Amouri also makes a point of performing pre-workshop activities wherever possible. For example, participants in a management workshop might be asked to perform a survey and to bring the data to the workshop. A communication workshop might be preceded by a small-scale opinion poll of clients, to gather their opinion on customer services provided by a given company; the results would then be used during the workshop.

Workshop planning

Based on the needs assessment, the Institut El Amouri develops workshop objectives and detailed session plans specifying the session objectives, methods, materials and timing.

Workshop implementation

a) Methods

Workshops are implemented using adult education techniques, including case studies, role plays, group work, brainstorming, etc. Over the years Dr. El Amouri has become a specialist in participatory training and communication techniques, and this is definitely one of the outstanding features of the training programs provided by the Institute. Case studies are usually developed based on pre-design research. For example, letters of complaint to Tunis Air have been used as case studies in communication training for airline stewards. Audio-visual equipment is used.

b) Materials

Institut El Amouri provides all participants with handouts, which include theoretical documents plus practical handouts and case studies used during the workshop activities.

Monitoring and evaluation

Workshop evaluation activities include an end-of-workshop questionnaire for participants and trainers' debriefings. Training programs usually include some monitoring of participants' on-the-job performance, at least with a sample of participants. Also, when a pre-workshop opinion survey has been implemented, as described above, it is usually

followed by a post-training survey to measure the impact of the training on the company's image with its clients.

Trainers

Training workshops are usually facilitated by Dr. El Amouri himself, his professional staff, or one of the Institute's regular consultants. Senior consultants are consultants with several years' experience in training with the Institute. They are usually university faculty who receive on-the-job training as trainers with the Institute. The majority of the trainers are psychologists or sociologists.

All facilitators are trained by Dr. El Amouri in TOT sessions and implement the lesson plan developed during the design phase. All facilitators participate in the needs assessment and workshop design activities.

Fees

a) Tailor-made training programs. These programs are invoiced at a daily rate of between TD 250 and TD 350 per day of workshop. This covers the cost of the facilitator, co-facilitator (in some cases) and logistics. A facilitator for this type of workshop is usually paid TD 100 - TD 150. This workshop fee/facilitator cost ratio is standard practice for the service sector in Tunisia (3:1). Again, this type of training is obviously not big business. It is more profitable to use in-house staff, who cost the Institut approximately TD 800/month.

b) Ongoing marketing courses. This 3-month, 3-nights/week (2 hrs per night) program is invoiced at a total of TD 1,000/participant which includes materials. The course is facilitated by a specialist in marketing from the faculty of the Institut Supérieur de Gestion. The fees are paid by the participant's company.

Institut El Amouri organizes around 25-30 workshops per year at a rate of 2-3 workshops per month. As indicated above, these works are generally between 3 and 6 days in duration.

Marketing

Institut El Amouri relies mainly on direct contacts, either by mail or telephone, to market its products. These contacts are usually to market a specific product. It seldom advertises in the mass media, although it is going to experiment in advertising on the radio in 1992. Institut El Amouri is one of the very few training companies which does

not develop an annual training schedule for widespread distribution. Its past experience has demonstrated that this is not a worthwhile exercise for the type of product which it markets.

Institut El Amouri claims to have one of the biggest data base of companies in Tunisia, which it uses for its mailing campaigns. It also maintains a short-list of new companies.

IV. INSTITUTIONAL LINKAGES

Institut El Amouri has formal links with foreign institutions in its consulting activities. Its main partner is SECODIP, a French marketing company with whom the Institute performs surveys and studies for multinationals as well as mass media audience surveys. The Institute also has two other partners -- Medixmix (Lyon, France) and MMT (Paris, France) who specialize in medical marketing. The Institute has implemented activities in Tunisia, Morocco, Egypt and Saudi Arabia with these two partners.

The Institute does not have formal linkages with foreign training institutes. However, Dr. El Amouri himself has strong personal links with the Santa Cruz Training Institute of the University of California, for whom he has facilitated communication workshops in Arabic. He has also performed many short-term consultancies in Tunisia, Jordan, Yemen and sub-Saharan Africa for other US-based groups such as RONCO Consulting Corp. and The Academy for Education and Development (AED). He is an ongoing consultant to the USAID/WASH project in Tunisia. Dr. El Amouri considers these consulting assignments with US-based groups to be a valuable opportunity for learning new methods which he is then able to apply in his Institute.

V. PHYSICAL PLANT

The El Amouri Institute has two offices. The Consulting/Training department is located in a very pleasant and spacious villa in Cité Casablanca (Boulevard du 7 Novembre). The Institut has four PCs and is equipped to provide training on the premises, with marker boards, flip charts, and audio-visual equipment (video and overhead).

CONCLUSION AND RECOMMENDATIONS

Of all the training institutions visited, the Institut El Amouri seems to have the most professional approach to training. El Amouri is an experienced trainer and since the creation of the Institute has worked very closely with the business community through its three main functions of staff recruitment, consulting services and training. Dr. El

Amouri is very well known by Tunisian companies and institutions in both the public and private sectors. Institut El Amouri takes pride in the quality of its services. According to Dr. El Amouri, the Institute is particularly renowned for its communication and TOT courses. It focuses on catering directly to the needs of individual companies and is particularly well established in the transport sector.

The Institut is particularly renowned for its TOT activities and its communication workshops. It is strong in process.

One of the great strengths of Dr. El Amouri himself is that he is accustomed to conducting workshops in conjunction with foreign agencies and is willing to devote the necessary time to workshop design and planning with these agencies. He is also very flexible and adaptable.

Recommendations:

It is recommended that PROS work with the 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 a 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, etc.) for all sectors.
3. Training in marketing.

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**SOCIETE D'ASSISTANCE EN MANAGEMENT,
D'ENGINEERING ET DE FORMATION**

(SAMEF)

SAMEF**SOCIETE D'ASSISTANCE EN MANAGEMENT,
D'ENGINEERING ET DE FORMATION****I. CORPORATE STATUS AND STRUCTURE**

SAMEF is a joint stock company which was established in 1972 since when it has taken over CEGOS TUNISIE, which was the first major training company to set up in Tunisia. SAMEF also has three subsidiary companies: INFORMATTEL, a computer service company; CEGAUDIT, specializing in audit and assistance to SMEs; and S2i, a computer and communication company. SAMEF is managed by its Founder-Director, Mr. Taoufik Rabah.

SAMEF shareholders include leading Tunisian banks and companies, although the major shareholders are Mr. Rabah and his family, with some shares distributed to staff under an incentive scheme.

The structure of the SAMEF Group is shown in the organization chart in the Annex. Basically, the whole concern is closely controlled by Mr. Rabah, although the subsidiaries do have separate directors, one of whom is Mr. Rabah's Canadian-trained son.

At present, SAMEF only has offices in Tunis, although it is in the process of setting up a branch in Sfax. This branch will open in April 1992 with either a private-sector partner or a SAMEF full-time employee. SAMEF will be the first Tunis-based private training company to open up in Sfax.

SAMEF also has two offices in Morocco, one office in Mauritania, one office in Egypt.

Staffing

SAMEF has 60 full-time professional staff and 20 support staff on its payroll in Tunisia. It also has a staff of 10 in its Moroccan office. In addition to its full-time staff, SAMEF has four exclusive consultants (i.e. they only work for SAMEF), ten senior short-term consultants, most of whom are ex-SAMEF employees, and a roster of short-term consultants for each of its departments.

Revenue

The entire group has a total annual revenue of approximately \$ 1 million, although SAMEF's share is \$ 700,000, 40% of which (i.e. \$280,000) is generated by training activities. According to Mr. Rabah, SAMEF invests a lot in training and therefore it does not have such a high profit margin as the other SAMEF activities.

II. ACTIVITIES

In addition to being Tunisia's oldest private training company, SAMEF is also the biggest and probably the most active. As mentioned above, training accounts for only 40% of SAMEF's revenue, the remainder being generated by consulting activities. However, SAMEF is particularly known as a training company and enjoys a high -- possibly the highest -- reputation on the market.

As may be seen from the organization chart, SAMEF has four main departments: management and economics; engineering; training; and agriculture. Each department has a specialized area, e.g. transport, banking, archives, tourism. The biggest department is SAMEF Economie et Management which performs studies, consulting, and training. The Management and Economics department has 8 full-time professional staff and 20 short-term consultants.

SAMEF relishes its image as a pioneer. According to Mr. Rabah the company is a pioneer in O&M in Tunisia and has recently started training activities in strategic planning.

SAMEF has 20 years' experience working with Tunisian companies. At present it is focusing heavily on computer technology and has a wide range of computer training packages as well as a computerized management package. SAMEF invests heavily in equipment and research.

Since its establishment in 1972 SAMEF has trained over 15,000 participants, performed over 200 economic and technical studies, and over 400 O&M consultancies, including assignments in Arab and African countries.

III. TRAINING

SAMEF has a separate training department which performs training and consulting activities in the following areas: education, training, employment; including reform of educational systems, educational consulting, curriculum development, TOTs, vocational training. In addition, each department and subsidiary provides training within

the context of its consulting activities; in other words, training is not the exclusive domain of the training department. SAMEF has worked on the reform of ENA and the creation of six technological institutions; it is also working on project in Ile de Maurice with World Bank. It is currently preparing a big project to promote employment.

SAMEF training department has a training school: "Ecole Pratique de Management et de Technologie," which itself contains sub-institutes such as an "Institut de Technologie Bancaire et d'Assurances" and an "Institut de Stratégie de l'Entreprise." However, in practice all of these institutes are really sections or areas of activity within the "Ecole Pratique."

Programs and target groups

SAMEF provides a very wide range of training in terms of both content and target groups. The 1992 management training program is appended to this profile. The main subject areas covered are: strategic management; communication and leadership; information systems (accounting, audit, management audit; product management; production management; administrative and financial logistics; management and organization; and O&M. The main target groups for these programs are mid-level and senior managers. The ongoing training program is implemented on SAMEF premises. According to Mr. Rabah, the advertized training program is implemented 100% (unlike other training companies who tend to implement 70-85% of their advertized programs, according to demand). Thirty-nine management-related workshops are scheduled for 1992 (see brochure). Most of these workshops are three days in duration.

In addition to the ongoing program, SAMEF provides tailor-made programs for individual companies. The appended documents include the detailed program of a training workshop in applied communications for Tunis Air staff. It was not possible to obtain the exact number of tailor-made workshops implemented each year, since this information would require some research by SAMEF across its departments.

In January 1992, SAMEF entered the field of strategic management for company managers when it organized a workshop entitled "Le Management Stratégique, Impératif de Survie." This 2-day workshop was organized in conjunction with the Paris-based "Institut Européen du Leadership" and was attended by 50 participants (all company managers) drawn mainly -- although not exclusively -- from large public-sector companies. The companies present included banks, cement factories, the national social security fund, transport companies, tourist companies, and hotels. There were also several Moroccan participants, and as a result Mr. Rabah is planning to replicate the workshop in Morocco. It is also going to be replicated for all the senior managers of Tunisia's leading bank, Société Tunisienne de Banque (STB). A follow-up workshop on "Managerial Leadership" will be held in April 1992. The first workshop was recorded on video cassette and is available for viewing.

SAMEF is currently running a management training program (in exporting) in Sfax in conjunction with the Chambre de Commerce et d'Industrie du Sud (CCIS). As an outcome of this collaboration, SAMEF has decided to set up an office in Sfax. Initial feedback on the first workshop from the CCIS was both positive and highly enthusiastic.

Mr. Rabah's motto is "Pas de théorie, nous vendons l'action" (Action, not theory). Mr. Rabah himself is probably the leading personality in the training field in Tunisia. He is well known and appreciated for his participatory approach and his taste for innovation.

SAMEF's client base comprises mainly banks and large public-sector companies/agencies, including STB, transport companies, CNSS (social security agency), and cement companies.

Needs assessment and pre-design activities

SAMEF provided very little information on their pre-design activities. It seems that needs assessments are performed, but not automatically, depending upon individual contracts with companies.

Workshop planning

The main workshop designs are prepared by senior staff in conjunction with Mr. Rabah. The workshop objectives in SAMEF documents are among the best observed. The strength of SAMEF is that all of its training programs are designed and facilitated by its full-time staff. This means that there is organizational commitment (to maintain the company's high reputation) and sufficient time allocated to design. All programs are closely scrutinized by Mr. Rabah.

Workshop implementation

Methods

SAMEF relies heavily on A-V materials/equipment (video, slides, films) in workshops and selects the appropriate training methods to achieve the workshop objectives. Case studies are widely used as well as discussions. SAMEF is increasingly using computer programs in its training activities.

Materials

Slides, films, diagrams and case studies are used. Participants are provided with printed handouts.

Monitoring and evaluation

According to Mr. Rabah, SAMEF performs impact studies on its activities. It also administers pre- and post-tests. Monitoring is performed at the client's request, otherwise SAMEF sells follow-up media/tools, which are very popular.

Trainers

All of SAMEF trainers are full-time staff. They are required to meet 3 criteria: 1) be specialists in a particular field; 2) be open to acquiring additional specialized skills; and 3) have good training skills. Training skills are developed on-the-job over a one-year period. This training includes practice in developing case studies. There is also a heavy focus on computer training. Staff are also provided with in-service training during workshop preparation. In addition, they are required to study new documents and produce summaries and analyses. SAMEF does not hesitate to send staff abroad for training in new areas when necessary. For example, two employees were recently sent to Canada and the USA for training in MIS (management information systems).

Fees

a) Tailor-made training programs. These programs are invoiced at a daily rate of TD 500 per day of workshop for a maximum of 12 participants. This covers the cost of the facilitator, co-facilitator (in some cases) and logistics. In addition, SAMEF charges 50% of the workshop rate for each day's travel required by its staff and includes workshop design costs in the contract as an additional cost. It also invoices computer rental at TD 20/ computer/day. Workshops are always facilitated by full-time staff, who cost SAMEF a total of approximately TD 1,500/month each (including social costs).

b) Ongoing courses. These are invoiced at an average of TD 130/ participant/day. As stated above, courses are held on SAMEF premises and so this fee does not include lunch. Additionally, for every 4 participants enrolled in one workshop by a company, SAMEF accepts a 5th participant free of charge. If a company enrolls 10 participants in a year it is entitled to a free participant in one workshop. For workshops organized outside of Tunis, SAMEF participates in accommodation costs for companies with at least 4 participants.

Marketing

SAMEF invests TD 150,000/year in marketing. The main marketing tool used by SAMEF is demonstrations in companies (usually performed by Mr. Rabah himself). It is on the basis of a demonstration that SAMEF was selected by CCIS for its export training program.

IV. INSTITUTIONAL LINKAGES

SAMEF has linkages with companies and institutions in Canada and the USA. Its US partners are Telemedia Chicago, which is an international training institution specializing in high technology. In conjunction with Telemedia, SAMEF provides training in the military and aeronautical fields in Egypt and Tunisia, using Tunisian experts. It also provides training in petroleum technology in Tunisia. SAMEF has several Canadian partners: LabVolte (training for turnkey projects, including fully equipped laboratories); Cabinet Zins (international marketing); and the Ecole Polytechnique de Montréal (innovative technologies).

SAMEF has also performed assignments for the World Bank and UNDP. Its recent strategic management workshop was organized in conjunction with the Paris-based "Institut Européen du Leadership."

V. PHYSICAL PLANT

SAMEF offices are accommodated in a 5-story building in the Lafayette area. It has also recently rented two stories in another building to house a company specializing in AV teaching aids which SAMEF will open in March.

SAMEF offices are fully equipped with a UNIX network; it is also installing a ROBOTEL system which can be linked to 32 computers. SAMEF possesses a considerable stock of A-V equipment which it uses in its training activities. It also has portable equipment which it uses in its training activities outside of SAMEF premises. Of all the training institutions (regardless of sector) SAMEF is certainly the best equipped.

VI. CONCLUSIONS AND RECOMMENDATIONS

According to Mr. Rabah, SAMEF is renowned for being innovative, using state-of-the-art technologies, and providing quality services. Mr. Rabah himself is obviously both an innovator and a risk-taker and because of his approach, SAMEF is the trendsetter in the private training sector. SAMEF knows what training is all about, provides quality services and is constantly looking for new techniques and market opportunities.

Recommendation:

It is recommended that PROS work through SAMEF for the immediate implementation of training workshops in all management-related areas.

