

MINUTES OF MEETING
ON
SUBMISSION OF INCEPTION REPORT


FOR

THE STUDY
ON
MASTER PLAN FOR QUALITY/PRODUCTIVITY IMPROVEMENT
IN
THE REPUBLIC OF TUNISIA


AGREED UPON BETWEEN

QUALITY PROGRAM UNIT
OF
THE MINISTRY OF INDUSTRY, ENERGY AND SME
AND
JICA STUDY TEAM

TUNIS
7th SEPTEMBER 2006



Ms. Dorsaf Zangar Labidi
Director of Quality Program Unit
Ministry of Industry, Energy and
Small and Medium Enterprises.



Mr. Tsuyoshi Kikuchi, Team Leader
JICA Study Team

I. Introduction

The Government of the Republic of Tunisia (hereinafter referred to as "GOT") made a request to the Government of Japan (hereinafter referred to as "GOJ") to conduct "The Study on Master Plan of Quality /Productivity Improvement " (hereinafter referred to as "MPQPI"). In response to the request of the GOT, GOJ decided to conduct the Study through the Japan International Cooperation Agency (hereinafter referred to as "JICA"). After of the Scope of Work was agreed upon in Tunis on 22nd March 2006 between Ms.Dorsaf Zangar Labidi, Director of Quality Program Unit (hereinafter referred to as "UGPQ") and Mr.Eizen Irei, Resident Representative of Tunisia Office, Japan International Cooperation Agency (JICA). JICA has commissioned a team of consultants of JAPAN DEVELOPMENT SERVICE CO.LTD. (hereinafter referred to as "JICA Study Team"), headed by Mr.Tsuyoshi KIKUCHI, to carry out MPQPI.

In accordance with the agreed Scope of Work for MPQPI. The JICA Study Team submitted the Draft of Inception Report to UGPQ on 5th September 2006. The Study Team subsequently also held meetings with UGPQ to discuss the Inception Report that includes the study contents and method, schedule and other relevant matters.

Attached are the proceedings of the meeting with the JICA Study Team, UGPQ Officials and the other relevant government officials that were held on 5th and 6th March 2006.

PROCEEDINGS OF THE MEETING ON THE STUDY ON MASTER PLAN OF QUALITY/PRODUCTIVITY IMPROVEMENT (MPQPI) HELD AT THE MEETING ROOM, 2ND FLOOR OF THE MINISTRY OF INDUSTRY, ENERGY AND SME BUILDING on 5th and 6th September 2006.

5th September 2006

1. Agenda for the Meeting

- (1) Introduction of Participants to the Meeting
- (2) Briefing on Inception Report
- (3) Comments from Participants

2. Proceedings:

The meeting was called to order at 9:15 a.m. and chaired by Ms Dorsaf Zangar Labidi, Director of UGPQ.

(1) Introduction of Participants

All participants of both sides of Tunisia and Japan were introduced.
(The names of the participants are listed up at last page of this Minutes.)

(2) Briefing on Inception Report

After Director of UGPQ explained the background and the objectives of the Study to the participants, Mr. Tsuyoshi Kikuchi, the Team Leader for the JICA Study Team, presented the Inception Report to the meeting with presentation materials in addition to the Report, and the Report was accepted in principle.
The highlights of his presentation are as follows:

1) Objectives and Output of the Study

The following objectives and output of the Study were briefed by the Team Leader and confirmed by all participants.

The objectives are to formulate a master plan incorporating policies for quality/productivity improvement, a policy implementation system and an action plan, etc. based on the results of the field surveys on the quality /productivity improvement activities by the governmental and private sectors and a pilot project focussing two sectors, that is, the food processing and electric industrial sectors.

The output of the Study are as follows;

- ① To clarify issues of the food processing and electric industrial sectors for quality/productivity improvement.
- ② To improve quality/productivity of each model company by carrying out a pilot project, and to make technology transfer for quality/productivity improvement activity, such as the 5S, KAIZEN and Toyota Production System, to Tunisia side by carrying out a pilot project together with staff of the UGPQ.
- ③ To develop a manual for quality/productivity improvement activity, the master plan and an action plan to guide companies to improve their quality/productivity in practical manner, using the results of the pilot project.

2) Basic Implementation Principles of the Study

The following basic implementation principles of the Study are explained and confirmed by all participants.

- ① Thorough Transfer of Practical Techniques
- ② Approach from the Viewpoint of Industrial Policy
- ③ Utilisation of Japan's Experience and Knowledge
- ④ Use of Existing Machines and Equipment
- ⑤ Use of Existing Information and Reference Materials
- ⑥ Compatibility with Similar or Related Projects of Other Donors

In addition to the above principles, the Team Leader stressed that the ownership of the Study project by counterparts is essential to the success of this project.

