



Ministry of Industry, Gov Tunisia



**PROGRAMME NATIONAL
DE PROMOTION DE LA QUALITE**



Japan International
Cooperation Agency

**THE FIRST JOINT COORDINATING
COMMITTEE (JCC) MEETING**

OF

**JICA PROJECT ON
QUALITY/PRODUCTIVITY IMPROVEMENT
(Q/PI) PHASE II IN THE REPUBLIC OF
TUNISIA, FIRST TERM**

HELD ON

17TH FEBRUARY 2016

MINUTES OF THE FIRST JOINT COORDINATING COMMITTEE (JCC) MEETING

OF JICA PROJECT ON QUALITY/PRODUCTIVITY IMPROVEMENT (Q/PI) PHASE II IN THE REPUBLIC OF TUNISIA

PRESENT

- | | |
|----------------------------|---|
| 1. Mr. Atsushi ASANO | Director, JICA Tunisia Office |
| 2. Ms. Takako UENO | JICA Tunisia Office |
| 3. Yutaro KANEKO | JICA Tunisia Office |
| 4. Mr. Karim Chabir | JICA Tunisia Office |
| 5. Mr. Katsutoshi IKEDA | JICA Expert |
| 6. Mr. Go OGA | JICA Expert |
| 7. Mr. Kazuteru CHINONE | JICA Expert |
| 8. Ms Natsuko UENO | JICA Expert |
| 9. Mr. Ridha KLAI | General Director, Tunisian Ministry of Industry |
| 10. Ms Nada LACHAAL | Tunisian Ministry of Industry |
| 11. Mr. Anis Gaida MAHJOUB | Tunisian Ministry of Industry, UGPQ |
| 12. Mr. Zouhair MAKHLOUFI | Tunisian Ministry of Industry, UGPQ |
| 13. Ms Sofia BAHRI | Director, CETIME (also represented UTICA at meeting) |
| 14. Mr. Khemais ZAYANI | General Director, Tunisian Ministry of Higher Education
and Scientific Research (observer) |
| 15. Ms Sofia BAHRI | Director, CETIME |
| 16. Mr. Hamadi RIAHI | Director, CTC |
| 17. Mr. Samir Haouet - | Director, CETTEX |
| 18. Mr. Hedi Ben Abbes - | President, Tunisian-Japanese Chamber of Commerce |
| 19. Ms Douja GHARBI - | First Vice President of CONECT |
| 20. Mr. Scott Johnson - | Interpreter, JICA Expert Team (taking minutes) |
| 21. Ms Sophie Ben RAMDANE | Interpreter, JICA Expert Team |

MEMBERS of JCC

- The Tunisian Ministry of Industry –General Direction of Industrial Infrastructure and Technologie and the Unit for Management of the National Program for the Promotion of Quality
- The Tunisian Ministry of Higher Education and Scientific Research (**observer-member**)
- The JICA Tunisia Office
- The JICA Experts Team
- The Technical Center for Mechanical and Electrical Industries (CETIME)
- The Technical Center for Textiles (CETTEX)
- The Technical Center for Chemicals (CTC)
- The Tunisian Union for Industry, Commerce and Handicrafts (UTICA)
- The Confederation of Citizens' Companies in Tunisia (CONNECT)
- The Tunisian-Japanese Chamber of Commerce and Industry (**observer-member**)

AGENDA:

1. Welcome Remark by the Responsible Persons for the Project's Execution, **Mr. Ridha Klai**, General Director of Industrial Infrastructure and Technology at the Ministry of Industry and **Mr. Anis Gaida Mahjoub**, General Director of the Management Unit of the National Program for the Promotion of Quality, Ministry of Industry.
2. Remark by **Mr. Atsushi Asano**, The Resident Representative of the JICA Tunisia Office
3. Remark by **Mr. Katsutoshi Ikeda**, JICA Expert and Team Leader of the JICA Project for the Improvement of Quality and Productivity
4. Introduction of the Members of the JICA Team
5. A Presentation of the Work Plan for the Project presented by **Mr. Go Oga** of the JICA Experts Team
6. Open Discussion and Miscellaneous Questions

Welcoming Remarks

- **Mr. Ridha Klai, General Director from the Ministry of Industry** opened the meeting on behalf of all his colleagues and welcomed the Japanese colleagues present. He mentioned **Mr. Asano, Ms Ueno, Mr. Ikeda** and all the other experts in his welcome. He thanked JICA for its continual support over many years for many projects that have had a direct, positive effect on the Tunisian Economy and especially for Tunisian Industry. He cited the Q/PI project, the boosting of olive oil production and JICA's help for Tunisia's southern regions (infrastructure and industry "clusters") as some areas of JICA's ongoing cooperation.
- He mentioned the importance of the Q/PI project to the Tunisian Economy and said this first JCC meeting comes after two years of important work to identify the project's objectives and to set indicators by which to evaluate it. He noted that the timing on the project is optimal as the Tunisian Government realizes that the level of productivity across industrial sectors has been problematic and this project will add value, boost quality and productivity and make Tunisian companies more competitive and able to face the challenges of the global economy.
- He hopes that his Ministry's cooperation with JICA will be strengthened and that new projects such as the Borj Cedria techno pole, which aims at the same thing as the Q/PI project that is to reinforce productivity to increase the outputs and the competitiveness of Tunisian companies, can be a focus of this cooperation. Finally he said that his Ministry shares common goals with JICA to improve the Tunisian Economy and this is demonstrated by the fact that JICA's programs are designed to be in sync with Tunisia's plans for industrial development.
- He concluded his remarks by again thanking all the JICA experts for their hard work on the Q/PI Project so far.

Remarks by Mr. Anis Gaida Mahjoub, General Director of the Management Unit of the National Program for the Promotion of Quality, Ministry of Industry.

Mr. Mahjoub stated that his remarks would be brief. First of all he thanked everyone for their presence including **Mr. Asano** from JICA, **Mr. Klai** and his colleagues and the JICA expert team. He underlined that the Tunisian Government has made a strategic choice and a priority with its decision to work to improve productivity in its industrial sectors. He said that he has worked with JICA teams on two previous projects from which other, new projects have come. He wished great success to all those involved with the Q/PI project and thanked the meeting's participants again for their presence.

Remarks by Mr. Atsushi Asano, Director, JICA Tunisia Office

Mr. Asano began his remarks by thanking all the participants for their presence and he expressed his pleasure to attend the meeting. He continued by saying that the pursuit of productivity, added value and quality improvement in companies are strategic choices that both JICA and Tunisia have made. The challenge to improve quality and productivity and reap the potential benefits is very important to the Tunisian Economy and to JICA.

In Tunisia JICA has been helping with infrastructure improvement, financial cooperation and the transfer of know-how through technical assistance. He emphasized that this project concerns the transfer of knowledge, namely the Japanese approach (to productivity and quality improvement in companies) called “**KAIZEN**”, which is a well-known Japanese trademark throughout the world. In Japan all companies use **KAIZEN** and it has also been introduced in several Asian countries. Recently **KAIZEN** was discussed at an international conference on African Development held in Japan.

He said that JICA has chosen Tunisia as a “model country” in which to introduce **KAIZEN** during the first phase of the Q/PI project here. Everyone agrees that the first phase of the project had positive impact and was a success.

Mr. Asano finished his remarks by saying that he has great faith in all the project's participants and wished them all the best of luck in their endeavors.

Remarks by Mr. Katsutoshi IKEDA, JICA Experts Team Leader

Mr. Ikeda introduced himself as the JICA Experts Team leader and said that he was a team member on the last Q/PI Project from 2009-2012. He mentioned that he has visited several model companies in Tunisia where the first Q/PI Project introduced the **KAIZEN** techniques and these companies have had good results using the **KAIZEN** methods. He stated that he is pleased to join the Q/PI Project's Phase II to help Tunisia, Tunisian industry and its people. He ended by expressing his hope that the new project will be better than the first phase and will produce excellent results.

Remark by Mr. Anis Mahjoub from UGPQ

He mentioned the “observer status” at this meeting of the Ministry of Higher Education and

Scientific Research as well as the Japanese-Tunisian Chamber of Commerce and Industry. A JICA expert team, along with **Mr. Mahjoub** visited the Chamber of Commerce recently and was favorably impressed by what they saw. **Mr. Mahjoub** said that as soon as the Q/PI Project identifies specific ways that it can cooperate and work with these two entities and these new partnerships start to move forward they will certainly be invited to become permanent members of the Joint Coordinating Committee for the Project.

He invited the meeting's participants to a luncheon after meeting hosted by **Ms Sofia Bahri**, the Director of CETIME.

Remarks by Mr. Go Oga, JICA Institutional and System Development Expert: Outline of the Project Work Plan, First Term.

Mr. Oga stated that he believed that all the JCC Members (and observers) were aware that the meeting's purpose and main objective is to review the Project's Work Plan and that at the meeting's end, it was intended to remove the word "**DRAFT**" from the title of the Work Plan and approve it and pronounce it to be "official".

He then proceeded to review the Work Plan by presenting a series of slides that reproduced a Summary of the Plan for the participants. (Each participant had reference to the entire Work Plan itself, the Summary document, both in hard copy as well as visual access to the slides presented.) The Work Plan mentions a four-year project lasting until December 2019 and outlines the work to be done in the first phase of the project from January, 2016 until April, 2017.

The first five (5) slides gave the project outline, described the project and the principal activities to be carried-out in a schedule, explained that the training involved would cover two periods of classroom training ("CRT") (theoretical) and then a period of practical training within companies ("ICT") and using a simulated production line to train the participants from the theoretical training period to become "KAIZEN" method consultants-trainers themselves. Slide number five (5) pointed out the Performance indicators to be used at various stages of the training to evaluate the competencies of the counterparts (consultant-trainers from the different technical centers) also referred to as "C/Ps". The future trainers will be assisted in both classroom training and practical training by the JICA experts.

Remarks and questions by Mr. Klai and Mr. Mahjoub

Mr. Klai asked how many weeks of classroom training ("CRT") does the project include.

Mr. Oga responded that there will be a total of seven (7) weeks of CRT over the project's life.

Mr. Klai remarked that the training takes place in the French Language for the Tunisian participants as the JICA experts lecture in English which is given in French by interpreters for the participants benefit.

Mr. Mahjoub asked if the documentation for the training is in the French language and **Mr. Oga** responded in the affirmative.

Mr. Klai suggested that the Tunisian participants might first be trained in English Language skills so they could better follow the JICA experts' lectures and training. **Mr. Oga** replied that the JICA experts are first and foremost English Speakers and that, if the Tunisian participants somehow acquire better English Language skills (outside the project's offerings), then they can perhaps follow the classes given in English without using interpreters.

Mr. Oga stated that the project will concentrate on selecting companies to visit to participate in the training next week. He also clarified that 25 Tunisian people will be chosen as counterparts to be trained-as-trainers in the project's first term and they will be evaluated by the criteria presented on Page Four (4) of the Work Plan Summary document.

(The above-mentioned discussion was then followed by the continuation of a slide-by-slide presentation of the Work Plan Summary by **Mr. Oga**.)

- Slide Six (6) focused on company selection for the training. **Mr. Oga** mentioned that 18 companies have been pre-selected to be visited by the JICA experts and their counterparts. These companies were recommended by the technical centers CETIME, CETTEX and CTC.
- Slide Seven (7) focused on the criteria used to select companies for "In-Company-Training" ("ICT"). It also showed the kind of content the JICA experts will use when they visit the companies.
- Slide Eight (8) introduced "Project Output 2" which involves the work of Tunisians training other Tunisians, with support and assistance from the JICA Experts.
- Slide Nine (9) introduced "Project Output 3" which involves the Capacity Development of the Technical Centers. **Mr. Oga** explained while using this slide that JICA supports two pillars of activities to arrive at the good result of "Project Output 3" which are: organizational and institutional development and human resources development.
- Slide Ten (10) presented a GANNT Chart that portrays all of the project's activities and the timeline for the work on and the completion of each activity.
- Slides Eleven (11) and Twelve (12) discussed the workshop to be carried-out in May, 2016 wherein Tunisian people will be trained by JICA Experts to themselves become (Q/PI trainers. **Mr. Oga** pointed out that the details for the workshop such as who the participants will be and the contents to be covered have yet to be decided upon. He mentioned that two more JICA experts will arrive in Tunisia in May and will concentrate on doing the workshop, among other responsibilities.

At this point **Mr. Oga** stated that the JICA team would like to finalize the entire Project WORK PLAN by end-year 2017, by holding a final workshop and by continuing discussions with the Ministry of Industry for this reason as well as other topics. The number of workshops has already been reduced from four (4) to two (2). He discussed the role of Tunisian Universities and their possible cooperation with the project saying that initially it was thought to train university students directly in Q/PI methods however, upon the suggestion of the Ministry of Industry, perhaps the approach of "training-the-trainers will be implemented in universities. He said that

this issue will be discussed at JICA Headquarters in Japan and their feedback will be known in May when he returns to Tunisia. **Mr. Oga** urged the observer from the Ministry of Higher Education present at the JCC meeting to comment on this issue as the number and kinds of project events (seminars, workshops) have not been definitively decided.

- Slides Fourteen (14) and Fifteen (15) clarify what work progress the project has made to the present time, for example the selection of participating companies that will continue the following week. The training-of-trainers (Tunisians to become “KAIZEN” consultants) will start after the final company selections have been made.
- Slide Sixteen (16) covers the topic of the ongoing discussions between the JICA Experts team and its local counterparts including the use of a questionnaire to gather survey information from local companies. Written to gather information requested officially by UGPQ and UTICA, questionnaires will be sent to companies in Tunisia’s eight (8) industrial sectors and it is planned to analyze this information by August. The survey’s results will help the project to set-up a Global Objective for the Project Design Matrix (PDM) by September, 2016.
- Slides Seventeen (17), Eighteen (18), Nineteen (19), Twenty (20) and Twenty-one (21) refer again to the ongoing discussion of issues and questions such as “should the project train people to train Q/PI techniques in local universities” and “what is the kind of equipment to be furnished by the project”....and these slides especially focus on the finalization of the PDM (and the project indicators it will contain) by September, 2016. At this point in his presentation, **Mr. Oga** referred the meeting’s participants to Page 14 in the Complete WORK PLAN document where an initial version of the PDM is given. As this PDM version is obviously still incomplete with some information missing, **Mr. Oga** pointed out the need for more pertinent information (from the company survey for example) to be included to make a good PDM and to get good results from the project. He emphasized the need to well-define the project’s “overall objectives” (ex: the improvement of the use of Q/PI in Tunisia’s industrial sectors) and the importance of getting a good, clear definition of what are Tunisia’s “major sectors” to complete the PDM. The May, 2016 Workshop will help finalize these definitions. The Company Survey will give results to set indicators that will lead to setting the Project’s “Global Goals” and its “Values” and “Objectives” which all lead to the finalization of the PDM in the last quarter of 2016.