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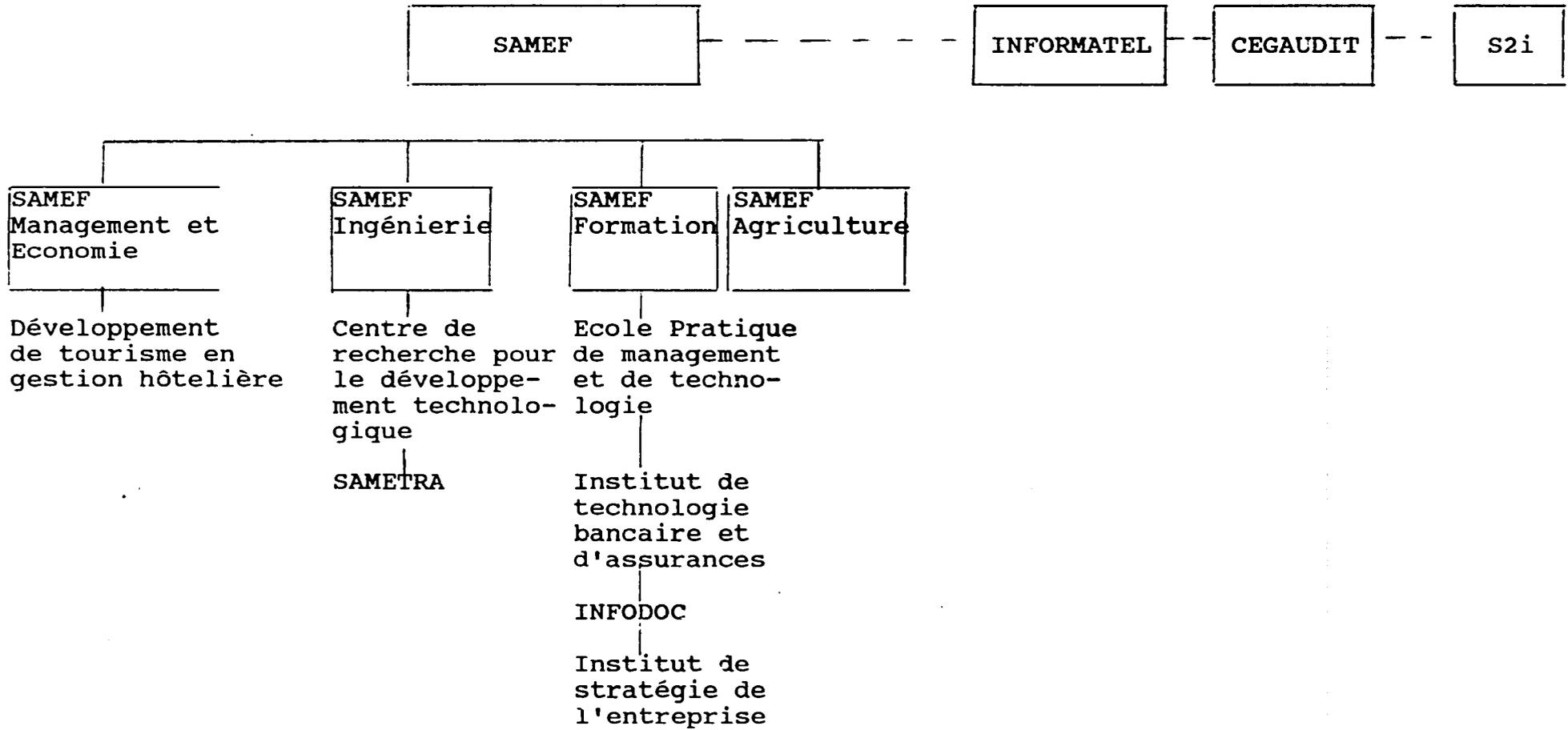
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SAMEF
ORGANIZATION CHART



24

ANNEXES

- Fiche signalétique du groupe SAMEF
- Ecole Pratique de Management et de Technologie: 1992 training program
- SAMEF Transport: 1992 training program
- INFODOC: 1992 training program
- Centre de Technologie Bancaire: 1992 training program
- Ecole Pratique de Management et de Technologie: training program in applied communication designed for Tunis Air.
- Organisation et Gestion de la Documentation (training program)
- SAMEF general documents
- Informatel general documents
- S2i general documents
- Program for workshop on "Le Management Stratégique, Impératif de Survie."

BUREAU DE FORMATION ET DE MANAGEMENT
(BMF)

BUREAU DE FORMATION ET DE MANAGEMENT

(BMF)

I. CORPORATE STATUS AND STRUCTURE

Bureau de Management et de Formation (BMF) was established in 1977 as a private (rather than corporate) entity in the name of its Founder-Director Mr. Faouzi Belhadj. BMF provides consulting and training services in management, marketing and computer science. It is operated jointly with Mr. Belhadj's other training company, CIFTEC, which specializes in technical training¹. CIFTEC is a joint stock company with an equity of TD 30,000 and was founded in 1981. In addition to being Director of BMF/CIFTEC, Mr. Faouzi Belhadj is also the President of the Employers' Federation for the Consulting and Training Sector (see separate profile).

The administration and staff of BMF and CIFTEC are shared jointly between the companies, although separate accounts are kept for each company for direct costs and revenue.

Staffing

As mentioned above, BMF shares its staff with CIFTEC. Together, both companies employ seven professional consultants/engineers, seven support staff, a financial director, and the company director (Mr. Belhadj), all of whom are full-time. In addition, BMF has a roster of regular short-term consultants which include academics, managers in the business sector and free-lance consultants.

Revenue

BMF has an annual revenue of around TD 157,000 while that of CIFTEC is slightly less. Mr. Belhadj did not give the breakdown of revenue between consulting and training activities.

II. ACTIVITIES

BMF provides consulting services and training in management, marketing and data processing. As with all of the private-sector companies providing training, consulting

¹

CIFTEC provides training to public-sector companies in all areas, particularly chemicals, construction, and transport.

services are a vital part of BMF's activities, without which it probably would not survive due to the present situation/status of training in Tunisia. (See profile on Employers' Federation.)

III. TRAINING

Programs and target groups

BMF offers a wide range of ongoing courses which are open to exclusively to companies in the following broad areas:

- Marketing/commercial management
- Administration/personnel/training
- Human relations
- Accounting/taxation
- O&M/Production management/training of supervisors
- Office management/secretarial skills/filing
- Management/finance/audit
- Customs clearance procedures
- Inventory management/purchasing
- Computer science

Target groups range from high-level managers to telephonists. The appended brochures showing the 1992 training program give full details of the courses offered (objectives and content), target groups, and training methods. BMF brochures are some of the clearest encountered in terms of presenting the training objectives, content and methods. The brochures are prepared at the end of each year and mailed to clients and prospective clients so that they may include them in the annual training plans which they submit to the Labor Office for approval. Approximately 85-90% of the courses advertized in the brochures are actually implemented.

In addition to its ongoing training program, BMF also designs and implements tailor-made training activities for individual companies. It implemented approximately 30 such modules in 1991. Tailor-made training modules are usually 4-5 days in duration, with 5-12 participants.

According to Mr. Belhadj, the greatest demand for tailor-made courses is in computer science, office management skills, procedures manuals, inventory management, secretarial skills and communication. BMF is particularly specialized in training in sales techniques. Its ongoing training program includes a TOT module.

Training courses are usually held in a local hotel.

All of BMF's activities focus on the market in Tunis, although Mr. Belhadj has plans to reach out to the regions.

BMF's client base includes Tunis Air, SNTRI (transport), ICM (chemicals), Ciments de Bizerte, SMLT (metro). A fuller list of clients is provided in BMF documentation. Most of BMF's clients are large public-sector companies.

Needs assessment and pre-design activities

BMF performs surveys of a sample of companies to assess training needs before developing new training modules. No other pre-design activities are performed.

Workshop design

Whenever a new product is identified which does not already exist in BMF's repertory of courses, it is the trainer ultimately responsible for implementing the training who designs the course, in consultation with Mr. Belhadj.

Workshop implementation

a) Methods. According to BMF documents and discussions with its Director, it is one of the few training companies in Tunisia to go beyond lectures and the occasional case study in its training methods. It relies heavily on audio-visual techniques in training, particularly for marketing and communication modules. It also uses problem-solving exercises in small groups and role plays, as well as case studies.

b) Materials. BMF relies heavily on audio-visual aids in its training activities. It prepares transparencies and slides for its courses and also rents films or purchases them from abroad.

Monitoring and evaluation

BMF implements an evaluation exercise (usually around the table) at the end of each training activity and the feedback is used in the design/implementation of future activities. Otherwise, evaluation and monitoring are still not well developed with BMF. Sometimes, in the case of tailor-made training programs for individual companies, a monitoring exercise might be performed 1-3 months after the training. However, this is the exception rather than the rule.

Trainers

In addition to in-house staff, BMF also calls upon regular consultants to design

and facilitate training courses. These consultants are contacted well in advance and are usually university professors, professionals or free-lance consultants. Consultants are recruited according to two criteria: qualifications and experience in training. Most of BMF's consultants have experience working with companies, even when they are university professors, in order to ensure an understanding of the needs of business. BMF prefers to work with consultants on a continuous basis insofar as possible in order to maintain the quality of its training. All trainers -- both staff and consultants -- are provided with an annual 3-day TOT module in which they are trained in new training methods and the use of audio-visual equipment.

Fees

a) Tailor-made training programs. These programs are invoiced at a daily rate of TD 300 per day of workshop. This covers the cost of the facilitator, co-facilitator (in some cases) and logistics. A facilitator for this type of workshop is usually paid TD 120 - TD 150 for a 4.5 to 5 hour day, although in some cases the rate can be as high as TD 150 and, in exceptional cases, as high as TD 200. It is more profitable to use in-house staff for training, these earn a net salary of TD 500-600/month (to which should be added tax and social costs), although they are also given a supplement of TD 40-50/day for facilitating training activities.

b) Ongoing courses. The fees for ongoing courses are indicated in the appended 1992 training program. They average approximately TD 110/participant/day, including lunch in the hotel where the activity is implemented.

Marketing

BMF relies mainly on mailing campaigns and telephone contacts to market its products. It has a mailing list of 800 companies. As mentioned above, it usually succeeds in selling 85-95% of its scheduled courses, although in 1991 it sold only 70% due to the general economic crisis which resulted from the Gulf War.

IV. INSTITUTIONAL LINKAGES

BMF has no formal linkages with foreign institutions but is seriously interested in developing linkages.

V. PHYSICAL PLANT

BMF has spacious premises with three classrooms and one workshop (all of which are shared with CIFTEC). It possess video cameras and projectors, slide projectors and overhead projectors. CIFTEC has fully equipped workshops for technical training.

VI. CONCLUSIONS AND RECOMMENDATIONS

BMF provides a wide range of training mainly to mid-level management and support staff. It does not have extensive experience in executive courses. The management-type courses are fairly standard for Tunisia (accounting, taxation, computers, personnel, etc.). However, discussions with BMF director and a review of its literature give the impression that the training provided probably ranks among the highest quality available in Tunisia. It is one of the few institutions to provide its facilitators with an annual TOT module and to grasp the difference between training and teaching.

Recommendation:

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 (see Executive Summary).

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II. NON-GOVERNMENTAL ORGANIZATIONS

- 1. Chambre de Commerce et d'Industrie du Sud**
- 2. Chambre Syndicale des Entreprise. d'Etudes, de Conseil et de Formation**
- 3. Institut Arabe des Chefs d'Entreprise**

CHAMBRE DE COMMERCE ET D'INDUSTRIE DU SUD

(CCIS)

CHAMBRE DE COMMERCE ET D'INDUSTRIE DU SUD

I. GENERAL BACKGROUND: STATUS AND FUNCTIONS OF CHAMBERS OF COMMERCE IN TUNISIA

The Chambre de Commerce et d'Industrie du Sud operates within the legal framework governing all chambers of commerce and industry in Tunisia and may be better understood after an initial review of this general framework.

I.1 Corporate Status

Chambers of Commerce and Industry (CCIs) are public organizations with independent legal status, governed by Law 88-43 (May 19, 1988). According to this Law, all of the four Chambers in Tunisia (North, Center, South, and North-West), are ultimately accountable to the Ministry of Commerce and Industry, although in practice they enjoy full autonomy in the planning, organization and implementation of their activities and in their financial management.

I.2 Functions of CCIs

In accordance with Law 88-43, CCIs perform the following functions:

1. Consultative function: provision of advice and suggestion on issues within its terms of reference, either at the request of the authorities or at its own instigation.
2. Information function: provision of information to its members and the authorities on any issues within its terms of reference; this information is provided in the form of publications, studies and information campaigns.
3. Promotion function: promotion of the sector falling within its terms of reference, particularly by identifying and launching projects, and organizing and participating in trades fairs.
4. Assistance function: providing members with inservice and refresher training through meetings, conferences, round tables, workshops and courses. The Chambers also provide services to facilitate their members' commercial and industrial relations both within Tunisia and abroad.

The Chambers of Commerce and Industry are also empowered to manage special funds provided by donor agencies in order to execute projects falling within their terms

of reference.

In addition to the above, the Chambers are expected to develop linkages among themselves (i.e. the four Tunisian Chambers) and with foreign Chambers in order to develop all types of business opportunities (development of local industries, exporting, marketing, etc). They also issue certain types of certificates (e.g. certificates of origin), give their opinion on international conventions related to industry and trade, and ensure a spirit of professionalism within the sectors they serve.

1.3 Structure and organization of CCIs

The structure and organization of the chambers of commerce is specified in Decree No. 88-1027 dated June 6, 1988 (see Annex). The membership of the chambers consists of all individuals or companies -- within the respective territory of each chamber -- licensed to operate in one of the following sectors: industry, commerce, crafts, small enterprise. Each Chamber of Commerce has a 25-member volunteer committee which is elected every four years and which meets at least four times a year. This committee must be composed as follows: at least two seats per member governorate; and two seats per sector (industry, commerce, crafts, small business). The Ministries of Economy and Finance have the right to appoint a representative to the volunteer committee. The volunteer committee may also appoint "corresponding members" located either within the territory of the Chamber or in other countries where such foreign members are likely to promote trading relations between Tunisia and their country of residence. The volunteer committee defines the chamber's by-laws, which (together with subsequent modifications) are subject to the approval of the Ministry of Economy.

The volunteer committee elects an executive committee comprising the following offices: president, two vice-presidents, secretary general, treasurer and deputy treasurer. The executive committee has a two-year term of office.

The four chambers of commerce elect a national council comprising a president, three vice-presidents and a secretary general. This national council meets at least once a year and whenever the Minister of Economy or on of the chambers of commerce requests a meeting. Again, the Ministries of Economy and Finance are represented on this national council.

Each chamber of commerce submits an annual budget and an annual financial report to the Ministry of Economy for approval. Modifications to the annual budget must also be approved by the Ministry of Economy. Chambers of Commerce are legally authorized to draw funds from the following sources: contributions by professionals; rent and income on property; donations and legacies; loans approved by the Ministries of Economy and Finance; government grants; income generated by the chambers as a result of their activities. All chambers are required to employ an accountant to keep accounts

in accordance with a specific accounting plan. Accounts are subject to annual audit in accordance with the procedures applicable to public entities.

I.4 Management and administration of CCIs

Each CCI has a paid Director and administrative staff. The conditions of recruitment and employment of the Director and staff are determined by the National Council of CCIs. At present, the organization chart of CCIs includes the following functions: Director; Training; Information; Administration and Finance. However, although these functions are always present, the organization charts of the four chambers may vary, according to the complexity and volume of their activities. For example, the organization chart of the CCI of Sfax is more complex than that of Sousse, which is a less active organization.

II. THE "CHAMBRE DE COMMERCE ET D'INDUSTRIE DU SUD" (CCIS): ORGANIZATION

II.1 STRUCTURE AND MEMBERSHIP

CCIS was first established on November 20, 1885. It covers the 8 southernmost governorates of Tunisia: Sfax, Gabès, Tozeur, Gafsa, Tataouine, Médenine, Kébili and Sidi Bouzid. As with all of the Chambers of Commerce and Industry in Tunisia, CCIS has a volunteer structure and an administrative structure (see Section I). CCIS has a membership of 45,000 companies, i.e. every licensed company within its geographical territory is automatically considered to be a member.

Upcoming elections to the Executive Committee are announced through advertisements in the local press and on the local radio (Sfax has its own regional radio station). CCIS volunteer committee and President are very active and dedicated. Many of them are also members of other regional bodies, such as UTICA¹, thus providing strong institutional linkages on the local level. The current President, Mr. Mohamed Amous, is particularly dedicated, spending at least 4 hours per day at the Chamber's main office and much longer hours during events such as trades' fairs, etc. Mr. Amous also frequently travels specifically on behalf of the CCIS.

¹ Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat. This is the employers' union.

II.2 INSTITUTIONAL

The administrative structure of CCIS is headed by Mr. Fawzi Ben Arab, who is the Director General of the Chamber. Mr. Arab is a graduate of the Institut de Presse et des Sciences de l'Information (IPSI) and was previously with the Tunisian National Standards' Institute (INNOPRI) before joining the Chamber. The Chamber also has a Director of Training and Events, Director of Services, Director of Studies, Director of Information (this function is currently performed by the Director General), and a Director of Finance and Administration. (See organization chart.)

CCIS has a total full-time staff of 35, 8 of whom are located outside of Sfax, in Gabès, Médenine, and Kebili. Half of total employees are professional staff. .

As mentioned above, CCIS also has regional offices in Gabès, Médenine and Kebili. The staffing levels of these regional offices are summarized below:

<u>Location</u>	<u>Staff</u>
Gabès	Director 3 secretaries
Médenine	Local manager 1 secretary
Kebili	Local manager 1 secretary

These regional offices provide training (mainly typing, accounting and some computer training) and issue documents (e.g. certificates of origin).

In addition to its full-time staff the Chamber also uses paid consultants, or "collaborateurs externes" to perform specific functions. These consultants have full-time jobs elsewhere, which are closely linked to the Chamber's activities and needs. For example, the Head of Information with the Sfax local radio station, Mr. El Ouati, is the Chamber's press attaché and also provides considerable assistance to the function of Director of Information. In addition, a local journalist, Mr. Aymed Hadhri, also assists the Chamber and ensures good press coverage for its activities.

As will be seen below, subcontracting for private sector services is characteristic of CCIS. Instead of limiting its activities to the capacities afforded by its staffing levels, and rather than trying to implement tasks which are not within the specialized field of its staff, it calls upon the appropriate outside support. This strategy enables the Chamber to develop strong and vital institutional linkages on the local level, ensure that its

activities are performed with the utmost professionalism, and reach a much greater and broader audience than if it relied purely on its own internal resources. Again, this is one of the striking features of CCIS and undoubtedly one of the keys to its success

Premises

CCIS has office buildings in Sfax (they are: 1) a school of typing and accounting, 2) main offices, and 3) additional administrative offices). However, it is about to commence the construction of a 5-story building which will be ready in mid-1993. The new offices will be built on a piece of land which is the property of the Chamber, and will provide 3,000 m² of office space. Two stories of the new building will be allocated to training activities.