3) Study Contents

The contents of Study consisting of three phases were agreed by all participants.

4) Methods

The methods of the Study including implementation of the Pilot Project were agreed by all participants.

5) Schedule of the Study

The schedule of the Study was shared by all participants.

6) Assignments of JICA Study Team Members

It was reported that JICA Study Team consisted of seven consultants. Five consultants attended this meeting and the rest (two consultants) will arrive here on 10th September 2006.

7) Transportation of Counterparts

Director of UGPQ requested the JICA Study Team to provide transportation to counterparts. It was agreed that counterparts and JICA Study Team should travel for field survey by the same car prepared by JICA Study Team.

(3) Comments from Participants

After the briefing on Inception Report, the following comments were made by participants.

1) Selection of enterprises for survey and a Pilot Project

It was asked by participants how sixty companies for the first field survey and thirty model companies for a pilot project should be selected. After exchange of opinions between both sides, it was agreed that another meeting should be held to discuss this matter on 6th September.

2) Training during the Study

Director of UGPQ and participants made an emphasis on importance of manpower training for MPQPI.

JICA team side explained that counterpart training would be conducted through OJT, mini-seminars, man-to-man lessons and joint works in the country during the period of the Study in addition to counterpart training course in Japan in 2007.

6th September 2006

1. Agenda for the Meeting

1) Criteria for Selection of Enterprises for Survey (Pilot Project)

2. Proceedings

The meeting was called to order at 10:30 a.m. and chaired by Director of UGPQ.

3. Results of the Meeting

Criteria for selection of enterprises for a Pilot Project was discussed. It was agreed that

one of criteria regarding "3. Formal Company" stated in the Inception Report should be deleted. After discussion it was added that regional equilibrium should be taken into consideration in this Study.

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List of Participants

5th September 2006

Coordination Committee

Ms. Dorsaf ZANGAR LABIDI (Director de UGPQ)
Mr. Ferchichi EZZEDINE (UGPQ)
Mr. Seifeddine BEN AMMAR (UGPQ)
Ms. Fatma GUELLOUZ(UGPQ/CTAA)
Ms. Melika HERMASSI (CTAA)
Mr. Mondher DARGHOUTH (UTICA)
Mr. Noureddine AGREBI (DGIA)
Ms. Fekria ROMDHANI (DGSI)
Mr. Amor BOUZAOUADA(DGIM)
Mr. Brahim CHEBILI(DGIM)
MR. Abderraouf BOUZID(BCRE)

JICA HQ and Tunis Office

Ms. Sachiko ARIMITSU (JICA HDQ)
Ms. Karima KAFI (JICA Tunisia)

JICA Study Team

Mr. Tuyoshi KIKUCHI
Mr. Motokazu KANOKOGI
Mr. Yuichi FUKUSHIMA
Mr. Eisuke HONKAWA
Mr. Shuichi TAKANO
Mr. Ahmed SNADLI (Interpreter)

6th September 2006

Coordination Committee

Ms. Dorsaf ZANGAR LABIDI (Director de UGPQ)

Ms. Melika HERMASSI (CTAA)

Mr. Noureddine AGREBI (DGIA)

Ms. Fatma GELLOUZ (UGPQ/CTAA)

Ms. Fekria ROMDHANI (DGSD)

Ms. Chiraz MAALOUL (CETIME)

Ms. Aïfa OUMAYA (CETIME)

Mr. Mohsen MAAMOURI (UGPQ/CETIME)

Mr. Amor BOUZAOUADA (DGIM)

Mr. Brahim CHEBILI (DGIM)

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Mr. Ahmed SNADLI (Interpreter)

A-3 List of Visited Company (All Sector)