Mr. Oga’s closing remarks regarding his presentation of the WORK PLAN’s summary included: there will be a target of 25 Tunisians trained as trainers of KAIZEN in the Project’s first term and 45 more people trained for this in the Project’s second part for a total of 70 persons to be qualified as trainers of Q/PI methods through KAIZEN. He emphasized there is ample time to finalize the PDM this year and finally that the JICA experts team now has five (5) members and will be expanded to seven (7) members in May, 2016;

More Comments, Questions and General Discussion

Mr. Klai remarked that the issue of “major sectors” has been decided and they have been defined. He cited the mechanical/electrical/electronic, textile, chemicals and

food-processing sectors in his definition of “major sectors”. His second point was the importance of setting-out “indicators” to closely follow the Project’s performance through its first and second phases. He said, for example, that using the first phase’s indicators as “benchmarks”, that the second phase can be fine-tuned and improved. He agreed that a mid-term evaluation between the first and second phases is necessary.

He did point out that there seemed to be a few things missing from **Mr. Oga’s** presentation and cited in this regard: 1) More information on how to export Tunisian expertise in Q/PI/KAIZEN to other countries, specifically African countries. To implement this process, **Mr. Klai** said he wanted to take advantage of Mr. ASANO’s presence to ask him for JICA’s support to create “an African Center for the Dissemination of Q/PI/KAIZEN methods. 2) He did say that his Ministry has agreed with the JICA team to establish Q/PI training courses for universities and link this to the demand in the labor force for graduates in this field. He commented that at some universities and engineering schools there is a Master Degree in Productivity and Quality Improvement offered and he wants to explore ways to enrich this kind of degree offering, to improve courses and to reinforce the students’ capacities and skills in order to better respond to their future corporate employers’ needs. He urged his friend from the Ministry of Higher Education to comment on this issue. 3) Finally **Mr. Klai** queried how to boost Q/PI/KAIZEN information into becoming “a culture of productivity” among corporate workers, managers and owners. He suggested the creation of an “electronic (online) platform to use as a tool and to allow everyone associated with a company to follow Q/PI/KAIZEN course online.

Mr. Samir Haouet, the CETTEX Director made a comment that the Project’s staff should keep in mind when programming activities in the summer months of July and August in various companies that at this time of year many firms are on annual leave and have a much-reduced activity if they remain open for business.

Ms Sonia Bahri, the CETIME Director thanked the JICA experts for their planning proposal and stated that she was also representing **Mr. Belgacem** from the Mechanical/Electric Federation in UTICA at the JCC meeting. She had four points or activities to propose to the Project: 1) It can provide qualifying participants with certifications of their new expertise in Quality and Productivity Improvement and 2) A broad communications/promotional campaign plan can be created to be broadcast to the thousands of companies in Tunisia (and Africa) in order to attract them to also register for the same courses in Q/PI/KAIZEN that the project offers. 3) One way to broadcast and then train people is to establish an online platform that permits “distance training” to many end-users. 4) Ms Bahri’s final suggestion was that companies already trained in the Project’s earlier phase need to be evaluated to ascertain whether they need complimentary training to help them acquire this additional training and to give them more support for their activities.

Mr. Hedi Ben Abbes, the President of the Tunisian-Japanese Chamber of Commerce and Industry in Tunisia stated his own understanding of the Purpose of the Project. He understands that the correct purpose of the Project is to train Tunisians to

upgrade their own companies. The training will have two components including theoretical, classroom training and the practical training occurring in companies themselves. He then asked, “How can the Chamber help the Project?” and suggested three kinds of assistance: 1) The Chamber can help select the companies to be used in the practical training phase 2) The Chamber owns and will operate the first Japanese Training Center in Tunisia complete with machinery and a KAIZEN simulation ability. It is also already using Japanese techniques of “Training-of-Trainers” and can offer their expertise in curriculum design and the physical training facility to the Project. 3) Finally **Mr. Ben Abbes** suggested that the fast-growing sector of Health Care sector companies in Tunisia be added to the Project’s “major sectors” target. He called the Health Care Sector “one of Tunisia’s leading sectors”.

Mr. Klai responded to **Mr. Ben Abbes’s** comments/suggestions by saying that the Project’s main idea/goal is to improve national capacity through the country’s existing technical centers such as CETIME, CETTEX and CTC. For the moment it will not be possible to work with other sectors, such as the Health Care Sector, that are not yet under the auspices of the Ministry of Industry. Nevertheless he said that it is a great idea to cooperate and work with the Tunisian-Japanese Chamber of Commerce.

Mr. Khemais Zahayani (observer), General Director of Research in the Ministry of Higher Education and Scientific Research thanked the JCC meeting’s organizers for his invitation and asked “How can my Ministry add value to the Project?” He noted that **Mr. Oga** talked about expanding the Project’s activities to include Tunisia’s universities. He emphasized that University Graduates are the future managers of the nation’s companies. In this regard it is important to push Q/PI training out to them as perhaps complimentary training to their current course cycles and to expose them to the Japanese know-how label of “KAIZEN” that has an excellent reputation on Tunisia and the world. This will increase the employability of these future graduates. He agreed to the idea of offering “training-of-trainers” courses in Q/PI at Tunisian universities. As evidence of Tunisia’s commitment and means to perform world-class training, it has Africa’s first “virtual university” and this “e-platform can be improved and enlarged to include end-users in industrial sectors in Tunisia and possibly throughout Africa.

Mr. Klai responded to **Mr. Zahayani's** comments by saying he wants to create a strategic partnership between the two Ministries. The first step that he envisions is to establish a linkage between the Ministry of Industry and Engineering Universities under the Ministry of Education’s purview. In the Project’s second phase forty (40) new Q/PI trainers will be trained and perhaps some university professors can be included among them. He finished by saying that the Ministry of Industry is also interested in creating an e-learning platform.

Mr. Asano commented that regarding the issue of which universities the Project will collaborate with, he first wishes to consult with JICA Headquarters in Japan before offering an opinion. In regards to the idea to have JICA support the creation of a “KAIZEN Center” in Tunisia, this idea is not feasible for the current project but might be included in a future project.

Mr. Zahayani said he wants to verify with several university presidents to determine which institutions might be available to work with the Project.

Mr. Asano agreed with **Mr. Zahayani** and said he looks forward to future discussion on this issue.

Mr. Mahjoub expressed his desire to meet with Mr. Oga and Mr. Zahayani about this interesting proposal.

Mr. Oga declared that regarding the idea for the Project to work with Tunisian Universities, three subjects have been discussed: 1) training teachers in Q/PI methods, 2) A revision of curriculum to include Q/PI in university courses and 3) the idea of expanding an e-platform to disseminate Q/PI methods to more end-users. He intends to discuss these points with JICA in Japan and feedback given by May, 2016.

Ms Sonia Bahri stated that at CETIME established a partnership with a university to 1) practice Training-of-trainers and 2) to strengthen practical education to teachers and students alike. CETIME used a sort of “KAIZEN Center” at CETIME that was very successful and beneficial and provided the kind of practical training that is the most needed, she said. She offered the CETIME experience as a springboard and guidepost of how the Project can work with Universities.

Mr. Oga stated that after this good discussion the JICA Team will delete the word “Draft” from the Work Plan document. He reminded everyone that discussions on many issues are still ongoing and that the PDM will be finalized in September.

Mr. Mahjoub ended the first JCC Meeting after the passing of approximately two hours of time by asking all the Committee Members to continue to give their support to the Project. He thanked all members and observers for their attendance and invited everyone to the Press Conference and the Luncheon immediately following the meeting.

Mr. Katsutoshi IKEDA
Leader
Institution/System Development (2)
Quality and Productivity Development
(Advanced)
JICA Expert



Mr. Ridha KLAI
General Director
General Direction of Industrial and
Technological Infrastructure
Ministry of Industry

Le Directeur Général de l'Infrastructure
Industrielle et Technologique

Signé: Ridha KLAI

Mr. Anis GAIDA MAHJOUR
General Director
Management Unit of the National
Program of Quality Promotion
Ministry of Industry

Directeur Général de l'Unité de Gestion par Objectif
pour la Réalisation du Programme National
de la Promotion de la Qualité
au sein du Ministère de l'Industrie

Signé: Anis GAIDA MAHJOUR



Ministry of Industry and Commerce,
Government of Tunisia



**PROGRAMME NATIONAL
DE PROMOTION DE LA QUALITE**



Japan International
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**THE SECOND JOINT COORDINATING
COMMITTEE (JCC) MEETING**

OF

**JICA PROJECT ON
QUALITY/PRODUCTIVITY IMPROVEMENT
(Q/PI) PHASE II IN THE REPUBLIC OF
TUNISIA, FIRST TERM**

HELD ON

23rd FEBRUARY 2017

MINUTES OF THE FIRST JOINT COORDINATING COMMITTEE (JCC) MEETING

OF JICA PROJECT ON QUALITY/PRODUCTIVITY IMPROVEMENT (Q/PI) PHASE II IN THE REPUBLIC OF TUNISIA

PRESENT

- | | |
|----------------------------|---|
| 1. Mr. Sugimoto Oki | Senior Representative, JICA Tunisia Office |
| 2. Ms. Takako UENO | JICA Tunisia Office |
| 3. Mr. Karim Chabir | JICA Tunisia Office |
| 4. Mr. Katsutoshi IKEDA | JICA Expert |
| 5. Mr. Shigeki TSUCHIYA | JICA Expert |
| 6. Mr. Go OGA | JICA Expert |
| 7. Mr. Kazuteru CHINONE | JICA Expert |
| 8. Ms Natsuko UENO | JICA Expert |
| 9. Mr. Ridha KLAI | General Director, Ministry of Industry and Commerce |
| 10. Yousri Ben Said- | Ministry of Industry and Commerce, DGIM |
| 11. Mr. Haikheh Chehaider | Ministry of Industry and Commerce |
| 12. Mr. Anis Gaida MAHJOUR | Ministry of Industry and Commerce, UGPQ |
| 13. Mr. Zouhair MAKHLOUFI | Ministry of Industry and Commerce, UGPQ |
| 14. Ms. Oureda Chalouati | Ministry of Industry and Commerce, UGPQ |
| 15. Mr. Moh Moncef Hajji | Technical Manager, CETIME |
| 16. Mr. Hosni Bel Hadj | CETIME |
| 17. Ms. Dalila Ben Yahia | Director, CETTEX |
| 18. Mr. Hamadi RIAHI | General Director, CTC |
| 19. Mr. Mohamed Mehdi - | Tunisian-Japanese Chamber of Commerce |
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1. Welcome Remark by the Responsible Persons for the Project's Execution, **Mr. Ridha Klai**, General Director of Industrial Infrastructure and Technology at the Ministry of Industry and **Mr. Anis Gaida Mahjoub**, General Director of the Management Unit of the National Program for the Promotion of Quality, Ministry of Industry.
2. Remark by **Mr. Oki Sugimoto**, The Senior Representative of the JICA Tunisia Office
3. A Presentation of the Results of the 1st term presented by **Ms. Oureda Chalouati, UGPQ**
4. A Presentation of the way-forward including the tentative plan of 2nd term presented by **Mr. Go Ohga, JICA Expert Team**
5. Open Discussion and Miscellaneous Questions

Minutes:

Mr. Ridha Klai, Director at the Tunisian Ministry of Industry and Commerce opened the meeting by welcoming everyone, especially all "Japanese friends". He noted that Tunisia is satisfied so far with this project's results and in this meeting everyone will look at the first year's work, the project's design matrix, the action plan for the second phase and perhaps discuss the names of the companies selected for training. They will soon start receiving value-added KAIZEN training from the project, he said.

Mr. Sugimoto from JICA Tunisia congratulated the project team for the successful seminar held in Tunis on February 21, 2017 and for the important and interesting visit to Malaysia and Singapore by the Japanese-Tunisian project delegation and wished all the project team members continued success in their efforts.

Ms Oureda Chalouati from UGPQ made an exhaustive and excellent presentation of all the project's first phase activities including: the study trip to Malaysia-Singapore and the workshops held there, the three seminars including two held targeting the enterprises and another at the engineering university ENIT, the completed training of 24 master trainers from CTC, CETTEX and CETIME, the introduction of "5s" training in all companies, and a 54.7% productivity improvement rate among companies receiving training (above the targeted 20% productivity improvement target). She added that in the second phase there will be 30 people trained as trainers coming from Tunisia's eight technical centers as well as 20 university lecturers trained in QP/I techniques.

Mr. Go Ohga, JICA Expert stated that, for technical (budgetary) reasons, the first phase's activities will actually continue until end-August 2017 when the official second project phase will begin. All the project activities until August 2017 will remain the same. He then discussed the project's "way forward" with the meeting's participants. For project activities such as Training of Trainers (TOT), Training of (University) Lecturers (TOL), the project's Dissemination Plan, Mr. Ohga pointed out that the details for these activities are located in the respective annexes attached to the hardcopy of his presentation that JCC members were

following. The other key points mentioned by **Mr. Ohga** were: JICA experts **KD Bhardwaj and Ayako Ishiwata** will collaborate between now and May, 2017, when Ms Ishiwata will come to Tunisia to join the project staff on the formulation of a “Concept paper” to try to steer Tunisian policy towards the creation of a “National Tunisian Productivity Center”. He said that the TOT project activities are currently budgeted for, however the TOL and Dissemination activities remain unbudgeted. A revised budget plan will be ready by September 2017. Finally he pointed out that the Project Design Matrix (PDM) is now finalized and its details are available in Annex 5 attached to his presentation. Examples of approved changes to the PDM are: there will be 30 people trained as trainers instead of 45 and there will be 3 batches of TOT and not 4 in the project’s second phase.

There followed a “Question and Answer” and discussion session:

Mr. Klai asked, “What have we really learned from the Project’s first phase?” Then he suggested that the project adopt more frequent meetings to discuss the improvement of project implementation, to boost information sharing and project progress updates. **Mr. Ohga** stated that one of JICA’s PQ/I projects in Africa (Kenya) has a special technical committee meeting regularly attended by all the project’s top managers in addition to their own steering committee meeting. **Mr. Klai** then made his positive suggestion to establish a group of “special technical committees”, one for each project activity, by a written document that defines the roles and responsibilities of each partner. **Mr. Ohga** suggested that all eight technical centers’ representatives be invited to attend future steering committee meetings.

Ms Douja Gharbi, CONECT Vice-President asked how the trainers for the project are chosen and how CONECT’s (private sector) members can benefit from the project training? **Mr. Ohga** explained to her that the Japanese experts select the trainer candidates from persons recommended by the participating technical centers and that, if it wants to, the Tunisian Government can offer the project’s training services to CONECT’s members (training provided by Tunisian trainers eventually). **Mr. Klai** agreed with **Mr. Ohga** and said he recommends that all the country’s technical centers involved in the project reach an agreement with both CONECT and UTICA so their members can benefit from the project’s best practices, produce more and better, create more wealth and thus create more employment.

There was then a rather long discussion centered around the following questions: how to start a Tunisian National Productivity Center, how can Tunisia “network” with international productivity organizations like **APO** in Asia and **PAPA** in Africa, how to get other Tunisian Ministries “at their high levels” involved in the push and efforts to boost productivity in Tunisia, how to train and involve private sector productivity trainers who can train Tunisian private companies in KAIZEN techniques. Both **Mr. Sugimoto and Ohga** suggested that the Tunisian Government and its representatives take the initiative to train private sector trainers, to involve UTICA and CONECT and their members in the activities initiated by the Tunisian-Japanese PQ/I Project and they also work to improve the strength and capacity of the Tunisian

Government systems and to start involving high level players from throughout Tunisia's private and government sectors to improve the country's industrial productivity and quality.