In addition, the Chamber has regional offices in Gabès, Kébili and Médenine. The premises of the Kébili offices are particularly spacious, with 9 rooms and are apparently particularly suitable for training. CCIS also hopes to build its own premises for its regional offices, rather than rent.

II.3 FUNDING/FINANCIAL

CCIS receives an annual grant from the Ministry of Commerce and Industry. This grant amounted to TD 60,000 in 1991. However, CCIS raises much greater amounts to cover its activities, mainly through sponsorship by local companies. Representatives of CCIS estimate the actual budget for 1991 at around TD 1,000,000 to which must be added the many lunches provided by local companies for official delegations, participants at trades fairs, round tables, etc. The 1991 level of revenue was exceptional due to the Medibat fair. Normally total cash funding (although much of it earmarked for specific activities) amounts to around TD 700,000. Sponsorship includes direct financing of such items as catalogs for trades fairs, advertising, and social events, as well as cash donations. This additional fund raising is congruent with the terms of Law 88-43.

III. CCIS: CURRENT PROGRAM AND ACTIVITIES

III. PERCEIVED ROLE AND APPROACH

CCIS is extremely active and dynamic in fulfilling its terms of reference described above. When asked to state its role, CCIS officials immediately reply that it is to promote the private sector in southern Tunisia. They interpret this as taking appropriate action to launch projects and activities, without trying to duplicate what is already being done by the private sector. Thus, for example, after launching basic management training in Sfax in partnership with a local private-sector company, CCIS has decided that it can

now let the private sector take care of this type of training and focus on taking the same type of training to other governorates where it is not presently available. In 1991 CCIS undertook to promote computers in the southern governorates of Tunisia and organized the first computer fair in Gabès. Hence, CCIS really sees itself as a **catalyst**.

III.2 PROMOTION, INFORMATION AND ASSISTANCE FUNCTIONS

CCIS' greatest strength is probably the promotion of the private sector through trade fairs and contacts with other chambers and organizations. It participates in organizing the Sfax International Fair and has also taken responsibility for organizing regional events such as Medibat Fair (construction) and the regional meeting of ASCAME (the Association of Chambers of Commerce in the Mediterranean). CCIS maintains contacts with many foreign chambers of commerce and trade organizations. In this context, it received 15 foreign ambassadors in 1991. Over the past 2-3 years it has also taken trade delegations to foreign fairs and events (e.g. Cherbourg, France; Catalonia, Spain; Moscow, ex-USSR; USA).

Another of the strengths of CCIS is its information function. In addition to its bi-monthly bulletin which is distributed to 1,000 companies in the south (600 free of charge, 400 to subscribers), CCIS has published a magazine on economic and business issues of interest to local companies. However, this magazine was suspended after the first issue due to lack of funding. CCIS publishes an information brochure whenever it takes delegations abroad. (See samples of publications.)

CCIS is very efficient in publicizing its activities in the national press and on the local radio (Sfax and Gafsa). In January 1992 it organized a press conference to inform the public of its activities in 1991. This press conference was given wide coverage in the national press. CCIS has decided to promote radio advertising in southern Tunisia.

For CCIS, 1991 was Computer Year. Every weekend for six months it took computer equipment on the road to cities in southern Tunisia. This was implemented in conjunction with Tunis-based "Sphère Informatique", the national IBM PC concessionaire, who has since opened a branch in Sfax as a result of these efforts. CCIS also launched a PVO "Associations Etre de l'Informatique" to encourage the use of computers and to work towards the purchase of at least one computer per school in southern Tunisia. One of the highlights of Computer Year was the Computer Exhibition in Gabès in October 1991.

Training is a longstanding and rapidly developing activity of CCIS. This is covered in detail below. CCIS also provides assistance to local businesses by issuing certificates of origin, providing fax and documentation services (periodicals, manuals, directories).

CCIS has also launched a study function and, in collaboration with another group (ARDES) has prepared a study on the informal private sector in southern Tunisia. This study has resulted in a project proposal, for which the authors are currently seeking sponsors. The proposed project aims to promote the informal-sector activities and gradually build them up to enable them to enter the formal sector.

Finally, with 3 regional offices and ongoing activities in the southern governorates, CCIS by no means restricts its activities to Sfax. On the contrary, it makes every effort to involve the seven southern governorates to the greatest possible extent.

IV. TRAINING

IV.1 BACKGROUND

Training for local companies is a fully-fledged function of all four Chambers of Commerce and Industry in Tunisia, as defined by Law 83/43. CCIS has been providing typing and accounting classes for over 30 years. The Chamber has a separate training school where it provides these courses (which are open to the general public) and which it also uses for other ongoing training activities. Consistent with its perception of its role as a catalyst, in 1991 CCIS management decided that it would be preferable to stop providing this type of training in Sfax since it is widely available on the private market. However, the volunteer committee ruled against this decision, considering that these training courses are the image of the Chamber among the local population. They supported this argument by the fact that the demand for the school's typing and accounting graduates among local companies by far surpasses the supply.

The Chamber's staff nonetheless decided to broaden its range of training activities in order to gear them more specifically to the needs of local trade and industry. Thus, in 1991 it launched its first training cycle in basic management. In 1992 it is taking this course on the road to the other seven governorates and is introducing additional programs in management-related areas in 1992.

It is worth noting at this point that training programs for managers and businessmen are practically non-existent in southern Tunisia. Only two private firms currently provide this type of management training in Sfax, both of which are relatively new. Another firm is just launching into this field in Gabès and a second institute is currently planning to develop its activities in this area.

IV.2 APPROACH TO TRAINING

CCIS aims to provide training in areas in which the needs are currently unmet, i.e. in which no other institution is currently providing courses. CCIS has identified management as being the major area of unmet need. CCIS training program is designed first to train the private sector in critical business skills and at the same time act as a catalyst by introducing new openings for private-sector training firms. Congruent with its role as a catalyst, the Chamber does not attempt to implement the courses itself, but sub-contracts them out to experienced companies. This enables it to provide a much larger and broader program of training activities than if it were to implement them itself. CCIS is also trying to encourage Tunis-based training firms to open up regional offices in Sfax. During an interview, SAMEF confirmed that it intended opening up in Sfax in the very near future.

In summary, CCIS plays the role of catalyst, organizer and leader in the field of training.

IV.3 TRAINING PROGRAMS AND PARTNERS

A. Programs and Partners

The following table summarizes the 1992 training plan, target groups, partners and sites.

CCIS TRAINING PLAN, 1992

<u>Program</u>	<u>Target Group</u>	<u>Partner(s)</u>	<u>Location</u>
Basic management* Tataouine.	Company Managers and Senior Staff	CEFEG (Sfax)	Gabès, Sidi Bouzid, Kebili, Médenine, Tozeur, Gafsa,
Exporting and International Trade*	Company Managers and Senior Staff	SAMEF (Tunis), MASSMEDIA (Tunis), International Chamber of Commerce	Sfax
Training for Executive Assistants*	Executive Secretaries	SAMEF (Tunis)	Sfax
Transport planning*	Senior Staff	SAMEF (Tunis)	Sfax
Languages for business: English, Spanish, Italian, German	Local businessmen	-	Sfax
Programmed learning	Local businessmen	-	Sfax
Principles of Computer Science	Local businessmen	-	Sfax
Typing	General public ²	-	CCIS school, Sfax; Gabès, Médenine, Kebili
Accounting	General public	-	CCIS school, Sfax; Gabès, Médenine, Kebili
Computer training	General public	-	CCIS school, Sfax; Gabès, Médenine, Kebili

* Detailed programs a.e provided in Annex.

The training programs which CCIS implements in conjunction with SAMEF and CEFEG are the only ongoing training programs in Tunisia which are specifically targeted at private-sector companies (mainly small and medium-sized enterprises).

B. Problems Encountered

The main problem encountered by CCIS in its training activities is absenteeism

² Generally young people who failed to graduate from high school.

due to the frequent travel of local company managers and owners. This particularly applies to the computer and language training programs. CCIS plans to overcome this difficulty by providing computer-assisted training facilities so that local business people can schedule their own study programs, using the facilities of CCIS training school. However, in order to implement this program it requires 15 PCs as well as training packages, for which no funding is available at present.

Also, because it is difficult for senior management to attend lengthy training sessions, the Chamber's management training workshops are 3 or 4 days in duration at the maximum, often shorter.

IV.4 MANAGEMENT OF TRAINING PROGRAMS

Training is managed by Mrs. Ikram Makni, Director of Training and Events, who obtained an MA in Ceramic Engineering under the USAID-funded Technology Transfer program. Mrs. Makni is really the hub of the whole Chamber. In addition to training, she is also responsible for organizing events such as trades' fairs, conferences, etc. and is generally involved in all of the Chamber's activities. Mrs. Makni is assisted by two full-time professional staff plus a secretary. Neither Mrs. Makni nor any of her staff have received any training either as trainers or as managers of training programs.

CCIS takes care of all the logistics for its training programs. The management workshops are all held in a local hotel. The subcontractor takes responsibility for the design and implementation of the training.

CCIS has adopted an excellent approach to training by subcontracting the implementation out to specialized firms. However, CCIS staff do require skills in the management of training programs to ensure that they are properly designed, implemented and evaluated. CCIS are aware of this gap and are interested in developing the necessary skills to enhance the quality of their services even further. Finally, given the heavy workload of the staff involved (training and events), it might be necessary to increase staffing levels (or use "collaborateurs externes") if training activities were to be developed even further.

Some of the main issues in the management of the training cycle are discussed below as they specifically apply to CCIS training program. They are discussed as management rather than program issues in view of CCIS role as manager and organizer of its training activities, rather than implementer.

Needs Assessment

The role of CCIS is to promote private trade and industry. In order to perform this role it needs to be aware of the overall needs of the sector in general, and training

needs in particular. CCIS assesses training needs through its very close contacts with the local business community and it is through this type of informal assessment that it has developed its ongoing training programs. It does not conduct any formal needs assessment exercises such as questionnaires, group discussions, observation exercises, etc.

However, needs assessment capabilities are important for an organization such as CCIS which covers one very developed governorate (Sfax) -- where the business community is quick to respond to programs designed to enhance its efficiency -- and seven much less developed governorates where it is very difficult to communicate the importance and usefulness of even very basic management skills.

Training design: content and methods

CCIS subcontracts the implementation of training out to private companies and therefore has a very low level of involvement in the design of training activities. CCIS generally ensures that the main content areas in which it is interested are included in the program and leaves the rest of the design to the subcontractor. Quality of training is the key criteria for selecting training subcontractors, as expressed, for example, by the facilitators' CVs and actual workshop performance. SAMEF was chosen for the 1992 program not only because of its national reputation, but because of the one-day demonstration of training methods by SAMEF (Société d'Assistance en Management, d'Engineering et de Formation) President. Also, one of the reasons CCIS decided to implement its 1992 basic management program in conjunction with CEFEG (Cabinet d'Etudes et de Formation en Gestion) rather than with IGC (International General Consulting) was because of a certain dissatisfaction with the latter's attitude and approach, which was theoretical rather than skills-based and tended to put profit considerations before the quality of training.

The other institutional profiles and the Executive Summary discuss training design in considerable detail. However, when reviewing the 1991 and 1992 training programs the Consultant noted the following points:

a) In many cases the stated objectives are not training objectives, i.e. they do not state the skills which the participants will have acquired by the end of the session. However, it is difficult to design, plan or evaluate training sessions without clear objectives.

b) In many instances the training does not seem to be skills-based, i.e. it is theoretical rather than practical. Training methods are mentioned in only a few cases (e.g. case studies, role plays).

c) Some of the sessions seem to be too full for a one- or two-day workshop. However, this is difficult to assess because of the lack of clear objectives.

Trainers

The trainers are generally university faculty who provide ad hoc services for the various subcontractors (with the exception of SAMEF, see profile). The trainers have no specific training as trainers (with the exception of Mr. Koubaa of CEFEG, who trained with SAMEF). In some instances, the trainers are given the program outline and provide their own content. Again, this is difficult to assess without seeing the trainers in action, although generally the methods seemed to be limited to lectures, group discussions and exercises.

Evaluation

There is no standard evaluation procedure and certainly no performance monitoring.

IV.5 COST RECOVERY FOR TRAINING ACTIVITIES

CCIS is a non-profit making organization and as such does not endeavor to make any gains from its training activities. In general, CCIS pays the subcontractor's fees plus the cost of lunches for participants, advertising and mailing campaigns. As may be seen from the budgets in the Annex, the deficit varies considerably from one program to another. Generally, the students' fees cover the subcontractor costs but not advertising, hospitality etc. CCIS covers the difference through its general funds received from the government and through its fund raising activities described in Section II.3 above.

Based on the prices applied by private training companies in Sfax, companies are willing to pay considerably higher tuition fees, and so there seems to be no reason why CCIS should not charge higher fees in order to at least cover all of its costs. However, this may not be the possible for the other governorates at this point in time, since according to both CCIS and other persons met in Sfax, southerners need to be convinced of the utility of a product before they are willing to pay the price. Whatever the case, CCIS needs assistance in pricing its training products.

IV.6 MARKETING

CCIS markets its training programs through advertisements in the local press and on radio Sfax and radio Gafsa as well as by direct mailing. Depending on the location of the training, around 200 - 300 brochures are mailed to potential participant companies, although in Sfax as many as 600 brochures may be mailed. The direct mailing is followed up by telephone calls. CCIS has a data base of 5,500 companies: 1,500 in Sfax and 4,000 in the other governorates.

V. CONCLUSION AND RECOMMENDATIONS

CCIS is a dynamic and highly reputed organization which works actively towards promoting trade and industry in the southernmost governorates of Tunisia. It considers itself as a catalyst for launching new ideas and activities.

CCIS is placing increasing emphasis on its training function, with particular focus on management training for local company managers and senior management staff. It is the only organization in Tunisia to target and reach both small and medium-sized enterprises and areas beyond its own city boundaries.

However, in providing training CCIS plays the role of organizer and initiator, rather than implementor. It defines training needs and programs and subcontracts the actual implementation of training out to local as well as Tunis-based firms. This is an excellent approach in that it allows CCIS to reach a much broader audience and makes it easy to change programs with minimum effort, according to needs and trends. It also prevents CCIS from restricting their efforts to a limited number of activities. CCIS takes its training programs to all eight governorates within its mandate. In 1992 it will take management training on the road to the seven southernmost governorates in addition to Sfax.

CCIS approach to training is also excellent because it works to develop the capabilities of local training companies. However, in order to achieve maximum efficiency, it would be useful for CCIS staff to receive training in the management of training programs as well as in the principles of training in order to ensure that all the functions of the training cycle (needs assessment-planning-programming-evaluation) are performed as efficiently as possible. This is particularly important to ensure proper program design and implementation by the subcontractors. It may also be necessary to provide some of the subcontractors, particularly the local ones, with a TOT program, including training design and evaluation.

At present, much of the success of CCIS is due to its dynamic President, Mr. Amous and Training Director, Mme. Makni. However, this is a constraint facing all training institutions in Tunisia, regardless of the sector: one person, usually the company manager is the hub. If Mme. Makni left, the situation would certainly change unless her other staff were also developed in the management of training programs.

Recommendations:

It is recommended that:

1. 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.

2. 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 recommendations 1) and 2) above, 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.

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ANNEXES

Summary of 1992 Training Programs
1992 Training Plan and Programs
1992 Training Budget
Law 88-43 + Decree 88-1027

CHAMBRE DE COMMERCE ET D'INDUSTRIE DU SUD

SUMMARY OF 1992 TRAINING PROGRAMS

1) Basic Management (La gestion du développement)

Partner(s): IGC (1991); CEFEG (1992)

Target group: company presidents and senior management

Location: Sfax (1991); Gabès, Sidi Bouzid, Tozeur, Gafsa, Kebili, Médenine, Tataouine (1992).

Workshop duration: 1-day workshops (1992)

Total number of workshops: 10, all of which are run at least twice (1992)

This program is now entering its second year. In 1991 CCIS organized this course in Sfax in conjunction with IGC, a local consulting and training company. This was the first time that a program of this kind had been organized locally in Sfax by local institutions. The program was successful and not only demonstrated the demand for this type of training but also helped to launch IGC in this field. As a result, CCIS decided to carry the experience on into 1992, but in the seven other governorates and with CEFEG, another private-sector company. It should be noted that in 1992, in addition to CCIS/CEFEG program, both IGC and CEFEG have management training programs in Sfax and IGC has a program in Gabès in conjunction with a local group in Gabès. Thus, CCIS really has accomplished its role as a catalyst in the field of basic management training by launching programs in the eight governorates within its mandate and, at the same time, establishing two local private training companies in this field.

2) Exporting and International Trade

Partners: SAMEF (Tunis); Mass-média (Tunis); INNOPRI (Tunis); ICOS (Paris); International Chamber of Commerce.

Target group: company presidents and senior management

Location: Sfax

Workshop duration: 2-4 days

Total number of workshops: 8

Participants per workshop: 15-20

This program aims to provide company managers with the appropriate skills for operating on the international market. It consists of a series of eight workshops which vary between two and four days in duration. All of the workshops are organized in Sfax.

The main partner for these workshops is Tunis-based SAMEF³, one of Tunisia's most experienced and reputable training companies. SAMEF was selected from among several candidates, the influencing factor for the final choice being the one-day demonstration implemented by SAMEF president, Mr. Taoufik Rabah. Two of the eight workshops will be run with other partners however: Tunis-based Mass-média and INNOPRI (national standards institute) and Paris-based ICOS will run the workshop on "International Image"; and the International Chamber of Commerce will take responsibility for the workshop on international contracts.