	Name of Company	Sector	Products	Employees at Regular Times	Employees at Irregular Times	Managers	Materials	Materials Source	Product Market (Export Ratio)	Foreign Capital Ratio	ISO	Mise á Niveau	Management Scope	Human Resources, Labor	Purchasing	Production	Technology	Equipment	Retailing	Customers	Marketing	STRENGTH	WEAKNESS	THREAT	Relation with Technical Centers	Problems / Issues
1	Bami	Building materials	Bricks	150	280		Clay	Local	0	0	Under construction	Utilized	o	o	o	o	o	o	-	-	-		Management		CTMCCV	Numerous injurious accidents, and unstable quality/productivity due to machine breakdowns
2	Prosami	Building materials	Bricks	150	0		Clay	Local	0	0	Under construction	Utilized	o	o	o	o	o	o	-	-	-		Management		CTMCCV	Numerous injurious accidents, and unstable quality/productivity due to machine breakdowns
3	SANCELLA	Daily necessities	Diapers, sanitary products	350	0	100	Processed resins	Imports	50%	49%	Acquired	Utilized	o	o	o	o	o	o	o	o	o	Management		Change to preferential conditions	PackTech	Improvement of quality/productivity on the international level
4	IMM	Wood furniture	Furniture	198	65 ~ 150	30	Timber, metal and resin members	Imports	0	0	Under construction	Utilized	o	o	o	o	o	o	o	o	o		Itemizing	Change in business conditions	CETIBA	Itemizing and elimination of waste from processes
5	EMA	Wood furniture	Decorative board for furniture	25	50		Timber, metal and resin members	Imports	15%	0	Acquired	Utilized	Δ	o	o	o	o	o	x	x	x		Quality improvement	Change in business conditions	CETIBA	Improvement in equipment operating rates and dusting of equipment
6	Stramica	Wood furniture	Decorative board for furniture	109	170	25	Timber, metal and resin members	Imports	15%	0	Acquired	Utilized	o	o	o	o	o	o	o	o	o		Itemizing	Change in business conditions	CETIBA	Reform of employee involvement, and elimination of waste from processes
7	CHEBEC	Wood furniture	Wood window frames	100			Timber	Imports	-	0	Planned in future	Utilized	Δ	o	o	o	o	o	x	x	x		New ventures		CETIBA	Start of production and sale of new products
8	Meublatex	Wood furniture	Furniture	1,622			Timber, metal and resin members	Imports and domestic	2%	0	Acquired	Utilized	o	o	o	o	o	o	o	o	o		Itemizing	Change in business conditions	CETIBA	Itemizing and elimination of waste from processes
9	FINZI GRAPHIQUES	Printing	Printing	60	3	7	Paper, ink	Imports	10%	0	Under construction	Utilized	o	o	o	o	o	o	o	o	o				PackTech	Reform of line manager awareness, and elimination of waste from processes
10	SOPROTIC	Leather processing	Shoes	65	121	12	Leather	Imports and domestic	100%	0	Under construction	Utilized	Δ	o	x	o	x	x	x	x	x			Wage hikes	CTCC	Is striving to develop unique brands but is struggling. Accumulation of production management technology
11	Jancel	Leather processing	Ladies' shoes	87	15	8	Leather	Imports and domestic	Over 10%	0	Under construction	Utilized	o	o	o	o	o	o	o	o	o			Wage hikes	CTCC	Application of added value to operations (products, markets)
12	SBA	Leather processing	Leather protective gloves	11		4	Leather	Domestic, waste materials	0	0	Acquired	Utilized	Δ	o	o	o	o	o	Δ	Δ	Δ			Wage hikes	CTCC	Resolution of materials procurement instability (currently using waste from craftsmen)
13	TOP Finition	Textile processing	Jeans, etc.										o	o	o	o	o	o	x	x	x			Wage hikes	CETTEX	
14	VTL	Textile processing	Jeans, sportswear	2,800				Imports	100%	0	Acquired	Utilized	o	o	o	o	o	o	x	x	x			Wage hikes	CETTEX	Response to competition with China and Asia and increasing labor costs
15	SIPA	Food	Bread emulsifier	20				Imports	80%	49%	Under construction	Utilized	o	o	o	o	o	o	o	o	o	Blending know-how	Management		CTAA	Customer (including technology) information control. System building for thorough enforcement of food safety and sanitation and other control.
16	MTF	Metal processing	Can	60		10		Imports	0	0	Acquired	Utilized	o	o	o	o	o	o	o	o	x				CETIME	Improvement in competitiveness and reduction of NG rates through more accurate processing
17	PAF	Metal processing	Welded steel pipes	137	73	13		Imports	A small amount to neighboring countries	0	Acquired	Utilized	o	o	o	o	o	o	o	o	o			Removal of tariffs	CETIME	Competing with imports through improving quality/productivity
18	METALLO PLASTIC	Resin processing	Dies and plastic injection molding	40~42	6~12	4		Imports	Some for export	0	Under construction	Utilized	o	o	o	o	o	o	o	o	o				CTC	Improving quality, productivity, delivery and strategically deploying dies.
19	PLASTIFOLM	Resin processing	Wrapping film	22		5		Imports	0	0	Acquired	Utilized	o	o	o	o	o	o	o	o	o				CTC	Improving quality, productivity and delivery for domestic customers
20	SIFF	Resin processing	PCV irregular shaped molds	34				Imports	0	0	Under construction	Utilized	o	o	o	o	o	o	o	o	o				CTC	Responding to domestic demand for building materials and competing with imports

A-4 Evaluation List of Visited Companies

(These lists were approved in the Coordination Committee of November 2, 2006).