Ms Ben Yahia from CETTEX and **Mr. Mehdi** from the Tunisian-Japanese Chamber of Commerce and **Mr. Hamandi Riahi** from CTC all made positive comments about the project's activities at this stage.

Finally **Mr. Anis Gaida**, the Head of UGPQ thanked all the participants for their presence, expressed his wish that the project's second phase activities will be as successful as the first phase's and closed the meeting.

Mr. Katsutoshi IKEDA
Leader
Institution/System Development (2)
Quality and Productivity Development
(Advanced)
JICA Expert

Mr. Ridha KLAI
General Director
General Direction of Industrial and
Technological Infrastructure
Ministry of Industry and Commerce

Mr. Anis GAIDA MAHJOUR
General Director
Management Unit of the National
Program of Quality Promotion
Ministry of Industry and Commerce



Ministry of Industry and Commerce,
Government of Tunisia



PROGRAMME NATIONAL
DE PROMOTION DE LA QUALITE



Japan International
Cooperation Agency

**THE THIRD JOINT COORDINATING
COMMITTEE (JCC) MEETING**

OF

**JICA PROJECT ON
QUALITY/PRODUCTIVITY
IMPROVEMENT (Q/PI) PHASE II IN THE
REPUBLIC OF TUNISIA, SECOND TERM**

HELD ON

23rd November 2017

MINUTES OF THE THIRD JOINT COORDINATING COMMITTEE (JCC) MEETING

OF JICA PROJECT ON QUALITY/PRODUCTIVITY IMPROVEMENT (Q/PI) PHASE II IN THE REPUBLIC OF TUNISIA

THE TIME AND DATE: 10:00 - 12:30, 23 November (Thursday), 2017

THE VENUE: The Conference Room, Ministry of Industry and SMEs (2nd Floor)

PRESENT

- | | |
|----------------------------|--|
| 1. Mr. Toshifumi EGUSA | Chief Representative, JICA Tunisia Office |
| 2. Ms. Takako UENO | Project Formulation Advisor, JICA Tunisia Office |
| 3. Mr. Katsutoshi IKEDA | JICA Expert, Chief of the Project |
| 4. Mr. Go OGA | JICA Expert, Deputy Chief of the Project |
| 5. Mr. Kazuteru CHINONE | JICA Expert |
| 6. Ms Natsuko UENO | JICA Expert |
| 7. Mr. Miura Akira | JICA Expert |
| 8. Ms Ayako Ishiwata | JICA Expert |
| 9. Mr. Ridha KLAI | General Director, Ministry of Industry and SMEs |
| 10. Ms Besma Ben Mesbah | Sub-director, Ministry of Higher Education and Scientific Research |
| 11. Mr. Brahim Chebili, | General Director, CETIME |
| 12. Mr. Hamadi RIAHI | General Director, CTC |
| 13. Mr. Samir Haouet | General Director, CETTEX |
| 14. Mr. Anis Gaida MAHJOUB | General Director, PAKTEC |
| 15. Ms. Narges Maslah | General Director, CTAA |
| 16. Mr. Chokri Najjar | Director, CNCC |
| 17. Ms. Manel Rouis | Director, CETIBA |
| 18. Mr. Moh Moncef Hajji | Director, CETIME |
| 19. Mr. Zouhair MAKHLOUFI | Director, Ministry of Industry and SME, UGPQ |
| 20. Ms. Oureda Chalouati | Project Coordinator, Ministry of Industry and SME, UGPQ |
| 21. Ms Hejra Boussoukaya | Interpreter, JICA Expert Team |
| 22. Ms Safa Salhi | Interpreter, JICA Expert Team |
| 23. Mr. Scott Johnson - | Interpreter, JICA Expert Team |
| 24. Ms Sophie Ben Ramdane | Interpreter, JICA Expert Team |
| 25. Ms Amel Ben Youssef - | Interpreter, JICA Expert Team |

MEMBERS of JCC

- The Tunisian Ministry of Industry and SMEs –General Direction of Industrial Infrastructure and Technology
- The Tunisian Ministry of Industry and SMEs –Management Unit of the National Program of Quality Promotion (UGPQ)
- The Tunisian Ministry of Higher Education and Scientific Research

- The JICA Tunisia Office
- The JICA Experts Team
- The Technical Center for Mechanical and Electrical Industries (CETIME)
- The Technical Center for Textiles (CETTEX)
- The Technical Center for Chemistry (CTC)
- The Technical Center for the Wood and Furniture Industry (CETIBA)
- The National Center for the Leather and Shoe (CNCC)
- The Technical Center of Agri-Food (CTAA)
- The Technical Center for Construction Materials, Ceramics and Glass (CTMCCV)
- The Technical Center of Packing and Packaging (PACKTEC)
- The Tunisian Union for Industry, Commerce and Handicrafts (UTICA)
- The Confederation of Tunisian Citizen Enterprise (CONNECT)
- The Tunisian-Japanese Chamber of Commerce and Industry

THE MEETING AGENDA

1. Presentation of the 1st Phase Results of the Project's Second Period, by Ms Oureda CHALOUATI, Project Coordinator at UGPQ
2. Presentation of the Action Plan for the Second Term (Mr. Go OGA, Deputy Chief of the Project)
3. Discussion

THE MEETING's OPENING

- The Word of Welcome from Mr. Ridha Klai, General Director, The General Direction of Industrial and Technological Infrastructure in the Ministry of Industry and SMEs
- Remarks by Mr. Zouhaier MAKHLOUFI, Manager of the Management Unit of the National Program of Quality Promotion (UGPQ)
- Remarks by Mr. Toshifumi EGUSA, Chief Representative of the JICA Office in Tunisia

Mr. Ridha Klai's remarks included a welcome to all the participants and his impression that the project is going well and that he hopes to see even more progress in the second term. He said that this ending of the first term is an important step in the project's life and that he hopes to see more impact on the technical centers and more real, palpable results in the next phase.

Mr. Zouhaier Makhloufi welcomed the JCC meeting's participants to this third JCC and thanked JICA and the CETTEX, CTC and CETIME for their technical and financial assistance. He reminded everyone of the project's main objective to make Tunisia a platform for KAIZEN, to implement this scope of work and then to sustain it. This scope will be carried-out by building HR's capacity through training (of Master Trainers, Trainers and companies). He said that in the first phase, the project has achieved its goals and that **Ms Ourida Chalouati** will present the results of this phase. **Mr. Makhloufi** reiterated that the 2nd term is already underway and more companies are being chosen as training recipients. He finished by saying that the project has trained some trainers, it has done some promotion and he called upon all the participants to help all the activities move forward towards sustainability.

Mr. Toshifumi EGUSA thanked **Mr. Klai** and **Mr. Makhloufi** and the Mol for their efforts and congratulated everyone for the KAIZEN Seminar held two days prior. He noted that the

“KAIZEN set of techniques” are good ones to spread to Tunisian companies and thanked in advance the MoI, UGPQ and the JICA team for their future efforts to make the Project successful. He underlined that the visit to the SOMEF company, one of the model companies was very impressive. He knows the Tunisian Private Sector’s mindset is difficult to change and stated that the SOMEF Company must have seen KAIZEN’s benefits because they have accepted and applied its methodology. Now the mission becomes how to disseminate KAIZEN techniques throughout Tunisia. If Tunisia succeeds to do this, it can become the leader for the entire African continent. He assured everyone that JICA will do its best to push the Project forward and said he is counting on all participants to help JICA implement this important project.

Following these remarks, **Ms Ourida Chalouati** from UGPQ gave a clear presentation of all the results from the beginning of the project. Some of the highlights she covered included: the assignments of the Japanese Experts to the different project implementers and stakeholders, the Project’s training activities in 2016 and 2017, the in-country training in Japan for 9 project consultants this past summer, the choice of 18 companies (6 companies per sector) to be trained in this batch, the kinds of KAIZEN and pre-KAIZEN training applied, the average percentage rates for quality and productivity improvement achieved until 2017, the number and kind of seminars given by the project so far, the project promotional steps taken, the use of benchmarking through trips for workshops by Project implementers and stakeholders to Singapore and Malaysia and the establishing of a “concept paper”.

Mr. Go Ohga then spoke about the Project’s future activities for years 2018 and 2019. On the positive side, there are 23 Master Trainers well trained and they will continue to train trainers who will in turn train more companies in KAIZEN techniques. He also mentioned the following points: the technical centers need to be on the same page regarding the indicators of PDM they apply to the project’s actions and results, he referred the participants to the Work Plan document to study it for more details on “the way forward”. He said the Project has increased Tunisia’s already excellent human resources with KAIZEN Master Trainers.

Regarding institutional development Mr. Ohga said that the project team needs more cooperation from top GoT officials to keep moving forward. He said that the Japanese side is considering setting-up a certification system for Tunisian Master Trainers/Trainers however it will also be good to have official Tunisian certification for these persons. He asked for more cooperation from UTICA and CONECT especially regarding the establishment of a Tunisian “KAIZEN DAY”. In 2018 he called for more cooperation from Tunisian universities to implement the trainings of the lecturers in the universities. Finally, he shared that the Tunisian Trainers has been very busy because they have their own assignment, however the project needs more cooperation from them in order to continue their activities with maximum impact.

Mr. Ikeda stated that in the second phase all the Tunisian technical centers will be involved in the project. Then he described how Classroom Training and In-company Training will be rolled out in the new phase. He said that after the fifth visit to a company, for example, the trainers

start to introduce KAIZEN activities. He noted finally that every company has its own problems, circumstances and specificities, which is the reason we need more than 10 days for consulting including the self-visit.

Mr. Ohga stated again that more recommendations are needed from the Private Sector and more cooperation and more advice is needed from the MoI, company trainers and the private sector in order to select more candidate companies to be trained. He repeated that more assistance is needed by UTICA and CONECT to recommend good companies for training. Japanese experts will continue to go to companies to make their diagnostic visits and recommendations, however the Japanese experts need more suggestions from the Tunisian side for which companies to visit and select for training.

Mr. Makhloufi thanked **Mr. Ikeda** for his remarks about the future training programs and **Mr. Ohga** for his advice on choosing candidate companies.

Ms Ayako Ishiwata thanked all participants in the JCC meeting for their presence and stated that, like in every JICA project, her job is to work on and insure that the Project is sustainable. Her slide on the Project's HR status showed the current number of Master Trainers trained in the previous/current project. She asked how the current Project can improve its activities by making good use of these HR resources. And then she asked two questions:

- 1) How can the demand from companies for KAIZEN be increased?
- 2) How can Tunisia continue ToT after the project is finished?

Mr. Klai noted that at the end of the day, the KAIZEN Project must become a 100% Tunisian Project with JICA's help in the future. However, The MoI cannot force companies to go along with the training project and that actually not all the companies have been aware about Kaizen for their businesses. In this regard, we need more dissemination of KAIZEN to create demand. In line with that, we are conscious about the importance of creating the sustainable system of KAIZEN dissemination after the project and we will continue to focus on it as the Tunisia is Tunisia with its specificities.

Mr. Samir Haouet said that there is a good feedback about the JICA Seminar at the El Mouradi Hotel on November 21. He highlighted the need to move the JICA Training project out to the regions far away from Tunis in the 2nd term and there is demand for this kind of KAIZEN training and budgeted finance to carry it out. He said that CETTEX's trainers are often asked back to companies for second visits when the company has been exposed to the KAIZEN techniques.

Mr. Hamadi RIAHI, CTC congratulated the JICA team for the success stories harvested from the first term efforts and said that it has been proven that KAIZEN techniques are very important and useful to help companies improve themselves. For CTC, offering KAIZEN training will be promoted on CTC's website and companies will be charged for these services. To be competent in KAIZEN techniques, a person needs to have theoretical knowledge and then be able to apply this knowledge practically through ICT.

Ms. Narjess Maslah, CTAA spoke about the importance of the Project in the following terms: communicating the successes in the actual project to other regions/sectors to reach out to new companies in different sectors through the other 5 technical centers. However, she mentioned that the number of the visiting companies as well as the meetings seems sometimes a burden for the Trainers so that she asked for the some more flexibility on this issue.

Mr. Brahim Chebili, CETIME has been involved with the Project since 2006 when he was a Director at Mol. He also visited Japan in the context of the Project. He has helped before to select companies for KAIZEN training and he said that CETIME is moving forward with its promotion of QP/I. He asked whether his tech center should be focusing on any particular kind of company to receive the KAIZEN training. He finished by saying that in Tunisia there is the National Quality Day and the General Direction of Infrastructure and Quality at the Mol and these assets will help the current JICA project to achieve sustainability.


Mr. Hajji, CETIME mentioned that Tunisia and Japan have been cooperating on this kind of training project for more than 20 years, that it has reached a mature and independent stage and that CETIME always tries to make QP/I methodologies a big part of its consultants training toolkits.

Mr. Gaida, PACKTEC added that the Project has done a good job of creating synergy between the technical Centers and other stakeholders and now this effort needs to be sustained to build QP/I and push its use out to other sectors.

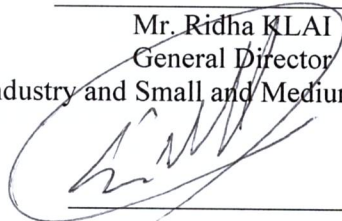
Mr. Haouet spoke about the existence of an “Association of Technical Centers” and the fact that it needs a Permanent General Secretary as well as some funds for the operation to run it.

Finally, **Mr. Makhloufi** closed this 3rd JCC with thanking all the participants for their inputs and presence.


N.B: The basic principles of the work plan for the 2nd term is confirmed after the several discussions since no further question/demand to change it.