3) Training for Executive Assistants

Partner: SAMEF (Tunis)

Target group: executive secretaries

Location: Sfax

Workshop duration: 3 months (110 hours)

Total number of workshops: 2 sessions (April/June; Sept/Dec)

CCIS decided to organize this workshop because of the crucial role of the executive assistant in the efficient company management/administration. It aims to provide skills in communication, organization, company management and organization, and data processing.

4) Planning Systems for Transport Companies

Partner: SAMEF (Tunis)

Target group: Management staff of transport companies

Location: Sfax

Workshop duration: 3 days

Total number of workshops: 1

This workshop aims to provide managers with strategic and operational planning skills. In addition to planning, it includes sessions on problem-solving and project evaluation. Workshop methods include role play and case studies.

³ See separate Profile.

5) Staff Allocation Procedures (Transport Companies)

Partner: SAMEF (Tunis)

Target group: Management staff of transport companies

Location: Sfax

Workshop duration: 4 days

Total number of workshops: 1

This workshop aims to provide participants with modern staff-allocation skills and with the tools for using these skills.

6) Other Training Programs for Business People and Managers

CCIS also provides in basic computer skills. This training was developed because it had been observed that many company managers/owners possessed PCs on their desk tops but did not know how to use them.

Another area of training is language training for business. Courses are currently offered in English, Italian, Spanish and German languages, with 6-10 students in each class.

Both computer and language training are provided in CCIS training school.

**CHAMBRE SYNDICALE NATIONALE DES ENTREPRISES D'ETUDES,
DE CONSEIL ET DE FORMATION**

CHAMBRE SYNDICALE NATIONALE DES ENTREPRISES D'ETUDES, DE CONSEIL ET DE FORMATION

I. STATUS AND STRUCTURE

The Chambre Syndicale Nationale des Entreprises d'Etudes, de Conseil et de formation (Chambre Syndicale) is a PVO which was created in June 1990 within the Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat (UTICA - employers' federation).

The purpose of the Chambre Syndicale is to promote the interests of member companies in the consulting and training sector. However, particular focus is placed on training at the moment since this is the area of greatest need.

There are approximately 100 private training firms in Tunisia, of which 21 are currently members of the Chambre Syndicale. The members of the Chambre Syndicale elect a 10-member Executive Committee, the current President of which is Mr. Faouzi Belhadj (Manager of BMF and CIFTEC). The Executive Committee has four sub-committees: studies, consulting, training, and professional ethics. Each committee is chaired by a member of the Executive Committee. The Executive Committee is elected once every five years.

The Chambre has no full-time staff and no offices. However, it has the support and backing of UTICA, which is a very strong and sound organization in Tunisia. The Chambre's meetings are held on UTICA premises and the everyday business is conducted from the private office of the President of the Executive Committee. The Executive Committee meets once a month, although there are times when it meets as often as once a week.

The Chambre Syndicale's only funds are membership fees, which are currently set at TD 100/year.

The Chambre is very selective in its membership in order to maintain its own credibility and reputation as being the custodian and promoter of quality. There are no formal admission criteria although in practice each application is reviewed with a focus on the applicant's efficiency as a training organization and its professionalism. The Chambre generally does not accept members who have been operating for less than two years and requires each application to be sponsored by another member.

II. ACTIVITIES

The Chambre Syndicale has developed a medium-term and a short-term action plan which mainly addresses the issues dealt with below. It aims to promote training by changing the environment in which training companies operate, and ensuring that they provide a better quality of services. In addition to its lobbying activities and meetings of its Executive Committee and sub-committees, the Chambre also organizes dinner-debates, participates in interviews in the mass media and attends all meetings related to training. During the first week of February 1992, 10 members of the Chambre went to Sfax to participate in meeting on "Training and the Enterprise" organized by the Sfax-based training company IGC and targeted at managers and training managers of local private- and public-sector companies.

III. ISSUES

The Chambre Syndicale currently sees its role as addressing the major issues which affect the functioning of the sector: the professional training tax ("Taxe à la Formation Professionnelle" - TFP), ethical conduct within the profession, and the quality of service.

Taxe à la Formation Professionnelle (TFP): All companies within the training sector see this as being the major obstacle to their development. At the end of each year, companies are required to pay the equivalent of 2% (1% in the case of textile firms) to the state for professional training. However, this amount is reimbursable under the following conditions:

- . In January/February each year the company has to submit to the Office de la Formation Professionnelle et de l'Emploi (OFPE) an annual training plan, specifying training activities, organizers and dates. OFPE approves this plan.
- . Immediately after the end of the fiscal year, the company completes an application for reimbursement of the TFP. This application is accompanied by substantiation that the training has taken place as per the approved plan.
- . The application is reviewed by a special committee, which decides on the amount to be reimbursed (as a percentage of the TFP paid).

However, in practice the procedure is not quite so straightforward as it might seem. Even when companies submit their training plans on time there are delays in obtaining OFPE approval. This often means that the first four months of the year -- and the training plan -- have gone by before the official approval is received. Furthermore, the situation is complicated by the fact that the application for reimbursement is

reviewed by a special committee which disallows all activities which do not fully comply with the training plan (including changes in dates). As a result, companies receive much less than they feel they are entitled to, and very few companies therefore make the effort to go to the great lengths required to obtain this reimbursement.

According to Mr. Belhadj, the government received TD 20 million in revenue from TFP in 1991, while the forecast for 1992 is TD 26.5 million. On the other hand, the total amount reimbursed in 1989 amounted to only TD 3 million. Approximately 40,000 Tunisian companies pay TFP whereas only 300 submit applications for reimbursement, i.e. only about 7 companies per thousand do training. Mr. Belhadj stated that the number of companies which organize training and do not claim reimbursement of TFP is negligible and is limited mainly to a few multi-nationals and companies which are exempt (offshore companies operating under the law of April 1972, and approximately 10 public-sector companies with their own in-house training facilities, e.g. STEG, Société des Phosphates de Gafsa).

The Chambre Syndicale is advocating for a reform in the TFP system: it is lobbying for the abolition of the special committee and for the requirement to submit an annual training plan. Instead, it suggests that when companies file their TFP returns, they should also append valid supporting documents to substantiate any training costs which they might have incurred and that such costs be deducted from the amount of TFP due. It would then be up to the fiscal authorities to perform inspections to guard against fraud. So far, there is no news on this issue, although the Prime Minister did refer to it in his speech at the meeting on "Training and the Company" seminar organized by the Institut Arabe des Chefs d'Entreprise in December 1991.

The Chambre Syndicale feels that if this reform is introduced, it will have an immediate impact on the demand for training.

Code of Professional Conduct: Professional conduct is a major issue in the training sector. It seems that unethical practices (e.g. taking other companies' training staff, making payments to heads of training departments to obtain contracts, etc.) are frequent in the sector. Thus in order to try and control the situation and improve the image of training companies, the Chambre Syndicale established a committee on professional ethics (chaired by Dr. El Amouri of the Institut El Amouri) which has now produced a "Code of Ethics" (see Annex).

Quality of Training: The number of companies offering training programs and workshops has rapidly increased over the past few years. Many companies see training as an easy way of making money and offer a product which is not up to standard. The Chambre is seeking ways of promoting both quality services and the image of training companies. It is very strict in selecting its members (although there are no official selection criteria) and has developed a logo which members are allowed to use in the

advertising and on their stationery. This logo is intended to symbolize a guarantee of quality.

To these three issues should also be added the value added tax (VAT) which is 17 % on services, including training, and adds an even further constraint to the development of the sector. The Chambre is also lobbying for a reduction in the VAT on training.

Finally, the President of the Chambre Syndicale is dissatisfied with the way the FIAP (Fonds d'Insertion et d'Adaptation Professionnelle¹) is being handled by the OFPE. In spite of the fact that one of the areas of focus of the FIAP project is to promote service companies, OFPE has taken no action in this direction so far. In a discussion with another member of the Executive Committee (Dr. El Amouri), it was stated that the public sector, namely OFFE, is trying to monopolize the training market whereas in fact the public sector should be the promoter of training, rather than the implementer. Thus, the OFPE's role in training is also another issue for the Chambre Syndicale and the private training sector in general.

IV. CONCLUSIONS AND RECOMMENDATIONS

The Chambre Syndicale is a relatively new but certainly vociferous advocate of the interests of private training companies. It has clearly identified the issues which are placing constraints on the development of the sector and is working to remove them. Although it only officially represents its member organizations, any achievements will have positive impacts on the entire private training sector. It seems that the Chambre has succeeded in developing a feeling of identity and common purpose among its members, which was not the case at the outset.

The Chambre's focus on improving the quality of training is of particular interest, since this is obviously one of the major issues facing training in Tunisia, regardless of the sector (public, private or PVO).

Recommendation:

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

1

FIAP is a government sponsored project (with support from multilateral and bilateral donors) to provide basic - mainly technical - skills to people who did not progress very far in the school system, and to equip them to find employment or set themselves up in micro-enterprises.

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.

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UTICA

CHAMBRE SYNDICALE NATIONALE DES ENTREPRISES D'ETUDES, DE CONSEIL ET DE FORMATION

COMPOSITION DU BUREAU ELU EN JUIN 1990



REPARTITION DES RESPONSABILITES

MONCEF CHAKROUN	→	PRÉSIDENT DE LA COMMISS ETUDES
RIDHA GOUBAA	→	PRÉSIDENT DE LA COMMISS CONSEIL
TAJEB BRINI	→	PRÉSIDENT DE LA COMMISS FORMATION
TAHAR LAMOURI	→	PRÉSIDENT DE LA COMMISS DÉONTOLOGIE
ALI LAJNEF	→	RESPONSABLE DES RELATI EXTÉRIEURES
ABASSI RABHI	→	RESPONSABLE INFORMATI ET PRESSE

12.

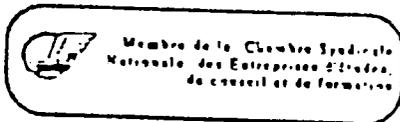


UTICA

CHAMBRE SYNDICALE NATIONALE DES ENTREPRISES D'ETUDES, DE CONSEIL ET DE FORMATION

LISTE DES MEMBRES DU SECTEUR DE LA FORMATION

	RATSON SOCIALE	PREMIER RESPONSABLE	ADRESSE	VILLE	TEL.
1	ACTUEL FORMATION	Mohamed Ali KSONTINI	COMPLEXE EL MECHTEL	1002 TUNIS BELVEDERE	780188
2	B C E F	Salem BEN ROMDHANE	53, RUE ECH CHAM	1002 TUNIS BELVEDERE	789601
1	ACTUEL FORMATION	Mohamed Ali KSONTINI	COMPLEXE EL MECHTEL	1002 TUNIS BELVEDERE	780188
2	B C E F	Salem BEN ROMDHANE	53, RUE ECH CHAM	1002 TUNIS BELVEDERE	789601
3	B M F	Faouzi BELHADJ	7, RUE Med Ali ANNABI	1002 TUNIS BELVEDERE	893716
4	B T M	Nouraddine MOALLA	37, RUE ECH CHAM	1002 TUNIS BELVEDERE	284165
5	C A S T	Ahmed BOUACHIR	43, ROUTE DE LA PLAGES	4011 HAMMAM SOUSSE	342925
6	C E D O C	Rachid KAROUI	10, RUE DE L'INDE	1002 TUNIS BELVEDERE	890425
7	C E M O	Ridha GOUBAA	Imm. ERROUQUI Bloc A N° 17	2092 EL MANAR 2 TUNIS	237619
8	C E O F I	Taïeb BRINI	42, AV. DE LA LIBERTE	1002 TUNIS BELVEDERE	782794
9	C E T A U F	Hamda OUESLATI	43, AV. DE MADRID	1000 TUNIS RP	03 42925
10	C I F O R E	Hmid BELHADJ	3, RUE D'IRAN	1002 TUNIS BELVEDERE	280984
11	C I F T E C	Faouzi BELHADJ	9, RUE Med Ali ANNABI	1002 TUNIS BELVEDERE	288036
12	C M O	Abderraouf DHAOUI	4, Rue EL OUAZEZ Imm.Jasmin	1004 EL MENZAH 1 TUNIS	230354
13	I D E F	Mohamed SAID	Imm. SAADI	1004 EL MENZAH 1 TUNIS	717485
14	IFAT SECURIFOR	Ali LAJNEF	12, RUE IMAM EL BEKKI	1002 TUNIS BELVEDERE	289869
15	INSTITUT LAMOURI	Tehar LAMOURI	5, RUE EL HIJAZ	1002 TUNIS BELVEDERE	289185
16	INTERNATIONAL CONSULTING GROUP	Ridha GUERMAZI	Imm. TAPAROUNI 8ème Etage	3000 SFAX	04 24763
17	MAGHREB MANAGEMENT ET MARKETING	Mohamed Abassi RABHI	32, RUE D'ITALIE	1000 TUNIS RP	255477
18	MASS MEDIA	Mustapha MASMOUDI	Cité les Olympiades Bloc 1	1003 TUNIS Cité EL KHADRA	793939
19	PLUS FORMATION	Ghazi MEIBRI	96, RUE DE YUGOSLAVIE	1000 TUNIS RP	345095
20	S A M E F	Taoufik RABAH	45, RUE D'IRAN	1002 TUNIS BELVEDERE	890550
21	TUNISIAN PREVENTION SERVICES	Malek HAROUNI	12, RUE IMAM EL BEKKI	1002 TUNIS BELVEDERE	280390



Membre de la Chambre Syndicale
Nationale des Entreprises d'Etudes,
de conseil et de formation



Membre de la Chambre Syndicale Nationale des Entreprises d'Etudes, de conseil et de formation



CODE DE DEONTOLOGIE

RELATIONS AVEC LES CLIENTS

- 1/ L'adhérent s'engage à respecter scrupuleusement le secret professionnel et s'interdit de faire usage, sans l'accord formel du client, de toute information ou renseignement qui serait venu à sa connaissance au cours de sa mission.
- 2/ L'adhérent s'interdit de communiquer à l'entreprise, ou plus généralement à un tiers, toute information concernant le personnel, qui ne soit pas d'un ordre strictement organisationnel ou pédagogique.
- 3/ L'adhérent s'engage à conduire et à achever les missions qui lui sont confiées avec conscience professionnelle et en toute indépendance en utilisant les méthodes et les moyens les plus appropriés.
- 4/ L'adhérent devra fournir ses prestations en toute indépendance et se refuser à toute complaisance incompatible avec l'éthique professionnelle.

ENGAGEMENT ENVERS LA CHAMBRE SYNDICALE

- 1/ Servir la profession avec dévouement et loyauté.
- 2/ Respecter les obligations confraternelles de solidarité, d'entraide et d'honnêteté intellectuelle et morale.
- 3/ Ne pas utiliser à l'encontre de ses confrères les informations obtenues dans le cadre des activités de la Chambre Syndicale.
- 4/ Ne pas porter atteinte à la réputation d'un confrère, par ses paroles ou ses écrits.

- 5/ Donner la priorité à une collaboration tunisienne dans les limites des compétences disponibles.
- 6/ Ne pas détourner par des manoeuvres condamnables la clientèle de ses confrères.
- 7/ Ne pas s'approprier, sans autorisation, les produits programmes, systèmes et méthodes mises au point par un confrère.
- 8/ Ne pas servir de gratification ou de commission pour obtenir des marchés.
- 9/ Oeuvrer pour l'amélioration et la défense de l'image de marque de la profession.
- 10/ "Fidéliser" les intervenants vacataires, attachés à un bureau, en vue de développer la crédibilité de la profession.
- 11/ Respecter les tableaux de tarification minimale spécifiques aux professions établis par la Chambre.
- 12/- Signaler à la Chambre toute pratique inadmissible, susceptible de porter préjudice à la profession.
- 13/ Signaler à la Chambre Syndicale toute pratique dument constatée chez un confrère, susceptible de porter préjudice à la profession.
- 14/ Exiger de ses collaborateurs, qu'ils soient employés permanents ou vacataires, toute la compétence et le sérieux afin d'élever le niveau des activités de consultation d'études et de Formation.
- 15/ Avoir recours systematiquement à l'arbitrage de la Chambre Syndicale en cas de litiges entre confrères.
- 16/ En cas de violation des règles et usages confraternels, la Commission de Déontologie sera saisie par écrit en vue d'instruire l'affaire et de prononcer, éventuellement, une sanction.

Les recommandations et les attentes suivantes sont le fruit d'un long et libre débat et échanges de réflexions, au sein de la première commission constituée à cet effet lors de la journée rencontre " Responsables de Formation / Entreprises de Formation ", du 18 septembre 1991 à l'hôtel Diplomat, organisée par la Chambre Syndicale Nationale des Entreprise d'Etudes, de Conseil et de Formation :

- 1- Clarifier davantage la nature et le contenu de la formation .
- 2- La Formation n'étant qu'un moyen pour atteindre les objectifs de l'entreprise, elle doit impérativement s'inscrire dans le cadre de celle-ci et coller à sa réalité .
- 3- Il est indispensable d'améliorer les techniques de conception et de gestion de la formation et de l'orienter vers la créativité et l'innovation .
- 4- Intégrer la formation dans la stratégie de développement de l'entreprise et la politique de sa gestion .
- 5- Valoriser la perception de la formation au sein de l'entreprise .
- 6- La formation doit jouer un rôle de stimulant pour la motivation du personnel, viser la qualification, élever le niveau professionnel et optimiser les ressources humaines qui engendrent le développement de l'entreprise .
- 7- Elargir la formation à des catégories d'agents non touchés actuellement par la formation .
- 8- La formation doit accompagner à la fois les modifications de structure au sein de l'entreprise et les changements individuels .
- 9- Procéder à l'évaluation des actions de formation d'une manière systématique

Mais les structures actuelles, les Institutions de formation à tous les niveaux, les textes législatifs et l'environnement d'une manière générale ...sont-ils capables de répondre à ces attentes ?