(Electric Industrial Sector)

No	Name of Company	Name of Sub-Sector	Principal Products	Location	Evaluation Score of selection						Questionnaire Reply (FAX)
					Importance of sub-sector	Potential of export or import replacing	Possibility of result	Motivation to improvement	Acquisition of ISO	Total	
1	COLDEQ	Electricity and Electronic Products	Refrigerator for truck	Ben Arous	2	3	5	5	5	20	OK
2	GAN (Mont Blanc)	Household Electrical Goods	Refrigerator, Washing machine	Ben Arous	4	2	4	5	5	20	OK
3	Vossloh Schwabe	Electricity and Electronic parts	Ballast, Connector	Ben Arous	3	3	4	5	5	20	OK
4	ARELEC	Electricity and Electronic parts	Conector for Power	Tunis	2	2	5	5	5	19	OK
5	NOUR	Electricity and Electronic Products	Battery	Ben Arous	3	3	4	4	5	19	OK
6	SIAME	Electricity and Electronic parts	Wireharness, cable	Nabeul	3	2	4	5	5	19	OK
7	SOMEF	Electricity and Electronic parts	Switches Socket, Breaker	Tunis	3	2	4	5	5	19	OK
8	TILC	Electricity and Electronic Products	Lighting, Concent	Tunis	3	3	4	5	4	19	OK
9	Bisma Cable	Electricity and Electronic parts	wireharness, cable, etc.	Tunis	3	2	4	5	4	18	OK
10	KACEM	Electricity and Electronic parts	Ballast, Transformer	SFAX	3	2	4	4	5	18	OK
11	SEL	Electricity and Electronic Products	Lighting Box	Sfax	3	3	4	5	3	18	OK
12	SOFTEN	Electricity and Electronic Products	Solar water heater	Nabeul	3	3	5	5	2	18	OK
13	TTI	Electricity and Electronic parts	Braker, Box	Nabeul	3	3	3	4	5	18	OK
14	ABS Electronic	Electricity and Electronic Products	TV, airconditioner	Mateur	1	3	5	5	3	17	OK
15	GIE	Electricity and Electronic Products	Ballast Concent	Tunis	2	3	3	4	5	17	OK
16	SUPER CABLES	Electricity and Electronic parts	Power cable, Telephone cable	Nabeul	2	2	3	4	5	16	
17	AFRIVISION	Electricity and Electronic Products	TV, airconditioner	Tunis	2	3	4	4	2	15	
18	ASSAD	Electricity and Electronic Products	Lead battery	Nabeul	2	3	2	3	5	15	

No	Name of Company	Name of Sub-Sector	Principal Products	Location	Evaluation Score of selection						Questionnaire Reply (FAX)
					Importance of sub-sector	Potential of export or import replacing	Possibility of result	Motivation to improvement	Acquisition of ISO	Total	
19	Stiel	Electricity and Electronic Products	Switches, Socket, Concent	Chargula	2	4	2	2	5	15	OK
20	Chakira Cable	Electricity and Electronic parts	Cable	Tunis	3	4	1	1	5	14	
21	Coficab	Electricity and Electronic parts	Cable for Car	Tunis	3	4	1	1	5	14	
22	CTE El Athir	Electricity and Electronic Products	Color TV, PCB assembly	Tunis	2	1	3	3	5	14	
23	Eleman	Electricity and Electronic parts	PCB Assembly	Manouba	1	4	2	2	5	14	
24	SEP	Electricity and Electronic parts	PCB Assembly	Kantaoui	2	2	3	3	4	14	
25	Tunisie Cables	Electricity and Electronic parts	Power cable, Telephone cable	Nabeul	2	2	2	3	5	14	OK
26	Electrostr	Electricity and Electronic Products	Refrigerator, Washing Machine, TV	Tunis	1	2	2	3	5	13	
27	Tunisie Electro Technique	Electricity and Electronic Products	Power distributor	Tunis	2	2	1	3	5	13	
28	OMNIACOM	Electricity and Electronic Products	Softwear, for communication	Ariana	2	2	1	2	5	12	
29	SACEM	Electricity and Electronic Products	Transformer for Power	Bizerte	2	1	1	3	5	12	OK
30	SOTECA	Electricity and Electronic Products	Power Controler	SFAX	2	1	3	3	3	12	OK
31	SOTACER	Household Electrical Goods	refrigerator, Washing machine, Air conditioner	Tunis	2	2	3	3	1	11	OK
32	ABS Electro	Electricity and Electronic Products	Refrigerator, Washing Machine, Gass table	Menzel Bourguiba	1	1	2	3	3	10	
33	SOTUPILE / ENOVE	Electricity and Electronic Products	Dry Battery, Industry Battery	Zaghouan	2	2	2	3	1	10	
34	Global Lighting	Electricity and Electronic Products	Economy Lump, Standard Lump	Kairouan	1	1	2	2	1	7	