Mr. Katsutoshi IKEDA
Leader , JICA Team



Mr. Ridha KLAI
General Director
Ministry of Industry and Small and Medium Enterprises



Mr. Zouhair MAKHLOUFI
Director
Management Unit of the National Program of Quality Promotion
Ministry of Industry and Small and Medium Enterprises



Ministry of Industry and SMEs
Government of Tunisia



**PROGRAMME NATIONAL
DE PROMOTION DE LA QUALITE**



Japan International
Cooperation Agency

**THE FOURTH JOINT COORDINATING
COMMITTEE (JCC) MEETING**

OF

**JICA PROJECT ON
QUALITY/PRODUCTIVITY
IMPROVEMENT (Q/PI) IN THE REPUBLIC
OF TUNISIA,
PHASE II, SECOND TERM**

HELD ON

November 8th, 2018

MINUTES OF THE FOURTH JOINT COORDINATING COMMITTEE (JCC) MEETING OF JICA PROJECT ON QUALITY/PRODUCTIVITY IMPROVEMENT (Q/PI) IN THE REPUBLIC OF TUNISIA, PHASE II

TIME AND DATE: 09:30 - 12:30, 8th November (Thursday), 2018

VENUE: The Conference Room, Ministry of Industry and SMEs (2nd Floor)

PARTICIPANTS

1. Mr. Toshifumi EGUSA	Chief Representative, JICA Tunisia Office
2. Mr. Shinji KAWASAKI	Senior Program Officer, JICA Tunisia Office
3. Mr. Katsutoshi IKEDA	JICA Expert, Chief of the Project
4. Mr. Go OGA	JICA Expert, Deputy Chief of the Project
5. Ms Natsuko UENO	JICA Expert
6. Mr. Miura Akira	JICA Expert
7. Ms Ayako Ishiwata	JICA Expert
8. Mr. Tomoyuki Yameda	NEPAD
9. Mr. Diran Makinde	NEPAD
10. Mr. Youssef Mejai	Senior Program Officer, JICA Tunisia
11. Mr. Yohei Yamaguchi	JICA Tokyo
12. Ms Sayuri Ichikawa	Deputy Assistant Director, JICA Tokyo
13. Mr. Jin Kimiaki,	SAD, JICA Tokyo
14. Mr. Riadh BERJAB	General Director, Ministry of Industry and SMEs
15. Mr. Taoufik Khardani	General Engineer, Ministry of Industry and SMEs, UGPQ
16. Mr. Mohamed Gharsallah,	General Director, CTMCCV
17. Mr. Montassar Chennoufi	Vice-President, CCITJ
18. Mr. Mohamed Hajji	Central Director, CETIME
19. Ms Dalila Ben Yahia	Director, CETTEX
20. Mr. Anis Gaida MAHJOUB	General Director, PAKTEC
21. Ms. Narjes MASLAH HAMMAR	General Director, CTA
22. Mr. Bilel Bahri	Chief Engineer, CETIBA
23. Mr. Amor Bouzouada	General Director, CETIBA
24. Mr. Zouhair MAKHLOUFI	Director, Ministry of Industry and SMEs, UGPQ
25. Ms. Oureda Chalouati	Ministry of Industry and SMEs, DGIIT
26. Ms Hejra Boussoukaya	Interpreter, JICA Expert Team
27. Mr. Scott Johnson -	Interpreter, JICA Expert Team
28. Ms Sophie Ben Ramdane	Interpreter, JICA Expert Team
29. Ms Amel Ben Youssef	Interpreter, JICA Expert Team

MEMBERS of JCC

- The Tunisian Ministry of Industry and SMEs - General Department of Industrial and Technological Infrastructure (DGIIT)
- Management Unit of the National Program of Quality Improvement (UGPQ)

- Ministry of Higher Education and Scientific Research
- JICA Office in Tunisia
- JICA Experts Team
- Technical Center for Mechanical and Electrical Industries (CETIME)
- Technical Center for Textile (CETTEX)
- Technical Center for Chemical Industries (CTC)
- Technical Center for Wood and Furniture Industry (CETIBA)
- Technical Center for the Leather and Shoe Industry (CNCC)
- Technical Center for Food Processing (CTAA)
- Technical Center for Construction Materials, Ceramics and Glass (CTMCCV)
- Technical Center for Packaging (PACKTEC)
- Tunisian Union for Industry, Trade and Handicrafts (UTICA)
- Confederation of Citizens' Companies in Tunisia (CONNECT)
- Tunisian-Japanese Chamber of Trade and Industry (CCITJ)

THE MEETING AGENDA

1. Outline of the results of the 2nd phase, Basic TOT 2nd batch, by Mr. Zouhaier MAKHLOUFI, UGPQ, Ministry of Industry and SMEs
2. Brief report of the training in Japan by Ms. Oureda CHALOUATI, DGIIT, Ministry of Industry and SMEs
3. Brief report of the Africa Kaizen Annual Conference (AKAC) in South Africa by Ms. Oureda CHALOUATI, DGIIT, Ministry of Industry and SMEs
4. Discussion about the dissemination system of KAIZEN after the project (based on the action plan made in the Africa Kaizen Annual Conference in South Africa), especially focusing on:
 - Prospected Kaizen Award in Tunisia (Productivity Day)
 - Sustainable ToT System after the project
5. Any other Business

THE MEETING's OPENING

- Welcome Remark by Chairperson Mr. Riadh BERJAB, Director General, of Industrial and Technological Infrastructure, Ministry of Industry and SMEs
- Remark by Mr. Zouhaier MAKHLOUFI, Head of the National Program for the Promotion of Quality and Productivity
- Remark by Mr. Toshifumi EGUSA, Chief Representative of the JICA Tunisia Office
- Introduction of the JCC members

Mr. Riadh BERJAB, General Manager of the DGIIT, MoISMEs, **Mr. M. Toshifumi**, JICA Chief Representative in Tunisia and **Mr. Zouhaier Makhloufi**, Interim Head of UGPQ welcomed the participants.

Firstly, **Mr. Zouhaier** covered the intermediate results of the Project. His presentation covered;

-The Project Purpose, Duration and Output

-Main results, covering the training of Master Trainers as well as Trainers, the evaluation of the training, the results of the consultancy offered, the effort to make the 12 action plans for the sustainability of the project and also to disseminate activities for universities and enterprises.

Among the the main results, the following should be emphasized

- 68.8% of improvement rate have been achieved compared to the 20% required in the PDM
- The results of the evaluation show that all the Master Trainers and Trainers are well trained, and are more than achieving their improvement rate targets.
- Some of the 12 action plans for the sustainability of the project have already been implemented.

Regarding the presentation made by **Mr. Zouhaier**, please see the attachment.

Following **Mr. Zouhair's** presentation which is documented in the meeting handouts, **Ms Ourida Chalouati** from DGIIT at the MoISMEs gave a brief presentation on the training session for the Project's Master Trainers held in Japan and the recent conference, Africa Annual Kaizen Conference (AKAC) held in Durban, South Africa this past July. She also spoke briefly about the preparations for the next Annual Africa Kaizen Conference to be held in Tunisia in June, 2019.

Then, **Mr. Go Ohga** introduced two discussion points about:

- A proposal to continue the ToT after the project ends in 2019
- A proposal to organize the Kaizen Award in Tunisia.

Mr. Makhloufi stated that it is necessary to have a decree in order to offer a financial reward for a Kaizen Award to a Tunisian Company. One suggestion from the General Manager of the CTAA was that an "intermediate award" or trophy for the most performing Tunisian company that uses Kaizen techniques be initially given by the Project's stakeholders to a deserving company. Then, as soon as the decree is approved, an official Kaizen award with a legal framework can be offered. There followed more participants' opinions and suggestions for how to deal with the Kaizen Award issue. All the participants agreed that the implementation of an award will motivate Tunisian companies to adopt and use Kaizen techniques going forward.

Mr. Ohga attracted the participants' attention on the fact that there are no enough Kaizen trainers in Tunisia and he suggested to involve the Tunisian private sector in ToT sessions. He presented a three-level ToT training plan with the last phase being a new course for private sector participants who will pay for the training. He said there could be 20 trainees from the private sector and 10 trainees from the technical centers. There followed a general discussion about 1) how to pay for future training whether from the companies themselves, or from a Tunisian National fund called "TFP" ("the "Fund for Professional Training") that is managed by

an organization called CNFCPP and how the local universities can get more involved with UGPQ's efforts to disseminate Kaizen training in Tunisia.

Mr. Makhloufi stated that UGPQ will meet soon with CNFCPP to learn more about the possibilities of the TFP funding Kaizen training in Tunisia for Small and Medium Enterprises (SMEs). Also issues such as certification of trainers, ACTITs role in the Project going forward and the National (Productivity) Committee's work were discussed briefly.

Mr. Jin from JICA-Tokyo made two points. He explained that JICA expects a draft Project Completion Report by June, 2019 and a final report by October, 2019. Of course the writing of these reports will require a lot of concentration on the Project efforts, activities and progress by all project stakeholders. He also said that the final project report should show a concrete plan for the sustainability of the Project. He mentioned that Tunisia was the first African country chosen by JICA to introduce Kaizen in Africa and he expects that Tunisia will take a leading role in the Annual Africa Kaizen Conference to be held in Tunisia in June, 2019.

Mr Mahkloufi urged the meeting's participants to help UGPQ, which is trying to get itself approved as a permanent organization, to choose and apply the most appropriate scenario to manage the Kaizen training project after the end of the project in December 2019. He said there is a national budget for consultancy and training that will allow Tunisian master-trainers to train 300 trainers until 2021.

Dr. Makinde from NEPAD suggested that the participants follow the example of African countries adopting Kaizen training techniques and to use the Key Performance Indicators or indicators of productivity improvement.

Mr. Ohga urged for: 1) a greater effort from the Technical Centers' staff dispatched to the UGPQ, 2) the creation of a "Kaizen desk" and the nomination of a contact person to promote this desk and disseminate the Kaizen concept and 3) the establishment of regional training camps to ensure the regional dissemination of Kaizen activities. The first camp is to be held in the city of Sfax.

Mr. BERJAB thanked all the participants for their presence and inputs and assured everyone that the MoISME will do its best to insure a successful completion for the project next year and the achievement of all its goals.

The section below contains the major comments raised from Technical Centers during the discussion.

Comment One: Ms. Narjess, DG of CTAA had a suggestion regarding the Kaizen Award in Tunisia in 2019. She confirmed that there must be a legal framework for the prize (financial prize). She also commented that the sustainability of the Project is ensured as there is now motivation among the stakeholders and there is money allocated for more training. However, she noted that some trainers have left the project to offer their services as Kaizen trainers to companies and they do so without certification. She also asked, “Who is the assigned team leader for each part of the Action Plan? What are the deadlines for completion of each part of the Action Plan?”

Comment Two: Mr. Hajji, Manager from CETIME mentioned that all of Tunisia’s industrial sectors should be considered when awarding the Tunisian Kaizen award. He asked that JICA finance a trip for 2/3 weeks for Tunisian CEOs to get a training on Kaizen techniques from Japanese companies. Finally, he reiterated that while the Japanese team is in Tunisia, all its Tunisian counterparts, trainees and colleagues need their help to continue the way forward after the official Project closes in 2019.


Comment Three: Several participants commented on the role of CNFCPP, the Tunisian organization that manages the “Fund for Professional Training” and its relevance to the Project. It was mentioned that CNFCPP can pay for Kaizen training from its funds and even companies who don’t pay the TFP tax can get reimbursed for the training they contract for. **Ms. Ben Yahia from CETTEX** said that totally exporting companies can make requests to CNFCPP for reimbursement from the professional training fund. She suggested that candidates for this kind of “training paid-for-by the training fund” can be identified, vetted and found through CONECT and UTICA.

Comment Four: Mr. Bouzouada the DG of CETIBA reiterated that some trainers trained by the project have started “selling their services” out of the Project framework and therefore the certification process is more than necessary to help solve this problem. He suggested that UGPQ, through its contacts with ministries and universities can organize university training sessions on the subject of Kaizen techniques application in technical centers. Finally, he stated that in the Action Plan there is a working group for evaluation. He suggested that ACTIT become an active member of this evaluators’ working group and it should also be a member of the National Committee.

Comment Five: Mr. Anis, DG of PACKTEC made two brief comments that were general comments about the Project and repeated what others had already mentioned.

Comment Six: Mr. BERJAB, DG of DGIIT seemed to make a comment that requested JICA’s financial assistance to organize a National Tunisian Productivity Day in March 2019. The JICA

team replied that financial and technical assistance can be made for the seminar scheduled in October 2019 for the "second" National Productivity Day to show the results of the achievement of the project overall.



Mr. Katsutoshi IKEDA
Leader, JICA Team

Mr. Riadh BERJAB
General Director of DGIIT,
Ministry of Industry and
Small and Medium
Enterprises



Mr. Zouhair MAKHLOUFI
Director
Management Unit of the
National Program of Quality
and Productivity Promotion
Ministry of Industry and Small
and Medium Enterprises





Ministry of Industry and SMEs
Government of Tunisia



**PROGRAMME NATIONAL
DE PROMOTION DE LA QUALITE**



Japan International
Cooperation Agency

**THE FIFTH JOINT COORDINATING
COMMITTEE (JCC) MEETING**

OF

**JICA PROJECT ON
QUALITY/PRODUCTIVITY
IMPROVEMENT (Q/PI) IN THE REPUBLIC
OF TUNISIA,
PHASE II, SECOND TERM**

HELD ON

March 19th, 2019

MINUTES OF THE FIFTH JOINT COORDINATING COMMITTEE (JCC) MEETING OF JICA PROJECT ON QUALITY/PRODUCTIVITY IMPROVEMENT (Q/PI) IN THE REPUBLIC OF TUNISIA, PHASE II

TIME AND DATE: 11:30 - 12:00, 19th March (Tuesday), 2019

VENUE: Meeting Room, Hotel Belvedere, Tunis

PARTICIPANTS

1. Mr. Shinji Kawasaki	Senior Program Officer, JICA Tunisia Office
2. Mr. Youssef Mejai	Senior Program Officer, JICA Tunisia Office
3. Mr. Go OGA	JICA Expert, Deputy Chief of the Project
4. Ms Ayako Ishiwata	JICA Expert
5. Mr. Zouhair MAKHLOUFI	Director, Ministry of Industry and SMEs, UGPQ
6. Mr. Taoufik Khardani	General Engineer, Ministry of Industry and SMEs, UGPQ
7. Ms. Oureda Chalouati	Ministry of Industry and SMEs, DGIIT
8. Ms. Amel Ben Farhat	General Director, CETIME
9. Mr. Hosni Bel Hadj	CETIME
10. Mr. Chebbi Mohamed	CETIME
11. Ms. Dalila Ben Yahia	Director, CETTEX
12. Mr. Olialha Med Amine	CTC
13. Mr. Amine Gharbi	PAKTEC
14. Ms. Emna Kamoun	CTAA
15. Mr. Metoui Imen	CETIBA
16. Mr. Bileli Bahri	CETIBA
17. Mr. Maher FKI	Executive Director, UTICA
18. Mr. Boujdai Bechir	Board member, UTICA
19. Ms. Ben Mustapha	First Vice President of CONECT
20. Mr. Scott Johnson	- Interpreter, JICA Expert Team
21. Ms Amel Ben Youssef	Interpreter, JICA Expert Team

MEMBERS of JCC

- The Tunisian Ministry of Industry and SMEs - General Department of Industrial and Technological Infrastructure (DGIIT)
- Management Unit of the National Program of Quality Improvement (UGPQ)
- Ministry of Higher Education and Scientific Research
- JICA Office in Tunisia
- JICA Experts Team
- Technical Center for Mechanical and Electrical Industries (CETIME)
- Technical Center for Textile (CETTEX)
- Technical Center for Chemical Industries (CTC)
- Technical Center for Wood and Furniture Industry (CETIBA)
- Technical Center for the Leather and Shoe Industry (CNCC)
- Technical Center for Food Processing (CTAA)
- Technical Center for Construction Materials, Ceramics and Glass (CTMCCV)

- Technical Center for Packaging (PACKTEC)
- Tunisian Union for Industry, Trade and Handicrafts (UTICA)
- Confederation of Citizens' Companies in Tunisia (CONECT)
- Tunisian-Japanese Chamber of Trade and Industry (CCITJ)

THE MEETING AGENDA

1. The Extension of the Project
2. Any other Business

This JCC was organized right after the meeting about the creating Tunisian Kaizen Award as well as the continuation plan of ToT after the project.