1/2



JOURNEE RENCONTRE DU 18 SEPTEMBRE 1991 HOTEL DIPLOMAT

"LA FORMATION AU SERVICE DE L'ENTREPRISE TUNISIENNE"

Après le mot de bienvenue de Monsieur BELHADJ, Président de la Chambre, Monsieur BEN AMOR, Président de la FENAS (FEDERATION NATIONALE DES SERVICES), prend la parole pour mettre en relief l'intérêt et la nécessité pour l'entreprise tunisienne de faire de la formation, il fait des comparaisons chiffrées avec les pays développés pour montrer le retard que nous avons enregistré sur le plan national et qu'il nous faut mettre les bouchées doubles pour le rattraper; l'échéance 1993 qui approche présente de sérieux dangers pour l'entreprise tunisienne qui doit s'y préparer, en particulier en améliorant la productivité et en montrant une plus grande agressivité, tout ceci ne peut être atteint qu'en améliorant la qualification des hommes et en intégrant la politique de formation dans la politique de gestion des ressources humaines.

L'intervention qui a suivi celle de Monsieur BELHADJ a permis de connaître la genèse et les raisons de la création de la Chambre Syndicale et les objectifs qu'elle poursuit :

* Assainissement du secteur, amélioration de l'image de marque de la profession, promotion de la formation dans le pays...

Des actions ont d'ores et déjà été réalisées :

- * Elaboration d'un document de stratégie à long, moyen et court terme.
- * Elaboration d'un code de déontologie ;
- * Création du label Chambre Syndicale ;
- * Diffusion du tableau des membres de la Chambre Syndicale.

La volonté de la Chambre d'aller de l'avant est nette et sans équivoque et les responsables de formation ont été interpellés pour s'organiser eux aussi, en particulier, en adhérant à "L'ARFORGHE" ASSOCIATION DES RESPONSABLES DE FORMATION ET DE GESTION HUMAINE DANS L'ENTREPRISE.

Le programme de la journée fut présenté :

- d'abord un exposé de Monsieur R. ABASSI, Vice Président de la Chambre, sur le thème "LA FORMATION AU SERVICE DE L'ENTREPRISE"
- ensuite deux commissions devaient travailler séparément, une sur : les attentes de formation des entreprises, l'autre sur les relations Entreprises/Bureaux de Formation.

RELATIONS ENTREPRISES / BUREAUX DE FORMATION

Les différentes interventions des participants aux travaux de la Commission, qu'il s'agisse de suggestions ou de recommandations émanant des responsables de services de formation dans les entreprises, ou d'éléments de réponse fournis par des directeurs de bureaux de formation, peuvent être regroupées en trois parties distinctes:

I) Conception et Formulation des Programmes de Formation Inter-Entreprises

II) Communication entre les Cabinets de Formation et les Entreprises

III) Intérêt Particulier à Accorder aux Programmes de Formation Intra-Entreprise

I) CONCEPTION ET FORMULATION DES PROGRAMMES DE FORMATION INTER-ENTREPRISES

A) Choix des Thèmes

- Ne pas se limiter à des thèmes se rapportant seulement aux domaines du management, mais couvrir également des sujets techniques intéressant divers aspects de la production et les autres fonctions techniques de l'entreprise.

B) Ciblage des Participants

- Mieux préciser, pour chaque séminaire ou programme de formation, le ou les créneau (x) de responsables ou de gestionnaires ciblés.

- Elargir la gamme des participants, en prévoyant davantage de programmes à l'intention de cadres ayant des responsabilités de niveau intermédiaire, ou même des agents de production de niveau élémentaire.

C) Informations fournies sur les programmes

- Améliorer l'information préalable fournie lors de l'annonce des programmes de formation, particulièrement concernant les animateurs et conférenciers (niveau, expérience et fonction actuelle), ainsi que la pédagogie qui sera utilisée.

- Prévoir la possibilité d'obtention aisée et rapide d'informations complémentaires qui pourraient être sollicitées, par téléphone, par les services de formation des entreprises.

D) Coût de la formation

- Prévoir des coûts à la journée moins élevés et qui pourraient inciter à une plus grande fidélité de l'entreprise aux séminaires proposés par le cabinet de formation, ou à l'envoi d'un plus grand nombre de participants.

E) Durée des séminaires

- Des opinions variées ont été exprimées par les intervenants lors des discussions, et favorables aussi bien à des séminaires de courte durée (1 à 2 jours) que de plus longue durée (4 à 5 jours). La conclusion qui se dégage néanmoins sur ce point particulier est que les programmes de formation doivent offrir le plus de variantes possibles sur tous les éléments de choix y compris sur la

78

A part l'annonce préalable de la pédagogie à utiliser, il a été recommandé aux bureaux de formation de:

- Développer davantage l'aspect pratique et l'utilisation de situations concrètes aux fins d'illustration, à côté de l'aspect théorique.
- Respecter les programmes annoncés.
- Prévoir, à la fin de chaque programme de formation, une récapitulation des sujets traités, et ce pour faciliter à chaque participant la préparation de son rapport de stage.
- Prévoir la possibilité d'une évaluation des résultats du séminaire auprès des participants individuels.

II) COMMUNICATION ENTRE LES CABINETS DE FORMATION ET LES ENTREPRISES

Les services de formation des entreprises sont souvent embarrassés par la multitude des actions proposées, et apprécient tout ce qui peut les aider à faire le meilleur choix.

- Des réponses rapides et claires aux sollicitations, qu'elles émanent du cabinet formateur ou du service de formation de l'entreprise, ne peuvent que mieux satisfaire les attentes de l'autre partie, et éviter des relances souvent considérées comme gênantes.

- Les annulations ou confirmations, ainsi que les reports de date, doivent se faire dans des délais qui gênent le moins possible.

- Il est proposé de décentraliser davantage les lieux de déroulement des séminaires de formation inter-entreprises.

- Il est souhaitable de formuler un cadre contractuel entre les cabinets et les entreprises qui définirait des normes de qualité de formation, les obligations du cabinet formateur, et qui constituerait une sorte d'assurance-qualité répondant mieux aux attentes de l'entreprise.

III) INTERET PARTICULIER A ACCORDER AUX PROGRAMMES DE FORMATION INTRA-ENTREPRISE

Plusieurs intervenants ont souligné les avantages particuliers que présentent, pour l'entreprise, les actions de formation en intra:

- Meilleure satisfaction des besoins spécifiques de l'entreprise individuelle,

- Meilleur contrôle et suivi du déroulement des programmes par le service de formation de l'entreprise,

- Choix de la pédagogie la mieux indiquée, compte tenu du niveau des participants et du thème de la formation,

- Permet la formulation de propositions complètes et globales par le cabinet de formation, facilitant ainsi la gestion des actions de formation par l'entreprise.

Mesdames et Messieurs,

Aujourd'hui, les entreprises s'interrogent sur la rentabilité des sommes investies en formation; et bon nombre de responsables de formation se préoccupent de savoir quelle est la portée exacte de la formation dans leur entreprise

Nous aussi, nous nous rencontrons autour de cette table pour essayer d'approfondir le même thème :
" la formation au service de l'entreprise "

Mon intervention ne prétend pas analyser en détail ce thème délicat mais proposer seulement des idées sur la perception de la formation au sein de l'entreprise et susciter, par là, la réflexion commune et des pistes d'actions pratiques à échanger au cours de notre débat .

Sur ce même sujet, un Institut de formation relevant d'une banque française vient de mener une enquête spécifique QUALITATIVE, auprès de 48 personnes, cadres et agents d'entreprises .

Des entretiens de 1h30 à 2h ont été enregistrés sur magnétophone . La méthode pratiquée était non directive, et grâce à une attitude d'écoute et aux techniques de reformulation et de relance utilisées par l'enquêteur, l'interviewé est amené à exprimer librement ses propres associations d'idées

Ces entretiens ont été ensuite explorés grâce à l'analyse THEMATIQUE , chaque thème a donné lieu à une analyse approfondie

Je vous propose, chers amis, pour susciter notre débat, les différentes idées de réflexion qui découlent de cette enquête après les avoir, au préalable, orienté et adapté à notre milieu et à la culture de notre entreprise tunisienne

I- REFLEXIONS GENERALES :

1- L'efficacité de la formation se définit par ce qu'elle produit l'effet attendu; c'est aussi un moment intéressant, enrichissant et souvent bien vécu .

2- La formation fait partie du " discours dominant " ; Elle stimule le potentiel humain de l'entreprise et maintient en même temps, les freis personnels secrets .

3- Derrière le désir de se former, il y a aussi la crainte et l'anxiété sur l'avenir personnel .

II- LA FORMATION COMME REPONSE AUX BESOINS DE
L'ENTREPRISE OU
LA RENTABILITE D'ABORD .

1- La formation ne devient efficace et rentable que par la pratique immédiate ; elle ne doit pas se faire ni trop tôt, ni trop tard .

2- La formation doit coller à la fonction que l'on occupe ou préparer à une fonction nouvelle .

3- la formation doit répondre impérativement aux besoins de l'entreprise .

4- Les cadres bénéficient souvent d'informations sur les possibilités de formation , contrairement aux employés qui ne peuvent pas prendre en charge leur propre formation .

III - L'EFFICACITE DE LA FORMATION COMME FACILITATION
DE LA MISE EN VALEUR DU POTENTIEL HUMAIN :

1- La motivation est indispensable à l'efficacité de la formation .

En effet, l'envie suscite l'intérêt qui entraîne implication et effort, seuls éléments permettant d'apprendre vraiment .

2- Par ailleurs la motivation à l'égard de la formation serait liée au désir d'évoluer dans son métier et sa carrière .

3- L'évaluation de la formation ne tient pas toujours compte de l'expression des besoins personnels .

4- L'idéal serait qu'il y ait concordance entre les besoins en formation déterminés par l'entreprise et ceux de la personne . Mais la capacité à diagnostiquer ses propres besoins semble très inégale .

5- Le rôle de l'encadrement pour favoriser la formation de son personnel n'est pas toujours jugé satisfaisant .

6- La formation est souvent plutôt imposée , celle demandée n'a pas toujours de réponse .

(catalogues, brochures , ...) sont souvent demandées par ceux qui ne l'ont pas et jugées insuffisantes par qui les reçoivent .

8- Car, aujourd'hui il semble qu'un profil se dégage, plutôt dynamique, avide d'apprendre, conscient de ses besoins et capable d'auto-évaluer sa formation ; mais aussi, à l'opposé, le résistant à la formation plutôt passif et peu mobile .

IV- L'EFFICACITE DE LA FORMATION DANS LE FONCTIONNEMENT DE L'ENTREPRISE :

1- Pour renforcer l'efficacité de la formation , l'idée de contrôle est vivement souhaitée mais avec prudence .

2- Le test de connaissance, l'auto évaluation, les indices de satisfaction de la clientèle et le jugement de la hiérarchie ... constituent une palette d'outils pour évaluer la formation .

3- La formation reçue renforce la motivation à l'égard du travail et de l'évolution dans l'entreprise . C'est ainsi que le suivi de la formation doit s'exercer dans le travail quotidien .

4- Souvent la formation n'accompagne d'assez près ni les différents changements individuels, ni les modifications de structure dans l'entreprise .

5- La politique de formation varie énormément d'une entreprise à une autre ; et donc l'efficacité qui en découle

- 6- Il est indispensable de :
- mieux informer sur la formation
 - susciter l'envie de se former
 - donner la parole au personnel concerné .

92

INSTITUT ARABE DES CHEFS D'ENTREPRISE
(IACE)

INSTITUT ARABE DES CHEFS D'ENTREPRISE

(IACE)

I. STATUS AND STRUCTURE

The Institut Arabe des Chefs d'Entreprise (IACE) is a PVO which was founded in February 1985 by a group of leading Tunisian business people and academics who were anxious to develop strong links between the University, enterprise and the government. IACE is an association of companies and company managers whose stated purpose is to promote Tunisian enterprise and the function of company manager in the interests of the unconstrained development of Tunisian corporations.

At present IACE has 320 paid-up members. The membership base includes a wide range of sectors and company sizes: the banking sector is very well represented and there is also a considerable number of small and medium-sized enterprises.

IACE is governed by the General Meeting of all of its members, which defines the Institute's policies and elects the 20-member Executive Committee (once every three years). The Executive Committee implements IACE's policy, and oversees its activities and budget. Leading Tunisian financial specialist and ex-Minister of Finance Mr. Mansour Moalla has been IACE President since its foundation. IACE's ongoing activities are administered by a paid staff comprising the Director, two professional staff, a secretary and two support staff. The present Director is Mr. Mondher Gargouri (one of Tunisia's most senior Economics professors), who has occupied the position since the Institute's foundation. IACE also uses paid advisors/consultants to work on specific project areas in preparation for its main annual activity "Les Journées de l'Entreprise" (see below) as well as other activities.

IACE has a branch in Sfax.

As a PVO, IACE's funding sources (although not necessarily resources, as may be seen below) are limited and it is therefore planning to establish a "Fondation de l'Entreprise" (which will have the status of a company) in order to further develop its activities.

Funding

IACE is financially autonomous in that it generates its resources from membership dues and participants' fees. Each corporate or individual member pays an initial membership fee of TD 1.100 upon joining the organization and then TD 600 annually thereafter. This gives an annual revenue of approximately TD 213,000 with the

present membership level, which adequately covers IACE's running costs.

Additionally, all activities more than cover their costs through participant fees: participation in the "Journées de l'Entreprise"¹ (approx. 350 participants) costs TD 350 for members and TD 600 for non-members, while participation in other activities is usually invoiced at the rate of TD 150/participant/day.

II. ACTIVITIES

IACE endeavors to achieve its overall objective through two main types of activity: information; and training for company managers.

a) Information

The main event in IACE's calendar -- and the event for which is most widely renowned -- is its annual "Journées de l'Entreprise" which gathers together both members and non members for a day and a half to participate in a debate around a specific theme. Seven such events have been organized to date, the most recent one on the theme "Education, Training and the Company" (December 1991). The event attracts between 350 and 400 participants each year. The "Journées de l'Entreprise". The annual theme is decided by the General Meeting and focuses on a topical area of crucial importance to enterprise in the current economic environment. The theme for 1992 is "L'Etat et l'Entreprise" and will examine the government's policy role and its impact on enterprise; the government as a provider of services; and the role and management of parastatals (of which there are still a large number in Tunisia). The documents for the "Journées de l'Entreprise" are prepared during the course of the year by IACE's consultants.

In addition to the "Journées de l'Entreprise," IACE organizes meetings/workshops to discuss economic issues from the point of view of companies. Such workshops have included themes on insurance and technology (see proceedings in appended documents).

IACE produces a wide range of publications (e.g. proceedings of meetings, annual report on the Tunisian economy specifically targeted at companies, etc.) which it distributes free-of-charge to its members. It intended publishing a "Revue de l'Entreprise" and began working on the project, only to realize that the vast majority of Tunisian trained journalists are not up-to-the-mark in producing really objective analyses without introducing a political slant. However, IACE is still intent on producing a review for Tunisian enterprise and is therefore interested in seeking assistance to fund a core group of 3-4 qualified Tunisians (graduates in economics, business studies, technology) to train

1

A symposium specifically targeted at companies in order to discuss issues of major concern to them.

in a European or American school of journalism. These journalists would then produce articles on economics/business issues not only in Tunisia but in all Maghribi countries.

b) Training

IACE organized its first training activity at the end of January 1992 around the theme of "Financial Risk Management." The documents from this workshop were not available at the time of the consultant's meeting with IACE, although the agenda is included in the Annex.

Training is thus a new area for IACE and it intends to proceed by testing the method in 1992 through two or three workshops and then develop a standard program in 1993/94 which will be replicated in Sfax and Tunis.

The first workshop was facilitated by two Tunisian university professors, the director general of a local bank and a professor from the French Institut des Hautes Etudes Commerciales (based in Paris). It was prepared six months in advance by the facilitators in conjunction with IACE permanent staff. The methods used were lectures and discussions. This first training workshop was obviously targeted for highly qualified managers able to grasp the technicalities of the issues involved. However, IACE Director stated that future workshops will be targeted to less qualified managers of SME's and will cover practical topics. He said that he realizes that in order to successfully run such workshops it will be necessary to use a wider variety of training techniques.

The first training workshop was designed for 40 participants but in view of the overwhelming demand, 65 participants were accepted. Participants completed evaluation questionnaires.

IACE Director Mr. Gargouri considers that the priority areas for training are high-level communication techniques, company assessments and strategic planning. The themes of IACE's training workshops will be identified in the evaluation questionnaires distributed at its annual general meetings. In general, Mr. Gargouri considers that in order for a training program targeted at company managers to be successful, it needs to meet three criteria: 1) the managers should be aware of the need for the activity, which implies the necessity for an initial information activity; 2) the activity should be of a high quality; and 3) the duration and timing of the activity should be acceptable for the managers' workloads. Mr. Gargouri also considers that it is worthwhile focusing on future company managers (i.e. current junior or mid-level managers) as a key target group.