(Food Processing Sector)

No	Name of company	Name of sub-sector	Principal Products	Location	Evaluation score of selection						Questionnaire Reply (FAX)
					Importance of sub-sector	Potential of export or import replacing	Possibility of result	Motivation to improvement	Acquisition of ISO	Total	
1	Huilerier Loued	Oil	Olive oil	Chibika	5	5	4	5	3	22	OK
2	L'Appetissante	Confectionary	Biscuit, wafer	Tunis	5	4	4	3	5	21	OK
3	La Générale Alimentaire JOUDA	Vegetable processing	Tomato paste, harissa	El Baten	4	4	4	4	5	21	OK
4	Confiserie Triki -Le Moulin	Confectionary	Candy, gum, shamia	Sfax	4	4	4	4	5	21	OK
5	S.C.A.P.C.B.	Vegetable processing	Tomate paste, harissa, pickled kidney bean, pickled olive, garlic patty	Grombalia	4	4	3	4	5	21	OK
6	SNBG	Drink	Fruit juice, carbonated beverage	Grombalia	3	4	4	4	5	20	OK
7	VACPA	Preserve	Dates	Ben Khalled	2	4	4	5	5	20	OK
8	Fromagerie SCANDI	Dairy product	Cheese	La Soukra	3	3	4	4	5	19	NO
9	El Mazraa	Meat	Turky meat, chicken meat, sausage, catering (delicatessen)	Nabeul	3	2	4	4	5	18	OK
10	ABCO	Fish processing	Canned tuna, canned sardine	Sidi Daoud	3	3	3	4	5	18	OK
11	Medina	Vegetable processing	Artichoke, dried tomato, grilled salad	ZI de Jedeida	3	4	4	4	3	18	OK
12	Sipa	Conditioning agent	Conditioning agent for bread and cake	Bizerte	2	5	4	4	3	18	OK
13	CVBA	Winery	Wine	Bouargoub	3	4	3	4	3	17	OK
14	Med Agro Ruspina	Oil	Olive oil	Moknine	5	5	3	2	1	16	OK
15	Mouna Food	Vegetable processing	Salad in bottle	Mhemdia	3	4	4	3	2	16	OK
16	Phytoflora Lassonde	Drink	Mix juice, lemon juice, orange juice	Sahiline	3	4	3	2	3	15	-
17	SLD (Beldi MED SA)	Dairy product	Milk, yogurt, cheese, butter	Manpouba	2	2	3	3	5	15	-

No	Name of company	Name of sub-sector	Principal Products	Location	Evaluation score of selection						Questionnaire Reply (FAX)
					Importance of sub-sector	Potential of export or import replacing	Possibility of result	Motivation to improvement	Acquisition of ISO	Total	
18	S.I. Tunisie Lait	Dairy product	Milk, yogurt, cheese, butter, fresh cream	Sidi Bou Ali	2	4	2	2	5	15	-
19	U.N.P.A. Habib Mellouli & Cie	Flour milling, pasta	Pasta, wheat flour	Sousse	2	3	3	2	5	15	-
20	L' Or Liquide	Oil	Olive oil	Gabés	5	5	2	2	1	15	-
21	Sté Ben Kalia	Fish processing	Canned tuna, canned sardine	Zarzis	3	1	3	3	5	15	-
22	Manar Thon	Fish processing	Canned tuna, canned sardine	Zarzis	3	2	4	3	3	15	-
23	Tiba Foods Company	Oil	Cooking oil (olive oil, corn oil)	Ben Arous	2	4	2	2	5	15	-
24	Horchani Dattes	Preserve	Dates	Tozeur	2	4	2	2	5	15	-
25	Sopat SA	Meat	Turky meat, chicken meat, sausage	Ksor Essof	3	2	3	3	3	14	-
26	La Rose Blanche	Pasta	Pasta	Sousse	2	3	1	2	5	13	OK
27	SEEM	Drink	Mineral water, carbonated water	Chebika	2	2	3	3	3	13	-
28	SODEA	conditioning of agro-products	Fruit, vegetable	Khélidia	2	4	2	2	3	13	-
29	Sté Sathop	Oil	Cooking oil (corn oil, soy oil, coelzer oil)	Sfax	2	4	2	2	1	11	-
30	Super Huile	Oil	Cooking oil bottling	Ben Arous ZI mghira	2	2	2	2	1	9	-