THE MEETING's OPENING

- Remark by Mr. Zouhaier MAKHLOUFI, Head of the National Program for the Promotion of Quality and Productivity

Mr. Ohga explained that this project is likely to be extended by one year although the project will be terminated at the end of 2019 as agreed upon in the Record of Discussions signed on 26th June 2015.

The project activities have been generally progressed as planned in PDM so far. However, it is concerned that the remaining period of the project falls short of internalizing planned establishing the sustainable system to implement and disseminate Q/PI throughout the country in targeted industrial sectors within the project period. Hence, it is argued that the extension of the project period is necessary to achieve the project purpose through accomplishing a set of concrete Action Plans.

Mr. Ohga also suggested that the below 4 agenda should be focused during the extension period if project is extended by one year.

- Upgrading QPI commercial consultancy services by the industrial technical centers
- Running training of trainers' courses with the participation of the private consultants
- Regional disseminations
- Obtaining necessary ministerial legal procedures and budgets to formalize the actions

At the end, it is suggested for JCC members that we should agree to request the extension for one year as well as to invest Project Director and Project Manager with full authority for further actions on this issue.

Ms. Amel Ben Farhat asked whether there will be a technical assistance from Japanese Experts to help the companies.

Mr. Ohga replied that there will be some input for this, however, such inputs should be decreased because Tunisia will have had the well trained 23 Master Trainers by the end of 2019. The style of management should differ for the extension period. There will be a technical assistance by Japanese experts to supervise the consultancy for the companies as the part of continuation plan of ToT.

Ms. Oureda Chalouati asked whether the element of management, finance or the marketing will be added as the part of the technical assistance for the extension period based on the handbook published by JICA for the standardization of Kaizen in Africa.

Mr. Ohga replied that the team will convey this message to JICA HQ, however, the extension period should be used mainly to realize the elements written in PDM now. This is why the above 4 agendas for the extension period are suggested.

At the end of the meeting, everybody agreed that the request for 1 year extension should be made and invest Project Director and Project Manager with full authority for further actions on this issue.

THE MEETING's Closing

- Remark by Mr. Shinji KAWASAKI, Senior Program Officer of the JICA Tunisia Office

Confirmed by:



Mr. Go Ohga
Sub-Leader, JICA Team

Mr. Zouhair MAKHLOUFI
Director
Management Unit of the
National Program of Quality
and Productivity Promotion
Ministry of Industry and Small
and Medium Enterprises

Reported to:



Mr. Katsutoshi IKEDA
Leader, JICA Team

Signé: Zouhair MAKHLOUFI



Mr. Riadh BERJAB
General Director of DGIIT,
Ministry of Industry and
Small and Medium
Enterprises



Ministry of Industry and
Small and Medium Enterprises
Government of Tunisia



Japan International
Cooperation Agency

**THE SIXTH MEETING OF JOINT
COORDINATING COMMITTEE (JCC)**

OF

**JICA PROJECT ON QUALITY AND
PRODUCTIVITY IMPROVEMENT (Q/PI)
PHASE II IN THE REPUBLIC OF TUNISIA,
SECOND TERM**

HELD ON

19th November 2019

Subject

MINUTES OF THE SIXTH MEETING OF JOINT COORDINATING COMMITTEE (JCC) OF JICA PROJECT ON QUALITY AND PRODUCTIVITY IMPROVEMENT (Q/PI) PHASE II IN THE REPUBLIC OF TUNISIA

DATE AND TIME: November 19th (Tuesday), 2019; from 09:30 to 12:00

VENUE: The Conference Room, Ministry of Industry and SMEs (2nd Floor)

PRESENT:

Ref	Name	Organization	Title
01	Mr. Kamel Oueslati	DGIIT	General Director (Project Director)
02	Mr. Toshifumi Egusa	JICA Tunisia Office	Chief Resident Representative
03	Mr. Tsujii Ryo	JICA Tunisia Office	Deputy Resident Representative
04	Mr. Youssef Mejai	JICA Tunisia Office	Senior Program Officer
05	Mr. Ozeki Kohei	JICA Tunisia Office	Project Formulation Advisor
06	Mr. Zouhaier Makhloufi	UGPQP	General Director (Project Manager)
07	Mr. Taoufik Khardani	UGPQP	Director
08	Ms. Ourida Chalouati	DGIIT	Assistant Director
09	Ms. Rim Saied	MESRS	General Director
10	Mr. Maher Fkih	UTICA	Central Director
11	Mr. Bechir Boujdai	UTICA	Member of Executive Board
12	Ms. Douja Gharbi	CONNECT	Founding Member
13	Mr. Slim Jamoussi	CETTEX	General Director
14	Ms. Dalila Ben Yahia	CETTEX	Director
15	Mr. Mohamed Moncef Hajji	CETIME	Technical Director
16	Mr. Mohamed Gharsallah	CTMCCV	General Director
17	Ms. Nada Lachaal	PACKTEC	General Director
18	Mr. Hatem Kouche	PACKTEC	Director
19	Ms. Narjes Hammar	CTAA	General Director
20	Ms. Houda Bouzidi	CTC	General Director
21	Ms. Amira Barkaoui	CNCC	Trainer
22	Mr. Salem Bouarada	CETIBA	General Director
23	Ms. Manel Rouis	CETIBA	Technical Assistance Manager
24	Mr. Katsutoshi Ikeda	JICA Team, Experts	Chief of the Project
25	Mr. Go Ohga	JICA Team, Experts	Deputy Chief of the Project
26	Ms. Sophia Ben Ramadane	JICA Team	Interpreter
27	Ms. Amel Ben Youssef	JICA Team	Interpreter
28	Ms. Olfa Daboussi	JICA Team	Interpreter

MEMBERS of JCC

- The Tunisian Ministry of Industry and SMEs –General Direction of Industrial Infrastructure and Technology
- The Tunisian Ministry of Industry and SMEs –Management Unit of the National Program of Quality and Productivity Promotion (UGPQP)
- The Tunisian Ministry of Higher Education and Scientific Research
- The JICA Tunisia Office
- The JICA Experts Team
- The Technical Center for Mechanical and Electrical Industries (CETIME)
- The Technical Center for Textiles (CETTEX)
- The Technical Center for Chemistry (CTC)
- The Technical Center for the Wood and Furniture Industry (CETIBA)
- The National Center for the Leather and Shoe (CNCC)
- The Technical Center of Agri-Food (CTAA)
- The Technical Center for Construction Materials, Ceramics and Glass (CTMCCV)
- The Technical Center of Packing and Packaging (PACKTEC)
- The Tunisian Union for Industry, Commerce and Handicrafts (UTICA)
- The Confederation of Tunisian Citizen Enterprise (CONNECT)
- The Tunisian-Japanese Chamber of Commerce and Industry

THE MEETING AGENDA

1. Outline of the results in the 4th year of the Project, by Mr. Zouhaier Makhloufi, UGPQP
2. Plan of the extension period in 2020, by Mr. Go Ohga, Deputy Chief of the JICA Project Team
3. Discussion about the dissemination system of KAIZEN after the project, especially focusing on:
 - The system of Training of Trainers for Private Sector as well as the for the Technical Centers internally
 - Prospected Kaizen Award in Tunisia (Productivity Day) in October 2020.
4. Any other Business

THE MEETING's OPENING

- Welcome Remarks by Chairperson Mr. Kamel Oueslati, General Director, General Directorate of Industrial and Technological Infrastructure (DGIIT), Ministry of Industry and SMEs
- Remarks by Mr. Zouhaier Makhloufi, General Director, Unit of National Program for the Promotion of Quality and Productivity (UGPQP)
- Remarks by Mr. Toshifumi Egusa, Resident Representative of the JICA Tunisia Office
- Introduction of the JCC members

Mr. Kamel Oueslati's remarks included a welcome to all the participants and his satisfaction with the achievements and results. He said that, as the second term of the project is coming to end within one year, it is important to expedite the action plans' implementation. Results of the extension activities will be considered as references when the Ministry of SMEs prepare the next five-year national plan for the period 2021-2026 in 2020, since the latest five-year plan is coming to end by December 2019. He also mentioned that the African Development

Bank (AfDB) is financing a strategy study carried by the MIPMEs from 2018 to 2020 on the promotion of the Industry and Innovation Policy up to 2035. Mr. Oueslati expected this study to be ready by summer 2020, and the implementation of settled action plants will start by the end of 2020 as a part of the five-year plan. He, then, requested the future possible support from the JICA for the implementation of these action plans in terms of bilateral cooperation. Further, he explained briefly how the extension's achievement will help for the conduct of objective-contracts that must be submitted by the technical centers to the MIPMEs and will be authorized by the MIPMEs, so that the ministry can allocate budgets for these facilities and actions.

Regarding the meeting agenda, he gave two remarks:

- (1) His satisfaction with the achievements that were extended to the universities,
- (2) His request on how the different C/P can work together for the sustainability of these achievements and activities. He recommended, as a solution, the ACTIT to be the structure for the promotion and the sustainability of the KAIZEN activities. In this case, he asked the JICA Team to support the KAIZEN knowledge transfer to the ACTIT, and further to help more the strengthening of the Tunisian KAIZEN expertise to regionally disseminate KAIZEN concept.

Mr. Zouhaier Makhloufi welcomed the JCC meeting's participants to this sixth JCC meeting and thanked JICA and the Japanese experts for their technical and financial assistance. He briefly highlighted the main achievements of the Project second term activities, basically the two relevant events of Africa KAIZEN Annual Conference and the training for the francophone African countries held in Tunisia. He announced the starting of the Trainers Training for the private sector with 27 participants from various industrial fields and congratulated the Master Trainers for this achievement as an initiation toward the sustainability of KAIZEN activities after the end of the project.

Mr. Toshifumi Egusa thanked **Mr. Oueslati and Mr. Makhloufi** and the Project members for their efforts and congratulated everyone for the KAIZEN achievements. He expressed his satisfaction with the results of the KAIZEN action plans' implementation. He also highlighted the 2019 year being full of fruitful events mentioning the different seminars for universities, the training of French-speaking African participants, and seminars for the private sector, so that Tunisia, according to him, is now ready to be an center of excellence for KAIZEN dissemination.

Mr. Egusa spoke about the outcomes of Africa KAIZEN Annual Conference and how it was step forward for the dissemination of KAIZEN activities toward African countries and the agreement of the project extension for one year concluded in June 2019 as for the sustainability of KAIZEN activities. He, then, introduced the objective of this meeting to be the drawing of a roadmap for the extension period based on the ministry's orientation and strategies for the next coming years, mainly the institutionalization of the Training of Trainers certification and the Tunisia KAIZEN Award. Finally, he encouraged the Tunisian side to

continue discussing the establishment of a system for the sustainability of KAIZEN activities in Tunisia.

PRESENTATIONS

Following these remarks, **Mr. Zouhaier Makhloufi** provided a brief presentation of the overall results from the beginning of the project. Some of the highlights he covered included: the assignments of the Japanese Experts to the different project implementers and stakeholders, the Certification of 22 Master Trainers and 23 Trainers in October 2019, the complete satisfaction of the 81 companies beneficiary of the project activities up to this meeting, the average percentage rates for quality and productivity improvement achieved until 2019, the number and kind of seminars given by the project so far, the Training for the francophone African countries, and the TOT for the private sector which came to start just now.

Mr. Go Ohga spoke about the Project's future activities during the extension period until the end of 2020. He said that the main objective of this extension is the implementation of action plans for the sustainability of KAIZEN activities by the establishment of a system allowing the Tunisian stakeholders to disseminate KAIZEN wider at the regional level as well.

As for the identification of the future activities for the extension period, Mr. Ohga presented the methodology he followed which is based on the demand and offer considerations. The core philosophy of this method is to exploit and strengthen the current systems by the implementation of more action plans. However, to respond to Mr. Oueslati's request to go farther than the implementation of action plans, Mr. Ohga confirmed the work on the business plan for the establishment of a National Productivity Center is going, and it may be ready by the end of December 2019 so that it can be discussed between the Tunisian parties.

He explained the action plans in terms of both the demand and the supply approaches as following:

(1) Demand-side: the activities for human capital strengthening through the TOTs organization must be extended in the purpose to implement strong relationships between the technical centers, the MIPMEs, and the private sector. This is to build better industrial policies and to stimulate the innovation aspects. As for the stimulation of the demand, Mr. Ohga suggested the implementation of the Tunisia KAIZEN Award following the same selection criteria as for the Africa KAIZEN Award so that the Tunisian laureates can also apply for it.

(2) Supply-side: the outputs of the 12 action plans must be maintained by the signature of objective contracts, the continuation of TOTs, and the certification of successful graduates from the TOTs. Among these 12 action plans, he said that the three relevant activities to be implemented and sustained are:

- The TOT for the private sector: companies from different industrial fields and the some private consultants participated for better dissemination of KAIZEN. This activity started in November 2019.
- The internal TOT for the technical centers: as private sector staff will be trained on KAIZEN, the technical centers must keep and upgrade their KAIZEN human resources to secure their initiatives. An agreement will be approved by all the Technical Centers for the sustainability of this activity which is planned to start in January 2020.
- The Tunisia KAIZEN award: Mr. Ohga explained about the tentative schedule so that the Award can be received in October 2020 in the National Productivity Day. (prospected)

DISCUSSION

Mr. Kamel Oueslati, DGIIT, thanked Mr. Ohga for his clear presentation and important remarks that fit with the ministry's orientations. He mentioned that the ministry is planning the year 2020 to be a productivity year and also a reference year for the preparation of the five-year plan which will cover the 2021-2026 periods. He also expected the first objective contracts of technical centers will be finalized with the assistance of the UGPQP and be approved by the ministry by the end of 2020.

Ms. Gharbi, CONECT, showed her appreciation of the presentations and reported the different feedbacks from their companies about the participation to the ongoing TOT for the private sector and explained how they were demotivated by the fact not to be trained by the Japanese experts, as an inequity.

Mr. Mejai, JICA, required the clarification about the structure of the productivity institution which can be a National Committee, a National Center, or an Association, according to Mr. Oueslati's affirmations.

Mr. Jamoussi, CETTEX, rather, suggested that technical centers to be labeled as productivity centers following a criteria sheet and specifications to be decided by the ministry. He argued his proposal by the fact that technical centers, even specialized in different industrial fields each, they already have an inter-disciplinary human capital.

Ms. Barkaoui, CNCC, asked about the involvement of Tunisian experts from other technical centers (CNCC, CETIBA, CTMCCV, and PACKTEC) in the KAIZEN activities for the extension period. She had a positive answer from Mr. Oueslati approved by Mr. Makhloufi comments explaining that they are already assigned to the internal TOT of January.

Mr. Kouche, PACKTEC, totally agreed with the proposal of the supplement training and suggested the new trainers to have training session in Japan.

Ms. Chalouati, DGIIT, also, confirmed the need for the additional training, in particular for the marketing techniques and analytic accounting courses. She also suggested to add the management criteria to the Tunisia KAIZEN Award specifications which are aligned with

those of the Africa KAIZEN Award, since many Tunisian companies already moved to the advanced KAIZEN and started quality management activities.