INSTITUTIONAL LINKAGES

IACE operates in very close collaboration with the Tunisian business and

university environments, which provide an important contribution to all of its activities as well as forming its membership base. The Institute also has linkages with some foreign organizations. For example, FADES (Arab Fund for Economic and Social Development Fund) provided funding in 1987 for the "Forum International de l'Entreprise" and "Congrès Maghrebien de l'Entreprise." In addition, IACE's recent training workshop on "Financial Risk Management" was organized in conjunction with the Friedrich Neumann Foundation, which covered the costs of the French professor and also provided some equipment items. Friedrich Neumann Foundation also finances some of the Institutes publications. IACE also has information-exchange linkages with the "Institut de l'Entreprise" (France) and the "Circolo di Impresarios" (Spain). It is interested in developing its institutional linkages even further.

PHYSICAL PLANT

IACE premises are located in a pleasant villa on the main road out to La Soukra. However, it intends building larger premises where it can hold meetings and more adequately fulfill its role as a club for businessmen. It is equipped with PCs and has basic equipment items such as overhead projectors, etc. Its major meetings are held in hotels, usually at Port El Kantaoui.

CONCLUSIONS AND RECOMMENDATIONS

IACE is an association of the intellectual cream of Tunisian company managers. Most of its members are already highly trained and as a group they identify and debate the key issues for Tunisian business. In the pyramid of Tunisian managers, IACE members are definitely at the summit. However, according to IACE Director, an increasing number of SME's are either joining or participating in the "Journées de l'Entreprise" and it is also intended to recruit them as participants in future training events. A striking feature of IACE is that it does seem to be a fore-runner or trendsetter in identifying the concerns of the Tunisian business community. For example, since its announcement of its workshop on Financial Risk Management, private-sector training companies have also started to advertise similar workshops. This could be pure coincidence, but whatever the case, IACE certainly seems to be a trendsetter.

Given IACE's membership, it seems unrealistic to assume that it will gear its planning training activities to less highly qualified managers in the very near future. Also, as with the vast majority of training institutions in Tunisia, training methods are limited to lectures and discussions, the majority of facilitators being university professors with no training as trainers.

Recommendations:

1. 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.
2. It is recommended that PROS consider be given to IACE's request for assistance in providing training for a core group of Tunisian business journalists, since this is a definite gap in catering to the needs of the business community.

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ANNEXES

1. Brochure: "Documents de base, Janvier 1986."
2. Letter of Invitation and Agenda of Training Workshop on Financial Risk Management.
3. Publications:

PROCEEDINGS OF THE "JOURNEES DE L'ENTREPRISE":

- 1985 : L'entreprise tunisienne : acquis et perspectives ("Tunisian Enterprise: Achievements and Prospects")
- 1986 : L'entreprise face à ses défis ("The company in face of challenge")
- 1987 : L'Europe et le Maghreb, un avenir commun ("Europe and the Maghreb: a single future")
Pour une communauté économique maghrébine ("In Favor of a Maghribi Economic Community) (This event was entitled "Forum International de l'Entreprise" instead of "Journées de l'Entreprise".)
- 1988 : L'impôt, l'entreprise et le développement (Taxation, the Company and Development")
- 1989 : L'entreprise et le financement ("Company and Finance")
- 1990 : L'entreprise et l'environnement social ("The Company and the Social Environment")
- 1991 : L'éducation, la formation et l'entreprise (Education, Training and the Company)

WORKSHOP PROCEEDINGS:

- L'entreprise et la technologie ("The Company and Technology"), April 1988.
L'assurance en Tunisie ("Insurance in Tunisia"), June 1991.

ECONOMIC REPORTS: 1989; 1990

III. HIGHER EDUCATION INSTITUTES

- 1. Institut de Financement du Développement du Maghreb Arabe**
- 2. Institut Supérieur de Gestion**
- 3. Ecole Nationale d'Administration**

**INSTITUT DE FINANCEMENT DU DEVELOPPEMENT
DU MAGHREB ARABE
(IFID)**

**INSTITUT DE FINANCEMENT DU DEVELOPPEMENT
DU MAGHREB ARABE
(IFID)**

I. ORGANIZATION

A. STATUS AND STRUCTURE

The Institute for the Financing of Development in the Arab Maghreb (IFID) is an autonomous institution governed by international public law. It was established by a joint Tunisian-Algerian Convention in September 1981. It is a post-graduate institute specialized in banking and insurance.

IFID is governed by a joint Board of Directors comprising four Tunisian and four Algerian members who represent the ministries of finance and central banks of the their respective countries as well as private-sector institutions.

The Chairman of the Board is Algerian, while the Director General of the Institute is Tunisian.

B. PURPOSE AND OBJECTIVES

IFID's stated purpose is to develop high-level skills in the areas of development and development finance, particularly in countries of the Maghreb. Although it is a public institution, with public-sector representatives on its Board of Directors, IFID particularly caters to private-sector institutions.

IFID has the following objectives:

- to provide long-term training programs to the future senior management staff of banking and insurance institutions in the Maghreb;
- to undertake operational research related to development finance;
- to provide short-term in-service training and TOT programs for management staff with a university education;
- to organize and facilitate the exchange of experts as well as scientific and technical meetings.

C. ORGANIZATION AND MANAGEMENT

IFID is managed by a Director General, who is currently Mahmoud Besbès. It has a total full-time staff of 18 spread throughout the following functions: Director of Studies Office, Department Administration and Finance, Research Unit, Insurance Program, In-service Training, Postgraduate Program, International Cooperation. The full-time staff is responsible for supervising the Institute's programs, which are for the most part taught by part-time faculty from other higher education institutes as well as specialized agencies. All of the faculty have at least Ph.D.s ("agrégés").

D. FUNDING

IFID operates on a sponsorship basis, in that each student is sponsored by a company, usually in the bank or insurance sector. The sponsors' contributions amply cover the Institute's operating costs. The sponsor pays tuition fees for the long course amounting to TD 12,000, which includes TD 7,000 to cover tuition costs (including administrative and teaching costs) and a monthly amount of TD 185 to cover the student's living costs during the two year program. This amount is paid to students monthly. The list of companies which sponsor IFID includes the leading banks and insurance companies in Algeria and Tunisia, together with several major Tunisian parastatals.

The Tunisian government provides IFID's premises and maintenance costs.

IFID's resources are more than adequate to meet its needs. The dependance upon sponsorship means that the Institute has to maintain a high standard of tuition, adapted to the requirements of the sectors which it serves (banks and insurance).

The costs of the in-service training program are adequately covered by the tuition fees (which are described in the in-service training section).

II. ACTIVITIES AND PROGRAMS

A. GENERAL

IFID's main activity is its postgraduate program which trains high-level staff for the insurance and banking sectors. However, it also has a substantial and growing in-service training program. Both of these programs are described below, although greater emphasis is placed on the in-service program, since this is the main focus of the present survey.

Additionally, IFID runs an operational research program which is developing computerized teaching materials, with the ultimate aim of establishing a data bank on finance and development in the Maghreb countries. The operational research department has recently established three units: project analysis, insurance and deposit banks. It also plans to set up a case study data base for use in IFID training programs. Finally, the operational research department also undertakes research projects (these are described in the accompanying documentation).

IFID publishes a half-yearly journal entitled "Finances et Développement au Maghreb". The Institute also publishes studies performed by the research department. (See Annex.)

B. POSTGRADUATE TRAINING PROGRAM

The two-year postgraduate program provides theoretical and practical training for future high-level managers with banks and insurance companies in the countries of the Maghreb. All students are sponsored by the companies for whom they are to work after graduation.

1. Admission criteria/students

IFID admits either young professionals already working in financial institutions, or young graduates who have been pre-selected for employment by such institutions. Candidates who are new graduates must be under 28 years old and graduates in economics, management, finance, business, law, engineering, etc. Candidates who are already working must be aged under 35, graduates in the same fields as those required of new graduates, and have the approval of their employer. All candidates must be able to follow classes in Arabic, French and English. All candidates take a written entrance exam followed by an oral exam in which they are required to give a 10-minute presentation on a subject of their choice. All successful candidates must be officially sponsored by an institution.

IFID has now reached its ninth year of graduates. Each year it admits 50 new students (25 per section, see below, approximately 50 % of whom are Tunisian and the remainder Algerian plus students from other Maghreb countries. This year's intake included approximately eight Mauritians, while previous years' intakes have included Moroccans (1 or 2 graduates each year). Approximately 450 students have graduated from IFID so far.

2. Program

The program includes a general program followed by all students and which includes finance, applied economics, law, social sciences, English, quantitative methods for management. In addition, half of the students major in banking, and the other half in insurance. The program includes three internships in companies, one of which is in Europe. The detailed program is given in the appended documents. It does not include such vital subjects for future managers as problem identification/solving, leadership, negotiation, team building.

Students are evaluated by continuous assessment and are required to write a dissertation on their foreign internship.

3. Program design, implementation and evaluation

The program is designed and monitored by a special committee ("Comité Pédagogique") which develops the broad outline to be followed by the teachers, who provide their own content-matter based on this outline. As stated above, the faculty are all part-timers which, in the Tunisian system, makes it more difficult to control the content of the programs when it is not prepared in detail by the institute itself (i.e. detailed lesson plans). Also, aside from case studies, the lectures are the main method used.

IFID is probably the only higher education institute in Tunisia which makes some effort to evaluate its programs. It distributes evaluation questionnaires to students on their teachers' performance and also handed out an evaluation questionnaire on the whole program to its most recent graduates.

C. **IN-SERVICE TRAINING**

Aside from the Ecole Nationale d'Administration (ENA), IFID is the only higher education in Tunisia which runs a regular in-service training program and which has in-service training included in its mandate. Unlike the long-term program, in-service training is not restricted to the banking and insurance sectors, although the main focus is presently placed on these.

1. Programs and Target Groups

In-service training programs cover:

- a) Inter-company workshops in finance and insurance. These 2-3 day courses such

topics as the management of a company's insurance portfolio; covering exchange and interest rate risks; foreign trade finance; marketing for insurance companies; financing small and medium-sized enterprise, etc. A program of 13 workshops is proposed for 1992 (see full program in annex). The target group for these workshops are senior managers and department heads (Directeur, Chef de service).

b) Tailor-made in-house workshops. These workshops in specific subject areas are organized for both private and public companies and cover subject-matter within the areas generally covered by IFID, particularly management auditing and accounting. Clients for these workshops have included the Housing Bank (1-month course), CTAMA (private insurance company) and SITEP (Tunisian-Italian petroleum company). The target groups for these workshops are defined by the company requesting the program.

c) Training of trainers (TOT) workshops. These workshops are designed to upgrade the skills of professionals and academics who are responsible for training functions within their respective institutions. The workshops are organized at the regional level in conjunction with international organizations, particularly the International Development Agency (IDA). The main content areas covered by these TOT workshops to date are: project analysis; computerized economic and financial project analysis; project implementation and monitoring.

d) Insurance workshops. These workshops are organized in conjunction with international organizations, the EEC and bilateral donors and are facilitated by European insurance experts. The workshops are primarily intended for IFID students, but are also open to the professional staff of insurance companies. To date, these workshops have covered such themes as risk management, marketing insurance products, management audit and insurance, etc.

d) English Language Skills for Business. These courses are given by native English speakers in IFID's language laboratory. The teaching modules focus on import-export, banking/finance, and insurance. They are open to the general public.

2. Workshop Design, Implementation and Evaluation

The facilitators for the programs described above are either senior university faculty (e.g. Faculty of Economics, Institut des Hautes Etudes Commerciales, Institut Supérieur de Gestion) or leading professionals and public figures, as for the postgraduate program. IFID is particularly concerned to involve specialists. For example, the workshop module on "Financing Small and Medium-Sized Enterprise" is coordinated by the person who manages credits for small and medium-sized enterprises in Tunisia. Generally, as with the vast majority of higher education institutions in Tunisia, faculty and facilitators have no specific training as trainers.

Workshop design is generally a joint effort between IFID management staff (e.g. Director of Studies) and the workshop facilitator(s). The workshop objectives are defined and detailed session plans developed, specifying the materials required, methods to be used and persons responsible. No examples of these session plans were obtained during the meeting with IFID management. However, the brochure advertising the 1990 workshop program is well produced: the workshop objectives and content are clearly stated, and some indication is given of training methods.

Workshop methods include case studies, panels and group discussions. The ongoing (inter-company) in-service training program and the English language program are run on IFID's premises. However, the in-house workshops are generally held in hotels in order to get participants away from an office environment.

Evaluation questionnaires are handed out after workshops. There is no other type of evaluation or monitoring of in-service training.

3. Cost

Workshops are usually invoiced at a rate of TD 150/participant/day for a group of 10-15 participants. These fees are adequate to cover the costs, which include facilitator's fees, hotel room and equipment rental, lunch for participants, and administrative costs. Facilitators are paid between TD 200 and TD 360 for a 6-hour day, although the rate can be as high as TD 550 for a leading personality (e.g. ex-minister). The facilitator is also paid a daily rate for module preparation whenever she/he is required to develop a new module.

4. Marketing

IFID produces a circular letter each year advertising its in-service training program. The Ministry of Economy also distributes this letter to all of its departments and agencies. Workshops and programs are also advertised in the national press and brochures are produced presenting the programs offered by the Institute.

Apparently, there is a high demand for the ongoing in-service training program, and people come from as far as Gabès to attend.

D. INSTITUTIONAL LINKAGES

The development linkages with foreign and international institutions and organization is a priority activity for IFID. The responsibility for this functions lies with the Department of International Cooperation, whose objective is to develop linkages which have a direct relation with the Institute's training program. This includes

sponsoring visits by eminent foreign professors, the organization of workshops, obtaining scholarships, etc. IFID has produced publications in conjunction with USAID/Tunis, the International Monetary Fund, and the Arab Monetary Fund.

IFID has institutional linkages with the European Economic Community, the "Institut des Hautes Etudes Commerciales" of Montréal, the "Institut de la Banque de France," the "Institut des Hautes Etudes Commerciales" of Belgium, the International Development Agency, International Monetary Fund and United Nations Development Programme. Additionally, as can be seen from the preceding paragraphs, IFID also maintains strong links with Tunisian and Algerian public and private institutions and companies, both through its structure (Board of Directors) and through its sponsorship program.

III. CONCLUSIONS AND RECOMMENDATIONS

IFID enjoys a very high reputation in Tunisia and operates with the full support of the banking and insurance sectors. In terms of training, it probably has the most solid institutional base of all higher education institutes in Tunisia, despite the fact that most of its faculty are part-time. It has an institutionalized in-service training program, developed in response to the needs of the sectors it serves. Its management is stable, in that it is not subject to the frequent changes and transfers to which other institutions are subject. It takes pride in the quality of its product.

IFID would probably be the higher education institution with which any PROS project activities would be most likely to achieve success, because of its strong institutional base. However, it still is more or less limited to the banking and insurance sectors and to teaching highly qualified, high-level students and participants, although it is will to reach out to small and medium-sized enterprises.

It is recommended that the team examine how links with US-based institutions could strengthen the quality of training (especially program design and teaching methods) programs as well as of its TOT activities.

IFID could be a suitable, neutral, base for developing a program to improve the quality of private-sector training programs of the type recommended in the profile on the Chambre Syndicale.

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ANNEXES

1. "Institut de Financement du Développement du Maghreb Arabe," December 1991. General description of IFID's activities.
 2. 1992 In-service Training Program (inter-company). Brochure for 1990 In-service Training Program.
 3. Standard letter advertising in-house training programs.
 4. IFID review "Finances et Développement au Maghreb," 1991/1, number 9.
 5. Samples of evaluation forms.
- 3 books

FORMATION CONTINUE

PROGRAMME DES SEMINAIRES I.F.I.D. 1992

N° D'ORDRE	TITRES DES THEMES	DATE	DUREE
1	TECHNIQUES DE GESTION DES OPERATIONS EN DEVISES	22/23 JANVIER 1992	2 JOURS
2	GESTION DES ASSURANCES DE L'ENTREPRISE	4/5 FEVRIER 1992	2 JOURS
3	INSTRUMENTS DE COUVERTURE CONTRE LES RISQUES DE CHANGE ET DE TAUX D'INTERETS	26/27 FEVRIER 1992	2 JOURS
4	L'ORGANISATION DES BACK-OFFICES	22/23 AVRIL 1992	2 JOURS
5	L'ASSURANCE DES PERTES D'EXPLOITATION APRES INCENDIE ET APRES B.D.M.	6/7 MAI 1992	2 JOURS
6	FINANCEMENT DU COMMERCE EXTERIEUR	19/20/21 MAI 1992	3 JOURS
7	LE MARKETING APPLIQUE A L'ASSURANCE	9/10/11 JUIN 1992	3 JOURS
8	L'ORGANISATION DE L'AGENCE BANCAIRE	24/25 JUIN 1992	2 JOURS
9	LE FINANCEMENT DE LA P.M.E.	23/24 SEPTEMBRE 1992	2 JOURS
10	L'AUDIT DES INSTITUTIONS FINANCIERES : BANQUES-ASSURANCES	6/7/8 OCTOBRE 1992	3 JOURS
11	L'EVALUATION DES RISQUES DE FINANCEMENT	21/22 OCTOBRE 1992	2 JOURS
12	LES INSTRUMENTS ET LES PRODUITS FINANCIERS	11/12 NOVEMBRE 1992	2 JOURS
13	LES GARANTIES DU CREDIT BANCAIRE ET LA GESTION DU CONTENTIEUX	24/25/26 NOVEMBRE 1992	3 JOURS

FORMATION A LA CARTE



Outre la filière intégrée (formation longue de deux ans), la filière alternée (projet étalé sur 18 mois), la formation continue (séminaires de 2 à 3 jours), l'I.F.I.D. organise ponctuellement des actions de formation à la carte qui répondent à une demande de formation spécifique s'adressant à une population bien déterminée.