A-5 Seminar Program 2006

08 :30 – 09 :00	<i>Enregistrement</i>	
09 :10 – 09 :40 (30 min)	<ul style="list-style-type: none"> · <i>Allocution de bienvenue (Mme. Zangar)</i> · <i>Allocution du représentant du JICA (M.Machida)</i> 	
09 :40 – 10 :00 (20 min)	<i>L'état d'avancement de l'étude pour l'amélioration de la Qualité/productivité en Tunisie par, Monsieur Tsuyoshi KIKUCHI, Chef de la mission Japonaise</i>	
	<i>Atelier 1. Secteur électrique/électronique</i>	<i>Atelier 2. Secteur agro-alimentaire</i>
10 :05 – 10 :50 (45 min)	<i>Présentation de la situation actuelle des problèmes relatifs à la Qualité et à la Productivité dans l'industrie électrique et électronique en Tunisie, par Monsieur Kiyoshi SAKAI</i>	<i>Présentation de la situation actuelle de la situation présente et des problèmes relatifs à la Qualité et à la Productivité dans l'industrie agro-alimentaire par Monsieur Motokazu KANOKOGI</i>
10 :50 – 11 :05 (15 min)	<i>Pause café</i>	
11 :05 - 11 : 55 (50 min)	<i>Les approches aux solutions des problèmes relatifs à la Qualité et à la Productivité dans l'industrie électrique et électronique en Tunisie</i>	<i>Les approches aux solutions des problèmes relatifs à la Qualité et à la Productivité dans l'industrie agro-alimentaire en Tunisie</i>
12 :00 – 12 :30 (30 min)	<i>Débat et synthèse des travaux</i>	<i>Débat et synthèse des travaux</i>
12 :30 – 12 :40 (10 min)	<i>Clôture des travaux par le directeur de l'Unité de Gestion du Programme National de promotion de la Qualité, Madame Dorsaf Zangar Labidi</i>	



Invitation Card (front)



Invitation Card (rear)

A-7 セミナー関連写真（2006）



開会挨拶（Mme. Zangar）



町田 JICA チュニジア事務所長の挨拶



会場の様子



会場の様子



菊池チームリーダー



同時通訳機材による運営



(電機・電子セクター)



酒井 専門家
(電機・電子セクター発表者)



(食品加工セクター)



鹿子木 専門家
(食品加工セクター発表者)



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Les premiers mois de 2006 se caractérisent par une baisse de l'offre de 2,4% : elle est plus faible quand il s'agit des offres permanentes (supérieures à 1 an) et qui a chuté de 5,5% à 74 401 en 2005 contre 70 066 en 2006. Pour les offres d'embauche temporaire, l'évolution est positive avec 33 580 offres en 2005 contre 35 172 actuellement. Cependant, les placements permanents ont diminué (satisfaction : l'évolution est négative de 1,2% en 2006) : elles concernent respectivement, les placements non permanents avec une baisse de 6,8% (32 727 en septembre 2006 contre 30 656 en septembre 2005) et les placements permanents (65 038 en septembre 2006 contre 61 976 en 2005), la baisse de 5%.

Quelle est la demande ? Pour les premiers mois de 2006, elle se caractérise, également, par une croissance soutenue. L'évolution concerne tant les offres inscrites avec une hausse de 13% (108 501 en septembre 2006 contre 95 542 en 2005) que les offres d'emploi en fin de contrat avec +10,7% (110 212 en septembre 2006 contre 99 589 en 2005).

Z.M.

rs (CEFE)

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en Tunisie : malgré la mise en place des mécanismes à l'initiative privée, les promoteurs demeurent généralement informés de ces offres et ignorent tout ce qui est mis à leur disposition en ce sens. Les Mercredis de l'emploi d'entreprises dans les zones d'investissement sont loin d'être au niveau des attentes des investisseurs. Quant aux diverses ins-

LES ECHOS DE L'INDUSTRIE

Energie

X^e journées d'exploration-production pétrolière, le 30 octobre 2006

L'Entreprise tunisienne d'activités pétrolières (Etap) organise du 30 octobre au 3 novembre les X^e Journées d'exploration-production pétrolière 2006 (EPC 2006). Cette manifestation qui aura lieu à Tunis (Gammarth) constitue un rendez-vous d'envergure pour les divers intervenants dans le secteur de l'énergie.

Plus de 500 participants représentant des sociétés internationales, maghrébines et nationales ainsi que les sociétés de services, des universitaires et des consultants internationaux assisteront à cette manifestation qui comprend, outre les conférences, des visites de terrain dans des réalisations pétrolières.