Mr. Oueslati closed this 6th JCC meeting with thanking all the participants for their inputs and presence.

Finally, **Mr. Ohga** once again explained that the Business Plan of National Productivity Organization will be submitted soon for the further discussion although we had various opinions on this issue. He also announced the signature of the memorandum of agreement for the TOT for the private sector by the concerned technical centers, the UGPQP, and the Chief of the JICA Team.

(END)

Mr. Katsutoshi IKEDA
Leader, JICA Team

Mr. Kamel Oueslati
General Director
General Direction of Industrial Infrastructure and Technology
Ministry of Industry and Small and Medium Enterprises

Mr. Zouhaier MAKHLOUFI
General Director
Management Unit of the National Program of Quality and Productivity Promotion
Ministry of Industry and Small and Medium Enterprises



Ministry of Industry,
Energy, and Mines



PROGRAMME NATIONAL DE PROMOTION
DE LA QUALITÉ ET DE LA PRODUCTIVITÉ



Japan International
Cooperation Agency

**MINUTES OF
SEVENTH JOINT COORDINATING
COMMITTEE (JCC) MEETING**

FOR

**JICA PROJECT ON QUALITY AND
PRODUCTIVITY IMPROVEMENT
IN THE REPUBLIC OF TUNISIA,
PHASE II, SECOND TERM**

HELD ON

1ST DECEMBER 2020

TIME AND DATE: 10:30 - 12:15, 1 December (Tue) 2020

MODE: Online

PARTICIPANTS:

- | | |
|-----------------------------|---|
| 1. Ms. Nada Lachaal | Director General, DGIIT |
| 2. Mr. Zouhair Makhloufi | Director General, UGPQP |
| 3. Mr. Slim Jamoussi | Director General, CETTEX |
| 4. Ms. Narjes Hammar | Director General, CTAA |
| 5. Mr. Abdelkarim Hamdoui | Director General, PACKTEC |
| 6. Mr. Maher FKI | Executive Director, UTICA |
| 7. Ms. Douja Gharbi | Board Member, CONECT |
| 8. Mr. Shunei Shinohara | Chief Representative, JICA Tunisia Office |
| 9. Mr. Katsutoshi Ikeda | Leader, JICA Project Team |
| 10. Ms. Oureda Chalouati | Deputy Director, DGIIT (Master Trainer) |
| 11. Mr. Taoufik Khardani | Deputy Director, UGPQP |
| 12. Mr. Hosni Belhadj | CETIME (Master Trainer) |
| 13. Ms. Sonia Dhrif | CETTEX (Advanced Trainer) |
| 14. Mr. Wady Derbel | CETTEX (Advanced Trainer) |
| 15. Ms. Suhir Kchaou | CETTEX (Basic Trainer Candidate) |
| 16. Mr. Abdelkader Missaoui | CTC (Master Trainer) |
| 17. Ms. Amira Barkaoui | CNCC (Advanced Trainer) |
| 18. Ms. Imen Metoui | CETIBA (Basic Trainer Candidate) |
| 19. Ms. Nouha Khaled | PACKTEC (Advanced Trainer) |
| 20. Mr. Mohamed Zouari | PACKTEC (Basic Trainer Candidate) |
| 21. Ms. Hager Ben Mami | PACKTEC |
| 22. Ms. Eda Keiko | JICA Headquarters |
| 23. Mr. Kenji Ishizuka | JICA Tunisia Office |
| 24. Mr. Ryo Tsujii | JICA Tunisia Office |
| 25. Mr. Youssef Mejai | JICA Tunisia Office |
| 26. Mr. Go OGA | Deputy Leader, JICA Project Team |
| 27. Ms. Ayako Ishiwata | Expert, JICA Project Team |
| 28. Ms. Natsuko Ueno | Expert, JICA Project Team |
| 29. Ms. Amel Ben Fradi | JICA Project Team |
| 30. Ms. Hejra Boussoukaya | JICA Project Team (Interpreter) |
| 31. Ms. Sophia Ben Ramdane | JICA Project Team (Interpreter) |

MEMBERS of JCC

Attendees:

- General Department of Industrial and Technological Infrastructure (DGIIT)
- Management Unit of the National Program of Quality and Productivity Promotion (UGPQP)
- Technical Center for Mechanical and Electrical Industries (CETIME)
- Technical Center for Textile (CETTEX)
- Technical Center for Chemical Industries (CTC)
- Technical Center for Wood and Furniture Industry (CETIBA)
- Technical Center for the Leather and Shoe Industry (CNCC)

- Technical Center for Food Processing (CTAA)
- Technical Center for Construction Materials, Ceramics and Glass (CTMCCV : Absent)
- Technical Center for Packaging (PACKTEC)
- Tunisian Union for Industry, Trade and Handicrafts (UTICA)
- Confederation of Citizens' Companies in Tunisia (CONECT)
- JICA Office in Tunisia
- JICA Experts, JICA Project Team

Absentees:

- Ministry of Higher Education and Scientific Research
- Tunisian-Japanese Chamber of Trade and Industry (CCITJ)

MEETING AGENDA:

1. Welcome remarks
 - Ms. Nada Lachaal, Director General, DGIIT
 - Mr. Zouhaier Makhoulfi, Director General, UGPQP
 - Mr. Shunei Shinohara, Chief Representative, JICA Tunisia Office
2. Summary of the results in the 5th year of the Project in 2020 by Mr. Zouhaier Makloufi, UGPQP
3. Planning for 2021 by Mr. Go Ohga, Project Team
 - 1) Tentative plan during the extension period in 2021
 - 2) Confirmation of the Record of Discussion to extend the project by one year (until December 2021)
4. Discussion

PROCEEDINGS:

1. Welcome Remarks

Ms. Lachaal of DGIIT extended her appreciation to JICA in supporting QPI activities. She was satisfied achievement and progress made so far. She found that Kaizen was an effective tool to add values to the companies with existing resources. She acknowledged that Kaizen worked effectively even for Covid infection prevention. She looked forward to the seminar to be held online on 8th December. She was happy that Eleonetech won first prize this year and SOMEF won 2nd prize last year at the Annual African Kaizen Conferences. Such honors were encouraging to disseminate Kaizen even further. she welcomed that the project would be extended another one year due to cover implementation delay caused by Covid pandemic. She thanked all the participants for active collaboration in this project.

Mr. Makhoulfi of UGPQP extended appreciation to the project team for continuing support in spite of difficult situation due to Covid pandemic. He requested the members for suggestions on the tentative plan for the extension period in 2021 and establishing a sustainable system for productivity promotion in Tunisia.

Mr. Shinohara of JICA Tunisia Office expressed appreciation in progress made so far and thanked providing ToT to Algerian participants. He ensured commitment of JICA in supporting

creating of sustainable system for productivity promotion in Tunisia. He hoped that achievement from this project would become the showcase in TICAD VIII, which would be held in Tunisia in 2022.

2. Summary of the results in the 5th year of the Project in 2020

Based on **Attachment 1, Mr. Makhloufi** explained the main progress attained in the 5th year of the Project in 2020.

(1) Following three arrêtés were drafted to ensure sustainability of productivity promotion.

- National Committee for Productivity Promotion
- Certificates for Kaizen trainers for Basic, Advanced, and Master Trainers
- Tunisian Kaizen Award

(2) Training of Trainers

Trainings of trainers for both private sector (Level 1) and the internal trainees (Level 1 and Level 3) were launched and being conducted. Number of trainees were:

- 25 trainees from the private sector (Level 1)
- 20 trainees from the industrial technical centers (Level 1)
- 22 trainees from the industrial technical centers and MIEM (Level 3)

Schedules of above trainings were delayed due to Covid-19 infection.

(3) Activities to promote Kaizen against Covid-19 infection

Activities to promote Kaizen against Covid-19 infection were carried out in the form of exchanges of experiences among CEO and through the e-Newsletter. Also, two Webinars (on 8th December and on 15th December) and video testimonies of CEOs were being planned.

(4) Participation in Africa Kaizen Initiative

The Project members were involved in the African Kaizen Initiative. In the Annual African Kaizen Conference in September 2020, Eleontech received 1st prize in the large enterprise category, and Azur Pack was among 6 finalists in SME category. Members continued to involved in the African Kaizen Initiative through in group works with representatives from other African countries.

3. Planning for 2021

Based on **Attachment 2, Mr. Ohga** of JICA Project Team explained about provisional plan for 2021 based on proposed project extension for one year. With a reservation that the plans might change due to Covid pandemic, the planned activities include:

(1) Kick of new training of trainers:

- Private Sector Training for Level 1
- Private Sector Training for Level 2
- Internal Training for Level 2 and Level 3
- Supplementary Trainings for the Master Trainers and Advanced Trainers on Lean / 6 Sigma and Commercialization

(2) Kaizen Awards

With formulation of arrêté, evaluation and awarding for the Tunisian Kaizen Award would be carried out.

Other activities including the regional Camp in Sousse and CEO circle were originally planned for this year, but postponed to 2021 due to interruption caused by Covid-19.

4. Discussion

Ms. Lachaal invited the participants to make comments and questions.

Ms. Gharbi of CONECT requested UGPQP to send the presentation papers and reminded to invite CONECT to the planned Webinars.

- On the Issue of ToT -

Ms. Hager Ben Mami of PACKTEC mentioned that PACKTEC could not fully involve in ICT of the internal ToT since the model companies closed their operation due to Covid-19.

Mr. Makhloufi expressed his sympathy in difficulties of implementing ICT in schedule. He welcomed suggestions from the industrial technical centers so that the schedule would be modified as applicable.

Ms. Lachaal asked Mr. Makhloufi for plans after 2021.

Mr. Makhloufi replied that activities in 2021 would create foundation for continuity of activities for productivity promotion including ToTs, certificates, awards, and the national committee. But we needed to clearly articulate our strategy after 2021, combining efforts made by related institutions.

Ms. Lachaal said that results from this project would be taken into account in developing the next 5-year plan up to 2025.

Ms. Hammar of CTAA raised concern that 16,000 TND for the Level 2 training would be too high.

Ms. Ishiwata of JICA Project Team explained that Level 2 was 1.5 longer than Level 1 training, and also the number of trainees would be become much smaller. Therefore, it would be slightly higher than 1.5 times of the tuition for Level 1 training. But she proposed to sell the Level 2 training in module by module.

Ms. Lachaal wondered whether there were financial support mechanisms.

Ms. Ishiwata replied that the participants could utilize subsidies from CNFCPP. She said that the Level 2 training was designed for the consultants who would commercialize knowledge after receiving the certificate.

- On the Issue of Kaizen Trainer Certificate -

Mr. Belhadj of CETIME wondered about added values from Certificates whereas private consultants were already delivering Kaizen consultancy services without national certificates.

Mr. Makhloufi replied that the Certificate's value would be created with authorization by a national productivity Promotion Committee.

Mr. Belhadj proposed that clear benefits to be given to the certified trainers; for example, making them only eligible for receiving subsidies for consultancy services.

Mr. Makhloufi replied that this is something we would discuss and develop a strategy. We could develop this idea with CNFCPP.

- On the Issue of National Productivity Center -

Mr. Mejai of JICA Tunisia Office asked progress of planning on National Productivity Center.

Mr. Makhloufi replied that vision towards creation of the National Productivity Center was followed with step-by-step approach. We were now developing foundation for the sustainable system. Since the beginning of the project, we faced different views on creation of the National Productivity Center. This is why we decided to start with creation of sustainable system with arrêtés. But we were hoping to discuss this matter in the National Productivity Promotion Committee.

Ms. Lachaal said that more convincing detailed study was necessary for creating a National Productivity Center. We needed to have comparative scenarios with legal and financial justifications. She requested a major improvement in the study.

Mr. Makhloufi proposed to launch a working group on this matter.

Mr. Jamoussi of CETTEX did not find necessity on creation of a new National Productivity Center. The Industrial Technical Centers could take the role of the "national productivity center".

Ms. Lachaal said that one scenario would be UGPQP would be transformed into the Directorate General. Even a new center would be created, it would not duplicate functions of existing institutions. An organizational structure would be justified only if it would strengthen existing organizations.

Ms. Hammar, in supporting the comment by Mr. Jamoussi, said that a National Productivity Center would not be necessary.

Mr. Makhloufi said that the objective was not to create a National Productivity Center but to create a sustainable system to promote productivity for Tunisian industry. In agreement with Ms. Lachaal, we could compare several scenarios to pursue the objective.

Ms. Lachaal agreed to pursue a system which would not exploit resources of existing organizations.

- Others-

Ms. Chalouati of DGIIT commented that Tunisia should work more to disseminate Kaizen to other Francophone countries. She also said that trainers' skills needed to be integrated and kept upgraded with other productivity management tools in response to demand from the companies.

Ms. Lachaal welcomed Ms. Chalouati's comment by commenting that this idea could be developed into a follow-up cooperation with JICA after the project ends.

5. Closing

Ms. Lachaal closed the meeting by wishing success to all.

Mr. Katsutoshi IKEDA
Leader, JICA Project Team

Ms. Nada LACHAAL
General Director of DGIIT,
Ministry of Industry,
Energy and Mines

Mr. Zouhair MAKHLOUFI
Director General
Management Unit of the
National Program of Quality
and Productivity Promotion
Ministry of Industry, Energy
and Mines



REPUBLIC
OF TUNISIA

Attachment 1



Projet d'amélioration de la qualité et de la productivité en République tunisienne (Phase II)

La septième réunion du Comité de Coordination Conjointe

Synthèse des résultats de la 5ème année du Projet (2020)

1 décembre 2020

M. Zouhaier MAKHLOUFI,
Directeur général, UGPQP

<Les activités principales en 2020>

1. Préparation des arrêtés
 - 1) Comité national de la promotion de la productivité
 - 2) Certification des formateurs Kaizen
 - 3) Prix Tunisien KAIZEN
2. Formation des formateur
 - 1) Niveau 1 de la formation privée
 - 2) Niveau 1 de la formation interne
3. Activités de promotion face à la Covid-19
 - 1) Newsletter et la vidéo
 - 2) Webinaires (pour les secteurs de l'industrie & de la santé)
4. Participation aux l'Initiative Kaizen en Afrique
 - 1) 2ème Prix Kaizen Africain
 - 2) Groupes de travail

1. Préparation des arrêtés

Comité national de la promotion de la productivité :

MIEMs (3), MEFI (2), MESRS (1), MFPE (1), UTICA (1), CONECT (1), UGTT (1)

Le Prix Kaizen

Les intervals : Prix annuel

Catégories de récompenses

- ◆ Les grandes entreprises (250 <)
- ◆ Les petites et moyennes entreprises (250 ≥)

Nombre de prix: 1er, 2ème, 3ème

La Certification des formateurs Kaizen

Niveau 3: Maîtres formateurs *Kaizen*
(fournir des formations de niveau 1 et de niveau 2)



Niveau 2: Formateurs avancés *Kaizen*
(Diplômés d'une formation de 18 mois)



Niveau 1: Formateurs de base *Kaizen*
(Diplômés d'une formation de 6 mois)

Interval de renouvellement: 5 ans

Relation entre Formation des Formateurs et certificats

Certificats

Niveau 3 Maître formateur

Assurer la formation des niveau 1 et niveau 2

Niveau 2 Formateur avancé

18 mois
CRT: 4 semaines en plus
ICT: 2 entreprises x 5 fois +
2 entreprises x 10 fois

Niveau 1 Formateur de base

6 mois
CRT: 2 semaines
ICT: 2 entreprises x 5 fois

Nombre de formateurs ayant terminé la formation : Niveau 3 (22) & Niveau 2 (38)

2. Formation des formateurs (Niveau 1)

1) Formation pour le secteur privé



Secteur responsable	Nb de participants
CETIME (électricité)	5
CETIME (machinerie)	5
CETTEX	5
CTC	2
CTAA	4
CETIME (ICT et consultation)	1
Total	25

2) Formation interne

	les formateurs	les stagiaires	
	maîtres formateurs (Certifié niveau 3)	Formateurs avancés (Certifié niveau 2)	Nouveaux stagiaires (Candidat de niveau 1)
CETIME	6	2	1
CETTEX	3	5	5
CTC	1	1	2
CTMCCV	1	3	3
CNCC		2	2
CETIBA		3	4
CTAA	1	3	1
PACKTEC		2	2
MIEMs		1	
Total	12	22	20

3. Activités de promotion face à la Covid-19

1) Les voix des PDGs (la newsletter et la vidéo)

Kaizen fonctionne contre l'infection Covid19!