Ces actions intra-entreprise peuvent se tenir également sous forme d'actions inter-entreprises. Ce type de formation que l'I.F.I.D. propose aux entreprises présente l'avantage de la flexibilité puisqu'il s'adapte aux besoins spécifiques exprimés par l'entreprise. L'enseignement est modulé selon ces besoins et les programmes définis en fonction des objectifs poursuivis.

Les opérations de l'espèce sont initiées à la demande des entreprises qui expriment dans une correspondance à l'intention de l'I.F.I.D. les composantes du programme de formation à la carte qu'elle envisage de réaliser.

Elles doivent préciser notamment :

- ▶ *Les objectifs et le contenu de la formation projetée*
- ▶ *Le niveau et le nombre de participants potentiels*
- ▶ *Les dates, périodes et lieu d'organisation*
- ▶ *Les modalités pratiques de réalisation de la formation*
(cycles bloqués, formation en alternance, cours du soir, etc...)

Ultérieurement une réunion commune est organisée au cours de laquelle le programme détaillé de la formation est arrêté, compte tenu à la fois des objectifs visés par l'entreprise et des contraintes d'ordre scientifique et pédagogique.

De même, il est convenu au cours de la réunion en question du choix des enseignants et experts appelés à animer les séminaires prévus.

Au terme de cette réunion le dossier de la formation envisagée est bouclé (programme, durée, le lieu, la date...).

Quant aux modalités financières, elles sont arrêtées d'un commun accord par les Directeurs Généraux de l'entreprise et de l'I.F.I.D.

71

INSTITUT SUPERIEUR DE GESTION

INSTITUT SUPERIEUR DE GESTION (ISG)

I. ORGANIZATION

A. STATUS AND STRUCTURE

The Institut Supérieur de Gestion (ISG) is a public higher education institute of the University of Tunis III (Ministry of Education). It was established in 1969.

B. PURPOSE AND OBJECTIVES

The stated goals of the Institute are to introduce modern management programs into the university system and to bring modern management practices to Tunisian business.

C. ORGANIZATION AND MANAGEMENT

ISG is managed by a Director who is assisted by a Director of Studies. The present Director is Mr. Ahmed Ben Hamouda. There is either a department head or a coordinator for each of the subject areas taught. The Institute has a full-time teaching staff of 100, which includes 30 professors with either a Ph.D. or a "Doctorat d'Etat". In addition, the Institute also uses 100 part-time teachers from within the university system.

D. FUNDING

ISG receives an annual budget of TD 280,000 through the Ministry of Education. Half of this amount is allocated to operating expenses (materials, maintenance) and the other half to part-time staff. The salaries of full-time teaching and administrative staff are paid directly by the Ministry of Education.

ISG is able to supplement its income through consulting assignments and training workshops organized directly with public and private companies. It is free to use the funds thus earned as it wishes.

II. ACTIVITIES AND PROGRAMS

ISG runs two undergraduate programs (two years and four years) and a postgraduate program. It also provides consulting services and organize occasional in-service training workshops for public and private companies. It is currently considering

organizing evening classes in computer science.

The Institute currently has approximately 2,500 students. Two hundred and fifty undergraduate and 120 postgraduate students graduate each year.

Since its inception, ISG has placed emphasis of the real-life environment and a practical approach to problem solving. It was the first institute in Tunisia to teach marketing, and was also one of the pioneers in computer science.

The present Director of ISG has decided to take this focus on the real world one step further through consulting assignments with companies. He recently started to invite well-known company managers to give lectures at the Institute on specific issues. For example, the President of Poulina spoke on human resource management in his company. This is intended to help students relate their course work to real-life situations. Twelve company managers have given such talks at the Institute over the past four months. Some of these talks have been given positive coverage in the written press.

Both ISG's faculty and its graduates have a good reputation.

A. CONSULTING AND IN-SERVICE TRAINING ACTIVITIES

ISG has a good reputation for quality education in Tunisia and is frequently called upon by both public and private companies to provide consultancies or organize workshops. There is a particular demand for developing computer systems, although other areas (e.g. human resource development, marketing, finance and accounting) are also in demand. These assignments are usually performed by faculty with the active assistance of students, in order to provide them with some practical experience. For example, a computer project with the Banque du Sud involves one faculty member and eight students.

The following consulting assignments (some of which include training workshops) have all been completed:

- . STEG (national electricity and gas company): communication, information, human resource management.
- . SONEDE (national water company): staff development.
- . ASSAD (car batteries): management by objectives, development of company spirit ("culture de l'entreprise"), performance standards.
- . CTKD (Tunisian-Kuwait investment consortium): marketing, company image, human resources management, job analysis.
- . SITEP (Tunisian-Italian energy company): organization, restructuring.
- . Banque du Sud: computer system, human resources development, job

analysis, development of company spirit.

These activities generate income for the Institute which otherwise has no extra cash flow. Training workshops are usually 2-3 days in length and cost TD 250/day, which is lower than the rate practiced by the private sector. Consulting services are invoiced at a rate of TD 3-5,000/project, which covers a 5-person team. One third of this amount goes to ISG and the other two thirds to the facilitator, in accordance with Ministry of Education regulations. Payment is channeled through the "Fondation Nationale de la Recherche" which is apparently very efficient in distributing the funds to those concerned. This foundation is managed by the Secretary of State for Scientific Research. ISG is free to use the funds earned as it likes.

B. UNDERGRADUATE PROGRAM

1. Admission criteria/students

Students are admitted with the baccalaureate. All students are initially admitted to the 2-year program but may go on to complete the 4-year program if they maintain high academic standing.

2. Program

Two diplomas are issued: "Technicien Supérieur" after completing the two-year program (or the first cycle) and "Maîtrise" after completing the four-year program (or second cycle). The first cycle program includes economics, accounting, law, mathematics, statistics, management and organization, fiscal law, labor law, computer science for business, auditing and English.

The second cycle covers subjects in accounting, computer science, economics, mathematics, statistics, personnel management, financial management, commercial management, business economics, operational research, computer science for business, marketing and English. (The programs are given in greater detail in the Annex.)

In addition to their classroom studies, students are required to do internships in Tunisian private-sector companies. However, in order to avoid past mistakes with these internships, the objectives and content of each internship are now well defined beforehand. All internships are in small and medium-sized enterprises and are usually in the areas of accounting and data processing.

3. Program design, implementation and evaluation

Students are taught in "small" groups of 30-35 (as opposed to groups of 100 or more, as is the norm in most Tunisian higher education institutes). Lecture methods are commonly used, but so are case studies and practical exercises, particularly in computer science and accounting. Program outlines are designed by the Institute's management and approved by the Ministry of Education. They are generally applicable until further modifications are approved by the Ministry. However, faculty may vary the program content within the official outline. Students are evaluated by mid-term and end-of-year exams.

C. **POSTGRADUATE PROGRAM**

1. Admission criteria/students

Students are admitted with a "maîtrise" (equivalent to bachelors) from ISG, IHEC or in Economics.

2. Program

Postgraduate diplomas ("Diplôme de 3ème cycle") are awarded in the following subjects: Exporting, Management Information Systems (MIS), Management, Auditing.

D. **INSTITUTIONAL LINKAGES**

ISG has formal links with the University of Ottawa (Canada) with whom it is working on a project to develop 30 joint ventures between Tunisian and Canadian companies. This project is being implemented in conjunction with UTICA (Tunisian employers' federation), the Agence de Promotion de l'Industrie (API) and the Centre de Promotion des Exportations (CEPEX). The program started with a two-way exchange of faculty and a 2-year study in order to be able to identify suitable Canadian industries for operation in Tunisia, and suitable Tunisian partners. This project is important for ISG in that it has given the Institute's work a practical dimension as well as demonstrating a model for operational research ("recherche-action").

Mr. Ben Hamouda is also seeking to develop links with the University of Bremen (Germany), a Belgian institute, and the University of Grenoble (France). With the Belgian institute, Mr. Ben Hamouda would like to do an "observatoire des métiers et des qualifications" (a directory of jobs and qualifications) to be used as a guide for defining training needs and to develop a classification of jobs, salaries, etc.

The Institute is very open to developing linkages with similar US institutions, particularly as language is no problem, since some classes in marketing and finance are already taught in English.

Within Tunisia, ISG enjoys a particularly good relationship with UTICA, to whom 20-25 of ISG faculty are advisors. It also has good links with API, particularly since the present API president, Mr. Hanachi, is an ex-Director of ISG. It also has extensive links with private and public companies through the lectures and consulting projects described above.

PHYSICAL PLANT

ISG campus is very pleasant although not designed for the present number of students. It is one of the best-equipped higher education institutes in Tunisia, with a computer center and language laboratory. The computer center has 100 PCs which operate in a network. However, Mr. Ben Hamouda considers that the present equipment is inadequate for a management training institute, which ought to have PCs in each classroom as well as audio-visual equipment.

III. CONCLUSIONS AND RECOMMENDATIONS

ISG has the image of being a forward-looking and innovative institute which provides high quality training. At present, it has a better reputation in Tunisia than the "Institut des Hautes Etudes Commerciales" (IHEC). It has always had links with Tunisian business and is now developing them even further. It is a flexible institution which endeavors to adapt to the needs of Tunisian business. Its teachers have a high reputation, although, again, they have not been trained as trainers.

However, the level of activity of the Institute very much depends on the Director himself. The present Director, Mr. Ben Hamouda, is very dynamic and strongly identifies with the Institute (he has been with ISG since 1979).

At the present point in time, ISG is not immediately ready to develop/implement management training packages for private-sector companies. However, given its wide experience and contacts with private companies, together with the present consulting/training activities described in section II.A of this profile, it has the potential for developing integrated packages for individual companies or groups of companies in the same field, based on detailed needs assessments and including monitoring/evaluation activities. This could be achieved in conjunction with a US-based management training institute with specific experience in this field.

Recommendation

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 US-based institution.

In order to implement this recommendation, it would be necessary to identify the appropriate funding/administrative channels.

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Monsieur Ahmed Ben Hamouda, Directeur
Tel: 260 378

I.S.G. NEWSLETTER

N° 1 JANVIER 92

- Une double réunion a eu lieu au Rectorat sous la présidence de M. Afif el Hendeoui, Recteur de l'Université Tunis III. Outre le Directeur de l'I.S.G., les collègues enseignants Mohamed BEN AMAR, Néjib El Garbi et Fatma SMAOUI ont représenté l'I.S.G. Cette réunion a porté sur le projet de restructuration de l'Enseignement Supérieur et la réforme du 3e Cycle et a permis aux collègues d'exprimer leurs points de vue et de discuter les recommandations des Commissions. Un P.V. sera incessamment communiqué par le Rectorat.

- Le 1er Conseil Scientifique de l'année 92 et le 4e de l'année universitaire s'est tenu Samedi 18 Janvier avec la participation des étudiants. De nombreuses décisions relatives aux notes éliminatoires, aux absences pendant les examens et aux coefficients des matières ont été prises. Un P.V. est en préparation.

- Nous apprenons que le Centre de Calcul s'est enrichi de 17 micros dont 15 offerts par le Rectorat de Tunis III et 2 offerts par Commodor.

- Les revues se font attendre. En vertu d'une circulaire, les institutions d'enseignement n'ont plus la possibilité de s'adresser à un regroupement mais doivent passer les commandes directement auprès des maisons d'édition. Du retard en perspective

- M. RHEIN Directeur à la Communauté Européenne est venu conférer à propos des relations particulières entre la Communauté Européenne et les pays du Bassin Méditerranéen dont la Tunisie. Cette conférence a eu lieu en présence de M. Mongi SAFRA Secrétaire d'Etat chargé du Commerce, de Klaus von HELLDORFF Chef de la Délégation de la Commission des ^{Communautés} Européennes et de M. Salah HANNACHI P.D.G. de l'A.P.I.

- M. Abdelwahab BEN AYED, P.D.G. du Groupe POULINA entouré d'un staff composé de jeunes sortants de l'I.S.G. est venu nous entretenir de son itinéraire de Chef d'Entreprise et de la culture du groupe Poulina. Des semainiers et des agendas ont été gracieusement offerts à nos étudiants à cette occasion.

- L'Ambassadeur de Belgique vient visiter l'I.S.G. ce Jeudi 30 Janvier 1992. Des démarches sont depuis quelques semaines entreprises avec les services culturels et de coopération de ce pays ami en vue d'un partenariat universitaire.

- Des collègues enseignants et des étudiants s'activent en ce moment pour organiser une croisière et visiter des institutions Françaises d'enseignement et de recherche. Nos collègues marocains semblent avoir fait des émules.

- La grande salle de travail collectif située en face de la buvette va se transformer en Club Informatique de libre accès. L'Administration se penche vers une surveillance par roulement assurée par les étudiants eux-mêmes

- M. Ali DAQUES est de retour parmi nous après une absence de 4 ans au Canada à l'issue desquels il a obtenu un PH.D. en Finances - Toutes nos félicitations.

- M. Fethi DEBILI, chercheur au CNRS est parmi nous. Il vient animer dans le cadre de la Coopération avec l'I.S.G. un ensemble de cours et de séminaires.

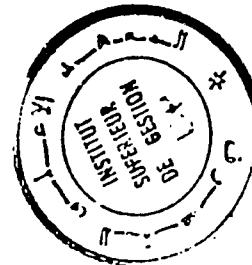
110

- Un nouveau volet du projet de Coopération entre la Faculté d'Administration de l'Université d'Ottawa et l'I.S.G. comporte une action de partenariat. Le Comité de Direction composé du Directeur de l'I.S.G., du Secrétaire Général de l'U.T.I.C.A., du P.D.G. de l'A.P.I., du P.D.G. du C.E.P.E.X. de M. GIROUX Conseiller de Coopération, ont décidé de confier à une équipe de Consultants Tunisiens et Canadiens la responsabilité de cette action. L'I.S.G. sera associé à cette action grâce aux collègues GDOURA Ahmed, et DAOUAS Ali qui auront la charge de prospecter et d'identifier d'ici fin Avril, 30 entreprises tunisiennes intéressées et capables d'entrer dans une relation de partenariat, d'évaluer leur potentiel (Finances, Production...) et de monter conjointement avec l'équipe canadienne des dossiers définitifs de partenariat. Les enseignants qui peuvent apporter leur concours à la réussite de cette action sont priés de prendre contact avec le Comité de Direction.

- Une sympathique réception a eu lieu à l'Oriental Palace en l'honneur de la 3e promotion d'exportateurs. M. Le Secrétaire d'Etat Chargé du Commerce, le P.D.G. du C.E.P.E.X. ainsi que de nombreux invités sont venus féliciter les heureux lauréats.

- Deux conventions ont été signées entre l'I.S.G., le CTKD et la Banque du Sud. Ces conventions prévoient des missions de conseils, d'études et de formation dans les domaines de l'informatique de Gestion, les finances, le marketing et la Gestion des Ressources Humaines et la prise en charge par ces institutions des stages d'études de nos étudiants.

- Sincères condoléances à M. TEMMAR (Enseignant), Am ZITOUN, LAMINE et CHAKER (Personnel Administratif) qui viennent de perdre des êtres chers.



ECOLE NATIONALE D'ADMINISTRATION

ECOLE NATIONALE D'ADMINISTRATION (ENA)

I. ORGANIZATION

A. STATUS AND STRUCTURE

The Ecole Nationale d'Administration (ENA) was created in 1940. It is a public institution directly accountable to the Prime Minister's office.

B. PURPOSE AND OBJECTIVES

ENA prepares university graduates for senior civil service functions and provides in-service training for civil servants. In previous years, it trained high school graduates for mid-level civil service functions. It also provides some short- and medium-term pre-service training for specific government departments and agencies (see below). ENA has produced many of Tunisia's high-level officials now in office, including Ministers, Secretaries of State and Governors.

C. ORGANIZATION AND MANAGEMENT

ENA is managed by a Director, appointed by the Prime Minister. The present Director, Mr. Maher Kammoun, was recently appointed specifically to carry ENA through a period of reform. Previously, Mr. Kammoun was Director General of Public Enterprises and feels that it is part of ENA's role to make public enterprises competitive and capable of being privatized.

In addition to the Director's office, ENA has three departments: the Department of Postgraduate Studies ("cycle supérieur"), the Department of undergraduate studies ("cycle moyen") and In-service Training, and a Research Center. The school's professional staff comprises the heads of these three departments, English and Arabic teachers, and of course the Director. The Director of Studies, Mr. Ben Salem, was recently in the U.S.A. and has developed contacts with several US institutions.

All of the teaching faculty (other than language teachers) are part-time and are drawn from ministries and higher education institutions (e.g. Institut Supérieur de Gestion, Faculty of Law, Faculty of Economics). Mr. Kammoun recognizes that this lack of full-time faculty is one of ENA's major weaknesses and would like to develop permanent faculty, or at least department heads who would supervise the teaching programs and develop research projects.

ENA currently has two American Fullbright fellows on its staff.

D. FUNDING

ENA receives funds from the Prime Minister's office which covers all maintenance and operating costs. There are no additional resources for employing full-time staff, buying new equipment, etc. Mr. Kammoun hopes to tap new resources by developing in-service training programs for public-sector companies.

II. ACTIVITIES AND PROGRAMS

ENA provides both pre-service and in-service training for civil servants. In addition it has a research center which directs research projects in all areas related to public administration.

A. IN-SERVICE TRAINING

ENA conducts 1-2 year in-service training programs for civil servants to provide them with the necessary knowledge and skills to be promoted to a higher grade. The target groups for this training are particularly administrative and financial staff. The major disadvantage of this system, according to ENA, is that the civil service is without vital staff for a long period. Also, the staff who live outside of Tunis have to leave their families for 1-2 years to follow the program. ENA Director considers that it would be preferable to teach these people at their worksites. This could take the form of distance learning backed up by manuals and short workshops. ENA has neither the budget nor the technical skills required to develop this sort of program. Mr. Kammoun was not very enthusiastic about the idea of subcontracting this type of task to the private-sector. However, the school has run workshops in conjunction with the private-sector. For example, the Institut El Amouri did a workshop on "Communicating With Clients" for ENA.