Qualité

Journée de partenariat avec le Jica, le 27 octobre 2006

Dans le cadre de la coopération tuniso-japonaise dans le domaine de la promotion de la qualité, l'Unité de gestion du programme de la qualité organise le 27 octobre à Tunis en collaboration avec l'Agence japonaise de coopération internationale (Jica) un séminaire d'information sur "l'étude pour l'amélioration de la qualité productive dans le secteur électrique-électronique et le secteur agroalimentaire".

Cette journée sera consacrée à la présentation de la situation actuelle des problèmes relatifs à la qualité et à la productivité dans l'industrie électrique et électronique en Tunisie et dans l'industrie agroalimentaire.

Des approches aux solutions des problèmes qui se posent dans ces secteurs seront ensuite proposées et soumises à la discussion des participants dont le nombre est estimé à 200 personnes.

Emballage

Plast Packet : un nouveau projet d'emballage bientôt opérationnel à Zaghuan

Le projet consiste en la création et la mise en service industriel d'une unité de fabrication de pièces en plastique injecté pour emballage alimentaire et autres. Les produits de cette unité seront des barquettes rectangulaires, des boîtes rondes sécurisées et des seaux de différentes dimensions et de diverses contenance pour le conditionnement des produits agroali-

mentaires et celles de distribution.

C'est dans ce contexte que les entreprises du secteur agroalimentaire ayant mis en place une démarche sécurité alimentaire selon la norme ISO 22000 ou un autre référentiel équivalent seront amenées à exiger de leurs fournisseurs d'emballage qu'ils soient fabricants de papier, de caisses en carton, de films souples, d'emballages en plastique, de barquettes, de cageots ou autres, à adhérer à la même démarche et à obtenir une certification ISO 22000.

A cet effet, le Programme de modernisation industrielle met à la disposition des entreprises du secteur de l'emballage alimentaire des missions d'assistance afin de les préparer à obtenir une telle certification de plus en plus incontournable pour préserver voire améliorer son avantage concurrentiel important aussi bien pour le marché local qu'à l'export.

L'étiquette tunisienne récompensée

Parmi les 4 étiquettes qui ont obtenu le prix Prestige Hélios pour l'année 2005, attribué par l'Association française pour la promotion de l'héliogravure ProHélios, figure le manchon réalisé par la société Cogitel pour le compte de Coca-Cola. Le manchon est imprimé en hélios sur un support PET thermoelectrique capable d'épouser la forme des bouteilles les plus complexes.

Ce qui offre une possibilité d'impression avec des encres spéciales ainsi qu'un reflet métallique, fluorescent et réfléchissant. Outre le maintien des qualités esthétiques, ce manchon permet l'inviolabilité du produit grâce à un hologramme anticontrefaçon.

Cuir et chaussures

Coopération CNCC-ONUUDI

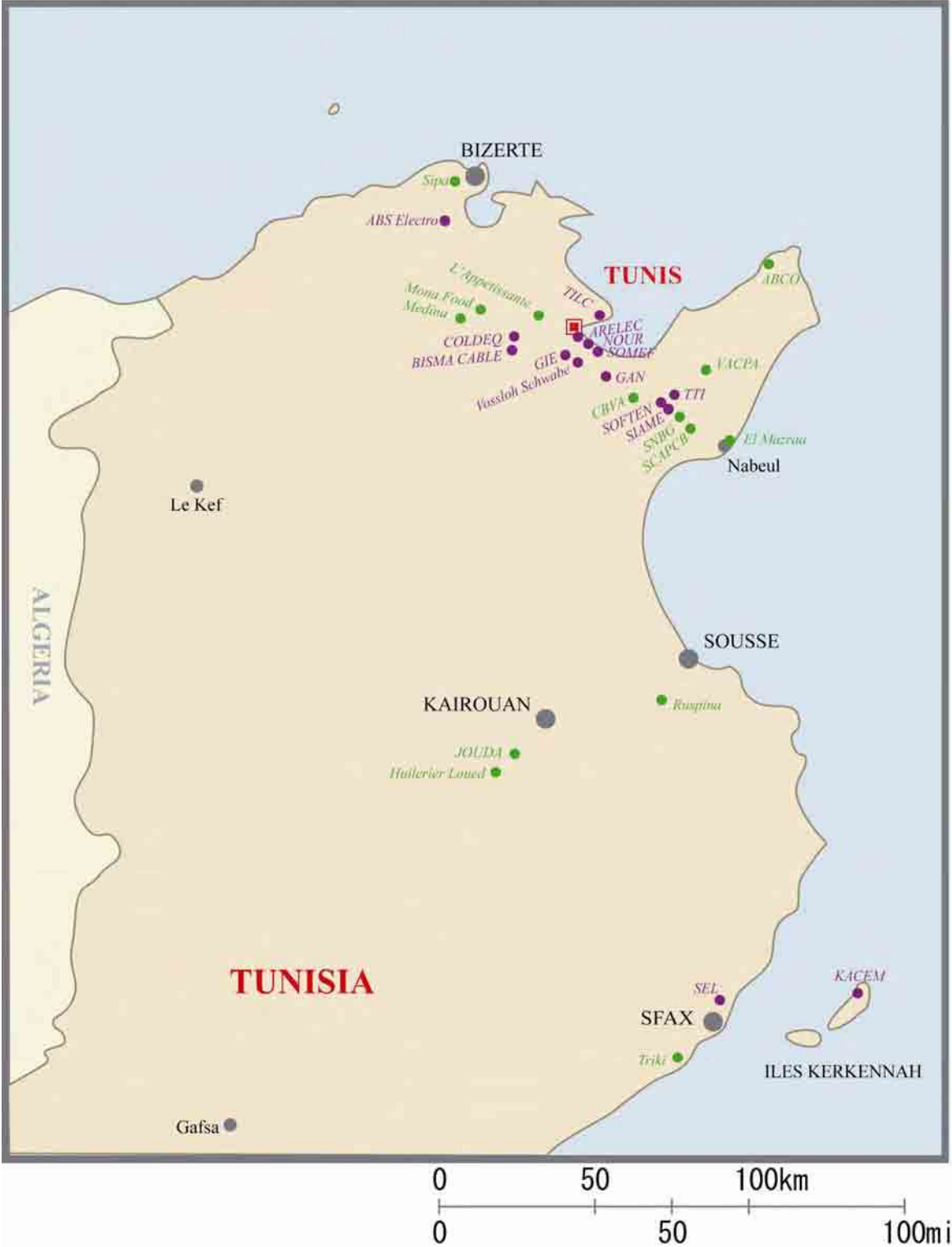
Séminaire sur la « Compétitivité et exportation » en décembre prochain