CEVA (**Medicaments vétérinaires**)

Kaizen a développé davantage la volonté des employés de coopérer dans l'entreprise dont les mesures et standards d'hygiène sont élevés.

SOMEF (**Interrupteurs électriques**)

Les pratiques Kaizen (5S, distanciation, réduction d'inventaire, contrôle visuel etc) ont été pleinement pratiquées pour éviter au maximum les risques de contamination.

SINO VOG (**Vêtements de bébés**)

Grâce à la mentalité Kaizen la réactivité des employés a été améliorée et la distanciation respectée.

Plasticap (**Tubes et capsules en plastic**)

Kaizen a rendu les employés innovants : ils ont fabriqué des pièces de rechange adaptables quand les pièces d'origine n'étaient pas disponibles pendant la période du confinement.

AZUR pack (**Sacs en plastic**)

Kaizen a créé en nous la mentalité et les reflexes qui nous permettent d'anticiper les risques et de nous y préparer à l'avance.

Plasteel Tunisie (**Composants d'injection automobile**)

L'esprit gagnant - gagnant de Kaizen a motivé les employés pour le maintien du volume de production malgré le confinement qui oblige à réduire le personnel de 30%.

COLDEQ (**Conteners de camions**)

Kaizen nous a permis de nous organiser et de nous conformer à des instructions au quotidien. Cela nous a aidé à être prêts à affronter les situations difficiles.

Sotuver (**Bouteilles en verre**)

Kaizen a cultivé l'esprit d'initiative chez les employés si bien qu'ils ont activement coopéré aux mesures anti COVID19.

C2E TN (**Faisceaux électriques**)

Je suis certain que Kaizen joue un rôle dans la bonne gestion des situations difficiles. Je formerais volontier mon encadrement en Kaizen pour convaincre mes employés.

Phoenix Mecano Elecom

Nous avons bénéficié des activités Kaizen non seulement dans l'amélioration de la productivité, mais aussi dans le renforcement de la coopération proactive des employés pour créer une amélioration continue au quotidien. Avec la mentalité Kaizen, nous avons lutté contre l'infection Covid19 en équipe et nous avons cherché des moyens de surmonter les difficultés. Le Kaizen a augmenté la compétitivité fondamentale de l'entreprise.

2) Webinaires

<Pour le secteur de l'industrie>

9:00- 10:45 Le mardi 8 décembre 2020

Panélistes invités : SOMEF et Eleonetech

<Pour le secteur de la santé>

10:00- 12:15 Le mardi 15 décembre, 2020

Présentateur invité: l'expert JICA

pour le secteur de la santé

Panélistes invités : Muhimbili National Hospital, Tanzania

AZUR pack

Ministère de la Santé

L'Instance Nationale d'Evaluation
et d'Accréditation en Santé (INEAS)

4. Participation à l'Initiative Kaizen en Afrique

1) 2ème Prix Kaizen Africain (septembre 2020)

Eleonetech : Lauréat du 1er prix pour les grandes entreprises

(sur 5 candidats)

AZUR Pack : Parmi les 6 meilleurs gagnants

(sur 16 candidats)

2) Groupes de travail (novembre 2020~)

- Normalisation des indicateurs clés de performance (KPIs)
- Standardisation de programme de formation en Kaizen
- Système de certification des consultants en Kaizen
- Institutionnalisation de la Conférence Annuelle Kaizen Afrique et du Prix Kaizen Africain
- Création et renforcement des « Centre(s) d'Excellence » en Kaizen



REPUBLIC
OF TUNISIA

Attachment 2



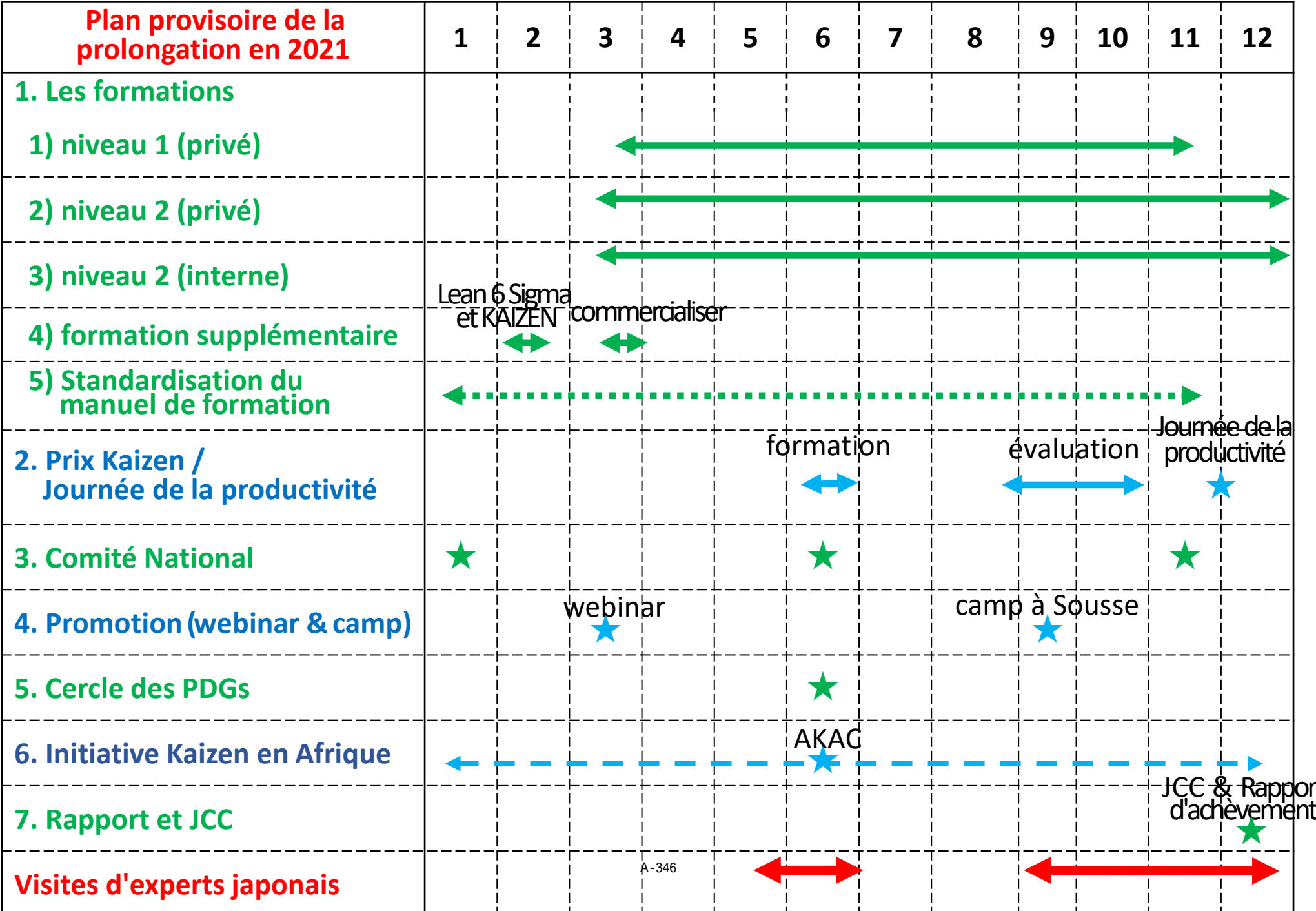
Projet d'amélioration de la qualité et de la productivité
en République tunisienne (Phase II)

La septième réunion du Comité de Coordination Conjointe

Plan provisoire de la prolongation en 2021

1 décembre 2020

M. Go OHGA,
Chef adjoint de l'équipe de projet de la JICA



1. Les formations

1) Niveau 1 pour le secteur privé (6 mois)

- Formateurs : les maîtres formateurs
- Contenu : 2 semaines dans les formations en classe & 5 fois de consultations x 2 entreprises
- Nombre accepté : 20 personnes
- Frais : 5 000 TND + la taxe / personne

2) Niveau 2 pour le secteur privé (18 mois)

- Formateurs : les maîtres formateurs
- Modules :
 - en 2021
 - 1) Formation en classe [Théorie Kaizen avancée] (9 jours)
 - 2) 5 fois de consultation x 2 entreprises
 - en 2022
 - 3) Formation en ligne de simulation (4 jours)
 - 4) Formation en classe [Consultation de AQP] (4 jours)
 - 5) 10 consultations de temps x 2 entreprises
- Candidats : diplômés réussis de la formation de niveau 1
- Frais: 16 000 TND + la taxe (provisoire)

3) Niveau 2 pour les stagiaires internes (18 mois)

- Formateurs : les formateurs avancés
encadrés par les maîtres formateurs
→ sert pour la formation de niveau 3
- Modules :
identique à la formation de niveau 2 pour le secteur privé
- Les stagiaires pour le niveau 2 : 20 personnes
- Les stagiaires pour le niveau 3 : 22 personnes

	Formateurs avancés pour la formation niveau 3	Formateurs de base pour la formation niveau 2
CETIME	2	1
CETTEX	5	5
CTC	1	2
CTMCCV	3	3
CNCC	2	2
CETIBA	3	4
CTAA	3	1
PACKTEC	2	2
MIEMs	1	
Total	22	20

4) Plan de la Formation Supplémentaire ①

1. Une Formation qui aura pour but l'harmonisation des concepts de Lean Six Sigma et KAIZEN afin de mieux commercialiser le concept KAIZEN.
 - a. Durée : 2 jours + α au mois de février 2021
 - b. Lieu : en ligne Zoom
 - c. Participant: maîtres formateurs et formateurs
 - d. Instructeur : Mr. Yasunobu KAKIUCHI, l'expert de la JICA
 - e. Objectif : comprendre les différences et les similitudes entre les concepts de Lean Six Sigma et KAIZEN afin de mieux commercialiser le concept KAIZEN.

4) Plan de la Formation Supplémentaire ②

Une formation supplémentaire pour renforcer les capacités des Maîtres Formateurs/Formateurs à commercialiser le concept KAIZEN.

Date : février-mars, 2021

Lieu : Salle de formation, CETTEX et en ligne Zoom pour le cours assuré par l'expert japonais

Candidats : Tous les Maîtres Formateurs et Formateurs

Objectif : Apprentissage des techniques et outils supplémentaires pour la dissémination et la bonne et efficace mise en place du KAIZEN, en particulier lorsqu'il s'agit des activités lucratives.

	Contenu	Formateur	Objectifs
Jour 1	Techniques de communication	Spécialistes tunsiens	Apprendre des techniques et des outils de communication pour mieux commercialiser et disséminer le concept KAIZEN
Jour 2 & Jour 3	Techniques de Marketing	Spécialistes tunsiens	Apprendre les outils basiques de marketing pour mieux ommercialiser et disséminer le concept KAIZEN
Jour 4	Comptabilité de gestion pour une mise en place du KAIZEN plus efficace	Mr. KAKIUCHI, Expert de la JICA A-350	Apprendre les outils basiques de la comptabilité de gestion pour mieux commercialiser et disséminer le concept KAIZEN

2. Prix Tunisien KAIZEN

1) Catégories de récompenses

- Les grandes entreprises ($250 <$)
- Les petites et moyennes entreprises ($250 \geq$)




2) Nombre de prix: 1er, 2ème , 3ème

3) Cérémonie de remise des prix : fin novembre2021

4) Problèmes

- nécessite l'autorisation du Comité National et des Arrêtés
- le prix / l'incitation

Extension du Projet d'un an (jusqu'au mois de décembre 2021)

2016	2017	2018	2019	2020	2021
accord original					
					
<ul style="list-style-type: none">• améliorer la capacité de l'UGPQP, du CETIME, du CETTEX et du CTC• établir un système durable de formation des formateurs• élaborer des plans d'action détaillés• diffusées à travers le pays et partagées avec les pays de l'Afrique francophone					
première extension					
					
mettre en œuvre des plans d'action et promouvoir la commercialisation					
nouvelle extension					
					
Due à la pandémie de COVID-19					



Ministry of Industry,
Mines and Energy
Government of Tunisia



PROGRAMME NATIONAL DE PROMOTION
DE LA QUALITÉ ET DE LA PRODUCTIVITÉ



Japan International
Cooperation Agency

THE EIGHTH MEETING OF JOINT COORDINATING COMMITTEE (JCC)

OF

JICA PROJECT ON QUALITY AND PRODUCTIVITY IMPROVEMENT (QPI) PHASE II IN THE REPUBLIC OF TUNISIA, SECOND TERM

HELD ON

07th DECEMBER 2021

Subject

MINUTES OF THE EIGHTH MEETING OF JOINT COORDINATING COMMITTEE (JCC) OF JICA PROJECT ON QUALITY AND PRODUCTIVITY IMPROVEMENT (QPI) PHASE II IN THE REPUBLIC OF TUNISIA

DATE AND TIME: December 07th (Tuesday), 2021; from 09:30 to 12:30

VENUE: The meeting Room, Ministry of Industry, Mines and Energy (2nd Floor) and Online via Zoom