ENA recently collaborated with RHUDO (Regional Housing and Urban Development Office) in providing training workshops for municipal staff on training needs assessment in municipalities.

ENA would like to provide in-service training for some of the major parastatal companies (e.g. SITEP, SNT, SNOFT) in order to raise funds. It has already conducted a workshop for SITEP, a Tunisian-Italian joint-venture energy company. The main themes of this workshop were pricing, salary and monetary policies. However, these large parastatals are the main clients of Tunisia's emerging private-sector training companies and are therefore a vital resource for the development of this sector. Also, it is doubtful that ENA, given its present staffing situation, could provide the same quality of services

currently provided by the private sector.

ENA recognizes that in order to enter into the in-service training sector on a firm footing, it would be necessary to perform needs assessments prior to training design and to evaluate the performance of trainees after completion of training.

B. PRE-SERVICE TRAINING

ENA provides two types of pre-service training: immediate post-graduate training for future high-level civil servants and short-term pre-service training for the new recruits of specific government departments. In the past ENA had an undergraduate program ("cycle moyen") which produced mid-level civil servants, however this was suspended due to saturation of the civil service's absorption capacities for this category of personnel. Nonetheless the department still retains its name and ENA Director Mr. Kammoun would like to re-open the program to train employees for regional and local government agencies, hospitals and documentation/library facilities. The program would take high school graduates and train them for 2-4 years.

1. Post-graduate Program

a) Admission criteria and program

Approximately 50 students are admitted each year to the three-year post-graduate program. Admission is based on an entrance exam open to graduates in economics, law, management, etc. The entrance exam comprises three components: the student's specialized area (e.g. law), general knowledge, and English.

In the first year, all students follow a core program. This first-year program has just been revised as the result of a UNDP-funded study conducted at the request of the Tunisian government to reform ENA programs to bring them into line with the needs of the civil service.

The second-year program is more specialized. This program is also due for reform and will include research projects for students.

Generally, the two-year classroom program includes a development of the student's specialized knowledge, introduction to other vital subjects for government service (e.g. law, management), language training (English and Arabic), new management techniques, data processing and public relations. The present Director of ENA would also like the new program to develop students' general knowledge of important issues and to introduce a Chair of Administrative Sciences.

After the successful completion of two years' classroom training, students spend the third year of studies in Tunisian ministries or parastatal companies. The program also includes internships abroad in public agencies and large parastatal companies in the student's specialized field.

After graduation, students enter the civil service with the grade of "Conseiller des Services Publics." They are assigned to positions in their areas of specialization (e.g. taxation, economic planning, etc.).

b) Program design, teaching faculty and methods

The Director of Postgraduate Studies designs the teaching module outline in conjunction with the school's director. These outlines are then provided to the part-time teachers who provide their own content accordingly. There are no detailed lesson plans.

Courses are taught by three types of teachers: Tunisian officials or university teachers, and visiting foreign professors. The Tunisian part-time staff are specialists in their area and are recruited from the appropriate government departments (e.g. "Direction Générale du Budget", "Direction Générale des Impôts") while the university staff teach more general subjects (e.g. law, economics). As is the general pattern in Tunisian higher education institutes, no training of trainers programs are provided, and teachers generally use the lecture method.

Foreign professors are usually invited for one week to give a seminar on a specific topic. In this case, the travel costs are usually paid by the appropriate foreign embassy and ENA provides the professor with a set per diem of around TD 75/day. It does not pay honoraria to these professors. Tunisians who facilitate occasional sessions are paid at a rate of TD 25/hour.

The above information on program design and teaching equally applies to short-term pre-service training and in-service training programs.

2. **Short-term pre-service training**

ENA also organizes pre-service training for new recruits of various government departments. For example, it provides a one-year course for the newly recruited professional staff of the Ministry of Foreign Affairs, during which students are given a general orientation for work in the civil service. After this one-year program the students spend a one-year internship in one of Tunisia's embassies abroad. Another example is the four-month orientation course provided for tax inspectors.

III. INSTITUTIONAL LINKAGES

ENA has institutional links with its counterpart institutions in Paris (France), Quebec (Canada) and Birmingham (England), with whom it organizes internships for its students. The school has not yet developed formal institutional links with US-based training institutions although it is seeking to do so. It is particularly interested in NASPA, the Harvard School of Administration, the L.B. Johnson Institute at Austin, and the Kennedy Institute.

ENA is interesting in exchanging both students and faculty and also seeks cooperation with an American institute, particularly for exchange of faculty. It also sees this as being an important means of increasing the English publications section in its library where 90% of the titles are currently in French or Arabic, in spite of the fact that most of the important literature in the fields of management and finance is in English.

IV. PHYSICAL PLANT

ENA is located on a very attractive and spacious campus. However, it does not have much equipment apart from a computer center with a limited number of PCs. There is no language laboratory, in spite of the heavy focus on English.

V. CONCLUSIONS AND RECOMMENDATIONS

ENA is currently endeavoring to adapt its pre-service training programs to more appropriately meet the needs of the civil service. It is also looking for more efficient ways of providing in-service training to civil servants. This task will require considerable skill and effort, certainly beyond the present capacities of ENA's limited number of full-time staff.

It is recommended that the design team consider ways of assisting ENA in developing quality training programs in terms of both design and training methods. This might be achieved through a strong linkage with a US-based institution.

At this point in time, ENA is not strong enough to provide quality in-service training for private-sector companies. Furthermore, this should be the role of the private sector itself.

Recommendation:

It is recommended that institutional linkages be developed between ENA and an appropriate US-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 (e.g. fiscal, customs authorities) efficiently and expediently.

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Monsieur Hatem Ben Salem, Directeur du Centre de Recherche

ANNEXES

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Mr. Zghal, President and Managing Director (also president of Sfax branch of IACE)

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Mr. Jalel Charfeddine, Administrator

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Institut Al Manar
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Tel: Gabès 72.462/75.292
Mr. Chairi, Director

M.T.P.S. STUDENTS

NAME	DEGREE	EARLIEST EXPECTED COMPLETION DATE	AMOUNT	1ST SEMESTER EXTENSION WITH FULL SPONSORSHIP	2ND SEMESTER EXTENSION IAP + HAC ONLY	TOTAL
ABDENNADHER Akram	PhD	June 30, 93	17,821.90	8,912.90	378.00	27,112.70
ABDENNADHER Mourad	PhD	Dec. 31, 93	26,738.70	8,912.90	252.00	35,903.60
ABDENNADHER Mourad Ben Mekki	MS	Dec. 31, 92	8,912.90	-	-	8,912.90
AZAIEZ Jalel	PhD	Dec. 31, 92	8,912.90	8,912.90	252.00	18,077.80
AZAIEZ Mohamed Naceur	PhD	June 30, 93	17,821.80	8,912.90	378.00	27,112.70
BEN ABDELKADER Chiraz	BS	June 30, 94	35,651.60	8,912.90	-	44,564.50
BEN AISSA Med Nabil	MS	Dec. 31, 93	26,738.70	-	-	26,738.70
BEN AMEUR Kamel	PhD	June 30, 94	35,651.60	8,912.90	378.00	44,942.50
BEN HADJ RHOUMA Med	PhD	June 30, 94	35,651.60	8,912.90	378.00	44,942.50
BEN HAJMOUDA Moncef	PhD	June 30, 93	17,821.80	8,912.90	378.00	27,112.70
BEN HAMZA Habib	PhD	June 30, 93	17,821.80	8,912.90	378.00	27,112.70
BEN LAMINE Anis	BS	June 30, 94	35,651.60	8,912.90	-	44,564.50
BEN MEKKI Hammouda	MS	Dec. 31, 92	8,912.90	-	-	8,912.90
BEN ROMDHANE Md Salah	PhD	June 30, 94	35,651.60	8,912.90	378.00	44,942.50
BOUALI Ghailene	MS	June 30, 93	17,821.80	-	-	17,821.80
BOUSSAHA Mekki	PhD	June 30, 94	35,651.60	8,912.90	378.00	44,942.50
CHAHERLI Nabil	PhD	Dec. 31, 92	8,912.90	8,912.90	252.00	18,077.80
CHRABEKH Wahid	BS	June 30, 94	35,651.60	8,912.90	-	44,564.50
DAMI Imed	PhD	June 30, 94	35,651.60	8,912.90	378.00	44,942.50
DIDEN Kamel	PhD	June 30, 94	35,651.60	8,912.90	378.00	44,942.50
EL HAFSI Mohsen	PhD	June 30, 94	35,651.60	8,912.90	378.00	44,942.50
GHAHNOUCHI Souheil	PhD	June 30, 93	17,821.80	8,912.90	378.00	27,112.70
GHAZEL Moncef	PhD	June 30, 93	17,821.80	8,912.90	378.00	27,112.70
JEMILI Kanaan	PhD	June 30, 94	35,651.60	8,912.90	378.00	44,942.50
KHEMIRA Habib	PhD	June 30, 94	35,651.60	8,912.90	378.00	44,942.50
LAAMIRI Khalil	BS	June 30, 94	35,651.60	8,912.90	378.00	44,942.50

MS

NAME	DEGREE	EARLIEST EXPECTED COMPLETION DATE	AMOUNT	1ST SEMESTER EXTENSION WITH FULL SPONSORSHIP	2ND SEMESTER EXTENSION IAP + HAC ONLY	TOTAL
LACHAAL Raja	PhD	Dec. 31, 93	26,738.70	8,912.90	252.00	35,903.60
LAHMAR Mondher	PhD	Dec. 31, 92	8,912.90	8,912.90	252.00	18,077.80
LAJILI Kaouthar	PhD	Dec. 31, 93	26,738.70	8,912.90	252.00	35,903.60
LANDOLSI Adnene	PhD	June 30, 94	35,651.60	8,912.90	378.00	44,942.50
MBARKI Imeddine	PhD	June 30, 93	17,821.80	8,912.90	378.00	27,112.70
MEGUEDICHE Nejmeddine	MS	Dec. 31, 92	8,912.90	-	-	8,912.90
REKIK Boulbaba	PhD	June 30, 94	35,651.60	8,912.90	378.00	44,942.50
SAADOULI Naareddine	BS	June 30, 94	35,651.60	8,912.90	378.00	44,942.50
SAHRAOUI Sofiene	PhD	June 30, 93	17,821.80	8,912.90	378.00	27,112.70
SAIDI Adel	PhD	Dec. 31, 93	26,738.70	8,912.90	252.00	35,903.60
SELLAMI Hichem	PhD	Dec. 31, 92	8,912.90	8,912.90	252.00	18,077.80
SELLAMI Moncef	MS	Dec. 31, 92	8,912.90	-	-	8,912.90
TEJIMI Akram	PhD	June 30, 93	17,821.80	8,912.90	378.00	27,112.70
TRIKI Nabil	BS	June 30, 93	17,821.80	8,912.90	-	26,734.70
ZAIBET Lokman	PhD	June 30, 94	35,651.60	8,912.90	378.00	44,942.50
ZOUARI Hinda	MS	Dec. 31, 92	8,912.90	-	-	8,912.90
BEN SALAH Hamadi	PhD	June 30, 92	-	8,912.90	378.00	9,290.90
CHEBIL Samir	PhD	June 30, 92	-	8,912.90	378.00	9,290.90
FERIANI Slim	PhD	June 30, 92	-	8,912.90	378.00	9,290.90
GHARBI Abel	PhD	June 30, 92	-	8,912.90	378.00	9,290.90
JOUINI Mohamed	PhD	June 30, 92	-	8,912.90	378.00	9,290.90
RIAHI Hasna	PhD	June 30, 92	-	8,912.90	378.00	9,290.90
ZALILA Faiza	PhD	June 30, 92	-	8,912.90	378.00	9,290.90
TOTAL:			1,016,026.60	374,341.80	13,356.00	1,403,724.40

126

SELF-SPONSORED STUDENTS

NAME	DEGREE	EARLIEST EXPECTED COMPLETION DATE	AMOUNT	1ST EXTENSION	2ND EXTENSION	TOTAL	
BEN AMARA Foued	PhD	June 30, 92	-	X 252.00	378.00	630.00	
BEN ROMDHANE Saïda	PhD	Dec. 31, 92	252.00	378.00	252.00	882.00	
BOUABID Jawhar	PhD	Jan. 30, 92	-	X 252.00	378.00	630.00	
El KAMEL A11	PhD	June 30, 92	-	X 252.00	378.00	630.00	
GHARBI Ridha	PhD	June 30, 92	-	X 252.00	378.00	630.00	
GHOZI Raja	PhD	June 30, 92	-	X 252.00	378.00	630.00	
JEMAA naceur	PhD	June 30, 92	-	X 252.00	378.00	630.00	
JOUBEUR Adel	PhD	June 30, 92	-	X 252.00	378.00	630.00	
KZADRI Boutheïna	PhD	June 30, 92	-	X 252.00	378.00	630.00	
OUERFELLI Mohamed	PhD	June 30, 92	-	X 252.00	378.00	630.00	
AMIRA Khaled	PhD	Dec. 31, 91	-	X -	252.00	252.00	
BEN DAAMECH Sami	PhD	Dec. 31, 91	-	X -		252.00	252.00
KLOUJ Afifa	PhD	Dec. 31, 91	-	X -		252.00	252.00
GARNAOUI Hichem	PhD	June 30, 93	630.00	252.00	378.00	1,260.00	
KARKOUB Mansour	PhD	June 30, 93	630.00	252.00	378.00	1,260.00	
KOSSENTINI Faouzi	PhD	June 30, 93	630.00	252.00	378.00	1,260.00	
MSAAD Hichem	PhD	June 30, 93	630.00	252.00	378.00	1,260.00	
HAMDAOUI Moncef	PhD	Dec. 31, 93	882.00	378.00	252.00	1,512.00	
KALLEL Sadok	PhD	Dec. 31, 93	882.00	378.00	252.00	1,512.00	
SELLAMI Hatem	PhD	Dec. 31, 93	882.00	378.00	252.00	1,512.00	
SOUISSI Thouraya	PhD	Dec. 31, 92	252.00	378.00	252.00	882.00	
BEN ABDALLAH Hanone	PhD	June 30, 94	1,260.00	252.00	-	1,512.00	
JENDOUBI Slah	PhD	June 30, 94	1,260.00	252.00	-	1,512.00	
TOTAL:			8,190.00	5,670.00	6,930.00	20,790.00	

107

TTA STUDENTS

NAME	DEGREE	EARLIEST EXPECTED COMPLETION DATE	AMOUNT	1ST EXTENSION	2ND EXTENSION	TOTAL
JABBES Mohamed	PhD	June 30, 93	630.00	252.00	378.00	1,260.00
NECIBI Sami	PhD	June 30, 93	630.00	252.00	378.00	1,260.00
AMMAR Karim	PhD	June 30, 93	630.00	252.00	378.00	1,260.00
FARFS Ali	PhD	June 30, 93	630.00	252.00	378.00	1,260.00
REZGUI ?	PhD	June 30, 93	630.00	252.00	378.00	1,260.00
TOTAL:			3,150.00	1,260.00	1,890.00	6,300.00

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REPUBLIQUE TUNISIENNE
MINISTRE DE L'EDUCATION ET DES SCIENCES
DIRECTION DE LA PLANIFICATION DES STATISTIQUES
ET DE L'INFORMATIQUE

— § —

Av. Ouled Haffouz — 1030 TUNIS

TEL : 288 534
FAX : 786 711

Tunis, le 27 octobre 1992

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6

Monsieur le Directeur,

J'ai l'honneur de vous transmettre ,ci-joint , une estimation financière de nos besoins pour la couverture des étudiants emargeant sur notre programme de transfert de technologie.

Le montant des fonds nécessaires pour la totalité du programme s'élève ainsi à 1,430,814,.40 US \$.

Il est à noter que :

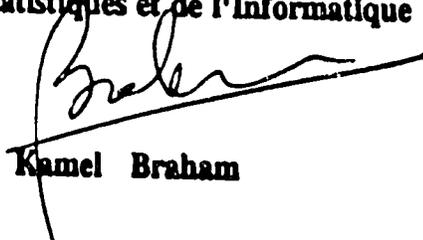
- ce montant inclut , pour les étudiants inscrits en PhD, une prise en charge totale d'un premier semestre de prolongation pour un montant total de 381,271.80 US \$ ainsi que la seule prise en charge des frais de visa et d'assurance d'un deuxième semestre de prolongation pour un montant total de 22,176.00 US \$.
- les cinq (5) étudiants du programme TTA ainsi que l'étudiante Touraya SOUISSI figurent parmi la liste ci-jointe.
- les étudiants suivants sont sortis du programme :

- HADJ ALOUANE Atidel
- BEN JAAFAR Saifallah
- HARMEL Maher

En ce qui concerne les taxes dues par notre mission universitaire à Washington, une provision de 75,000 \$ est à prévoir pour le cas où nous ne serions pas exonérés de ces taxes.

Je vous saurais gré de bien vouloir faire le nécessaire pour le déboursement des fonds correspondants au dernier semestre 1992 et vous prie d'agréer, Monsieur le Directeur, l'expression de ma parfaite considération.

Le Directeur de la Pianification
des Statistiques et de l'Informatique



Kamel Braham

Monsieur James A. GRAHAM
Directeur
USAID/TUNIS
28, rue de Suffex
Notre-Dame-TUNIS

130