PRESENT:

a) In the Meeting Room

No.	Name	Organization	Title
01	Mr. Zouhaier Makhloufi	UGPQP	Director General (Project Manager)
02	Mr. Taoufik Khardani	UGPQP	Director
03	Ms. Amel Ben Farhat	CETIME	Director General
04	Mr. Mohamed Moncef Hajji	CETIME	Technical Director
05	Mr. Mohsen Missaoui	CETTEX	Director General
06	Ms. Dalila Ben Yahia	CETTEX	Director
07	Mr. Abdelkader Missaoui	CTC	Director
08	Mr. Karim Karboul	CTMCCV	Department Head
09	Ms. Narjes Hammar	CTAA	Director General
10	Mr. Mohamed Ali Bakouchi	CNCC	Deputy Director
11	Ms. Imen Metoui	CETIBA	Deputy Director
12	Mr. Bechir Boujdai	UTICA	Member of Executive Board
13	Mr. Shuhnei Ueno	JICA Tunisia Office	Senior Representative
14	Mr. Ryo Tsujii	JICA Tunisia Office	Representative
15	Mr. Go Ohga	JICA Team, Expert	Deputy Chief of the Project
16	Ms. Natsuko Ueno	JICA Team, Expert	Consultant
17	Ms. Amel Ben Youssef	JICA Team	Facilitator
18	Ms. Olfa Daboussi	JICA Team	Interpreter
19	Ms. Malek Bouallegui	JICA Team	Assistant

b) Online participants

No.	Name	Organization	Title
01	Mr. Katsutoshi Ikeda	JICA Team, Expert	Chief of the Project
02	Mr. Yasunobu Kakiuchi	JICA Team, Expert	Senior Consultant
03	Ms. Ayako Ishiwata	JICA Team, Expert	Senior Consultant
Observers			
04	Mr. Atsuki Sakamoto	JICA Headquarters	Senior Deputy Director
05	Mr. Toshifumi Ueda	JICA Headquarters	Senior Advisor

MEMBERS of JCC

- General Directorate of Industrial and Technological Infrastructure (DGIIT), Ministry of Industry, Mines, and Energy (MIME) –
- Management Unit of the National Program of Quality and Productivity Promotion (UGPQP), MIME
- Ministry of Higher Education and Scientific Research
- Technical Center for Mechanical and Electrical Industries (CETIME)
- Technical Center for Textiles (CETTEX)
- Technical Center for Chemistry (CTC)
- Technical Center for the Wood and Furniture Industry (CETIBA)
- Technical Center for the Leather and Shoe (CNCC)
- Technical Center of Agri-Food (CTAA)
- Technical Center for Construction Materials, Ceramics and Glass (CTMCCV)
- Technical Center of Packing and Packaging (PACKTEC)
- Tunisian Union for Industry, Commerce and Handicrafts (UTICA)
- Confederation of Tunisian Citizen Enterprise (CONNECT)
- Tunisian-Japanese Chamber of Commerce and Industry (CCITJ)
- JICA Tunisia Office
- JICA Experts Team
-

THE MEETING AGENDA

1. Opening
 - Welcome Remark by Mr. Zouhaier Makhloufi, Director General, Unit of National Program for the Promotion of Quality and Productivity (UGPQP)*
 - Remark by Mr. Shuhei Ueno, Senior Representative of the JICA Tunisia **
 - Self-Introduction of the JCC members
2. Presenting the Summary of the Project Completion Report by Mr. Zouhaier Makhloufi
3. Approval of the Project Completion Report by the JCC members
4. Discussion about sustaining the project achievements in the future
5. Concluding Remarks

* Ms. Nada Lachaal, the Director General of the DGIIT and the Project Director, was not able to join the meeting because of simultaneous engagement, and Mr. Makhloufi chaired the meeting on her behalf.

** Mr. Shunei Shinohara, the Resident Representative of JICA Tunisia, was not able to join the meeting because of simultaneous engagement and Mr. Ueno represented at the meeting on his behalf.

THE MEETING's OPENING

Mr. Go Ohga, the **Deputy Chief of the Project**, welcomed the participants and gave some instructions for the smooth carrying of the meeting, especially for the online participants.

Mr. Zouhaier Makhloufi welcomed the participants to the eighth and last JCC meeting. He thanked JICA's Headquarters for joining the meeting on-line and expressed commitment in continuing the Kaizen activities. He introduced the agenda of the meeting while stressing that the focus of this last meeting is presentation of the whole project outputs and outcomes as well as the approval of the project completion report and the discussion of future action plans. He said that the ultimate goal of the project is formulating a sustainable and viable system for Kaizen QPI dissemination. He suggested that JCC should continue as the Kaizen Development Task Force after the Project. He concluded his remark by requesting JICA for its continuous support in order to maintain and enhance sustainability of the project outcomes.

Mr. Shuhei Ueno, the **Senior Representative of JICA**, expressed his pleasure for joining the JCC for the first time. He said that he could see the commitments of the Tunisian industrial companies to the Kaizen dissemination and implementation through the successive winning of the Africa Kaizen Awards and the engagement of health sector through the Kaizen implementation at the Abderrahmen Mami Hospital in Ariana after the online seminar in 2020. He also appreciated the contribution of MIME to the Libyan Group who will receive Kaizen trainings from the UGPQP and the technical centers from next week. Mr. UENO added that the project's achievements were recognizable at the National Productivity Day, which was also a very important output of the project. He requested the MIME and the technical centers to express their ideas and initiatives to sustain these achievements.

PRESENTATION OF SUMMARY OF THE PROJECT COMPLETION REPORT

Regarding the project completion report, **Mr. Zouhaier Makhloufi** summarized the results of the activities during the 6-year project period based on the PowerPoint Presentation (Appendix 1). He started by presenting the four main outputs and their associated indicators with the compliance level to each indicator. The **Output 1** was related to the capacity building of the Tunisian Counterparts (UGPQP, CETIME, CETTEX, and CTC) with 23 trained master trainers and was assessed high. The **Output 2** for the establishment of a sustainable Training of Trainers for disseminating quality and productivity improvement (QPI) was also evaluated high with satisfying the associated indicators; namely the number of qualified trainers (24 Advanced trainers and 39 basic trainers (candidates)), 5 completed training courses, developing the basic ToT (Level 1) and the advanced ToT (Level 2) courses, and the establishment of the monitoring system of the learning progresses of the trainees.

He continued by explaining that the **Output 3** for the mainstreaming of the QPI activities in the private sector was assessed high with the developed 12 action plans during the initial duration of 4 years with 6 priority action plans, which were successfully implemented during the extension duration; namely, 3 level of ToT training courses, the Kaizen Awards, the Kaizen Team Recognition, the CEO circle activities, and development of Facebook page and YouTube channel for the promotion of "Mouvement Kaizen Tunisie". The **Output 4** for the

dissemination of QPI activities across the country and for sharing experience to the francophone African countries was also assessed high through organizing promotional seminars and webinars as well as the ToT for the university lecturers and the participants from the Francophone African countries.

Regarding the **Project Purpose** evaluation, Mr. Makhloufi stated that the system to implement QPI throughout the country in a sustainable manner was assessed moderate: Among the associated 5 indicators, 4 indicators related to the model companies' Kaizen performances were assessed high; yet, the fifth indicator related to the structure of the Kaizen QPI dissemination promotion in a sustainable manner was judged weak because the current dissemination organization, the UGPQP, legal status is not permanent and it should be renewed every 5 years. The current legal status of the UGPQP will expire on June 2022.

The **Overall Goal** for spreading QPI activities in all the manufacturing sector was also judged moderate; because the target of achieving 80% of the technical centers' clients was much wider than the actual coverage of this Project. To achieve this goal in 5 years or 10 years, the outreach acceleration rate has to be increased by 66% or 23% respectively than the MIME's current plan.

Mr. Makhloufi continued to show the overall project evaluation results based on the Development Assistance Committee (DAC) criteria. The **relevance** criteria was assessed high because the Project is in accordance with the priority of the Tunisia's development policies and needs of the beneficiaries. The **coherence** criteria was also assessed high because the Project is consistent with the Japan's official development policy and compatible with interventions with other donor support. Mr. Makhloufi affirmed that Kaizen helped to fulfill 04 goals of the 17 SGDs goals, namely the No. 08 (decent work and economic growth), No. 09 (industry, innovation, and infrastructure), No.12 (sustainable consumption and production patterns), and the No.17 (partnerships). Moreover, the **Efficiency** criteria was assessed and that the Japanese experts successfully transferred knowledge to the counterparts and created the system for QPI dissemination in the 6 year of project duration.

However, the remaining 2 criteria, effectiveness and impact, were judged moderate. In the **Effectiveness** criteria, Mr. Makhloufi explained that regional coverage of the CETIME, CETTEX, and CTC limited the dissemination outreach throughout Tunisia. Also, in the **Impact** criteria, additional mechanism was considered necessary for speeding up the dissemination process.

As for the key **contributing factors**, Mr. Makhloufi stated the six drivers; namely, provision of advanced Kaizen, ownership and commitment of UGPQP and the master trainers, Commercial ToT, availability of the public subsidies, support from the private sector, and involvement of various ministries. On the other hand, he stated that the **inhibitors** were the weak coordination mechanism, the technical centers' geographic coverage, and the impact of the COVID-19 pandemic. He also said that the learnt **lessons** were the development of three-level of ToT system, commercialization of ToTs, CEOs' leadership, online seminars, and dissemination by SNS.

Regarding the future **vision**, he showed the one-year schedule for the continuity of the outputs activities in 2022 including the activities of TOT, the Africa Kaizen Award, the Tunisia Kaizen Award, the Recognition to the Kaizen Teams, and the National Productivity Day. He also highlighted importance of activating the National Committee for Productivity Promotion.

He concluded his presentation by stating that ensuring the sustainability of the project outputs is a national duty and requesting the commitment of the MIME and all the counterparts and stakeholders, including the UTICA and CONECT.

DISCUSSION AND COMMENTS

a. Comments by CETIME's Representatives

Ms. Amel Ben Farhat, the **DG of CETIME**, acknowledged the project team efforts and then asked about the next steps while wondering whether the JICA would continue to support or not; and how it would be (which framework, format, level, etc.). While waiting for JICA headquarters decision, she requested to the Tunisian counterparts the creation of a follow-up system to the model companies as one important activity for the sustainability of the project outputs. The frequency of the monitoring may be yearly or once every 2 years. Such activity will help deepening the Kaizen culture in the company as well.

She spoke about the Kaizen simulation platform, which was installed at the CETIME during the Phase I Project: it served to investigate new countermeasures to minimizing the impact on the company's performance from the Covid-19 pandemic. CETIME installed a new platform in Sfax by itself and will be available from next January, and another one will be set up in Sousse in 2022. She invited the other technical centers' DGs to send their personnel for the training on this platform so that they can develop practical skills in Kaizen; namely, managing the wastes, reducing time loading, optimizing the layout, etc.

She then pointed out the fact that the manufacturing sector in Tunisia is now shifting from the manpower based processes to automated processes and so the need for advanced Kaizen, such the TQM, is more and more shown. In this regard she strongly requested JICA to consider further capacity buildings of the Tunisian counterparts to meet the international manufacturing practices nowadays. She requested a support from JICA similar to the one for the Malaysia Productivity Center, which is now providing consultancy to the other Asian countries.

Mr. Mohamed Moncef Hajji, **Director at CETIME**, said that the Kaizen in Japan and in the world is evolving. He requested the JICA to consider further upgrading capacities of Tunisian trainers and to support the upgrading of trainers' capacities to the international level. He suggested online trainings through the continuous partnerships and cooperation with the Japan Productivity Center.

b. Comments of CETTEX's representatives

Mr. Mohsen Messaoui, the DG of CETTEX, said that the master trainers were continuously assisted by the Japanese experts during the implementation of Kaizen in companies and all the project activities. Because every company has various process level from basic to advanced technology, the master trainer has to make sure to match requirement of each company. With this regard he suggested: 1) requesting JICA to continue its support until the master trainers can meet the demand for the highly advanced assistance; 2) categorizing the master trainers based on experiences in Kaizen QPI topics and activities; 3) assigning the master trainers to various Kaizen topics; 4) creating a communication system to promote sharing experience in a technical center and between the technical centers; and 5) branding the various Kaizen approaches.

Ms. Dalila Ben Yahia, Director at CETTEX, agreed with Mr. Messaoui's suggestions. She understood the harmony between Kaizen and Lean management and also the growing needs for the industry 4.0. She said that the Tunisians are now ready for more extensive trainings for various stakeholders with additional tools.

c. Comments of CTAA's representatives

Ms. Narjess Hammar, the DG of CTAA, agreed with her colleagues and suggested: 1) the upgrade of the Tunisian expertise to be exportable to the African continent and in the future to international level; 2) the enhancement of the use of the simulation platform; and 3) the acceleration of the operation by the National Committee for Productivity Promotion to ensure the sustainability of the project outputs.

d. Comments of UTICA's representatives

Mr. Béchir Boujdai, the UTICA Board Executive Member, agreed the given comments and recommended to continue implementing the activities designed in the project through the technical centers under the assistance of the ministries and the different stakeholders while waiting for possible JICA's support to upgrade the Kaizen approaches. The UTICA is also committed to support and enhance the branding of the activities such as the recognition and the awarding of the best performers.

e. Comments of JICA's representatives

Mr. Shuhei Ueno, the Senior Representative of JICA, assured that possible future cooperation to enhance the project outputs and sustainability is now being discussed with the JICA headquarters. He asked to clarify three points: 1) the basis for the private TOT fees at 5000 TND, and if the participants are willing to pay for such an expensive tuition? 2) to explain what is the Kaizen Team under the Kaizen Team Recognitions; and 3) why the Malaysia Productivity Center is mentioned as the model case for cooperation as commented by CETIME?

Mr. Makhloufi explained that 1) those fees were fixed in the pilot trial private ToT and the participant already paid. As for the coming ToT, already about 20 participants are engaged

and paid; 2) the Kaizen teams are members formed inside the company comprised with company's staff to conduct Kaizen activities. Then Ms. Ben Farhat clarified that 3) she mentioned the MPC example because it was not only supported by the Japanese experts but also upgraded to train high level expertise to whom the Japan Productivity Center asks for consultancy, namely for 5S certification system in Malaysia..

Comments from the Japanese Experts and JICA Tunisia

Mr. Ohga summarized the different remarks and concluded the Project Completion Report to be approved by the JCC. He assured the participants that the trainings designed in the Project is advanced level compared with the other African countries; although some more advanced trainings may be added in the future for the Tunisian context. He then requested to the Japanese experts who joined online to give their comments.

Ms. Ayako Ishiwata expressed her gratitude in the project's attainments as she observed outstanding performances and joys among the model companies. She requested continuation of the joint activities between the UGPQP and the technical centers since this outputs could not have happened without dedication from the master trainers who worked as hard as the Japanese experts with the UGPQP throughout the Project.

Mr. Yasunobu Kakiuchi emphasized that the Kaizen is the basic and foundation for all the advanced skills that can be used in Industry 4.0 and that the trainers are equipped with skills to learn additional skills by themselves by books or online that are available.

Mr. Katsutoshi Ikeda, emphasized the importance of the establishing Tunisian way of Kaizen by utilizing the achievement of this project.

In concluding the meeting, Mr. Ueno requested to the Tunisian counterparts to think about enhancing the sustainability of the outputs and to show initiatives so that JICA can think about the future cooperation for continuation and strengthening the Kaizen QPI activities.

APPENDIX 1: Presentation on the Summary of the Project Completion Report

APPENDIX 2: Project Completion Report



Mr. Katsutoshi IKEDA
Project Leader, JICA Team

Mr. Zouhaeir MAKHLOUFI
Director General

Management Unit of the National Program
of Quality and Productivity Promotion
Ministry of Industry, Mines, and Energy