Le CNCC organisera le 20 décembre prochain, en collaboration avec l'ONUUDI, un séminaire sur le thème de « Compétitivité et exportation » afin de présenter les résultats des actions d'assistance technique pour la mise à niveau et l'amélioration de la productivité au profit des entreprises tunisiennes opérant dans le secteur ICC.

Le séminaire sera animé par deux experts internationaux qui présenteront leur propre expérience dans le domaine de la compétitivité et l'exportation avec les entreprises tunisiennes.

Ces actions d'accompagnement pour la

DISTRIBUTION MAP OF MODEL COMPANIES FOR PILOT PROJECT.



A-10 Seminar Program (2007)

Le 22 Novembre 2007 – Hôtel Africa Tunis

Heure	Salle de Séminaire Malawi	
08:30- 09 :00	Acceul et inscription	
09:00- 09 :05	Allocution de bienvenue de Mme. Dorsaf ZANGAR LABIDI, Directrice de l'UGPQ	
09:05- 09 :20	Allocution du représentant résident de la JICA Tunis M. Satoshi MACHIDA	
09:20- 09:35	Présentation du « Projet Pilote pour l'amélioration de la qualité/Productivité dans les entreprises tunisiennes » par Mme. Dorsaf ZANGAR LABIDI, directrice de l'UGPQ	
09:35- 10:00	« L'amélioration de la qualité/Productivité au Japon » par M. Kiyoshi SAKAI, expert JICA	
10:00- 10:30	Pause café	
	Atelier 1 (Salled Malawi) Secteur électrique/électronique	Atelier 2. (Salle Zambeze) Secteur agro-alimentaire
10:30- 11:00	Témoignage de l'entreprise SOMEF (Commutateur) : par M. BEN SALEM	Témoignage de l'entreprise SNBG (Boissons) : par M. MTISAOUI AYMEN
11:00- 11:30	Témoignage de l'entreprise SOFTEN (Chauffe-eau solaire) : par Mlle. EYA OUESLATI	Témoignage de l'entreprise VACPA (Dates-Conserves) : par M. M'NAOUAR HMDI
11:30- 12:00	* Présentation du manuel d'amélioration de la qualité/productivité (Secteur Electrique) : Mme. Affifa OUMAYA, consultant CETIME	* Présentation du manuel d'amélioration de la qualité/productivité (Secteur Agroalimentaire) : M. Anis MAHJOUB GAIDA, consultant CTA
	Salle de Séminaire Malawi	
12:00- 12:15	Questions et réponses	
12:15- 12:30	Clôture du Séminaire par M. Tsuyoshi KIKUCHI, Expert et chef de l'équipe JICA	

Le 04 Décembre 2007 – Hôtel Mercure Sfax

Heure	Salle de Séminaire Carthage 4
08:30- 09 :00	Acceul et inscription
09:00- 09 :05	Allocution de bienvenue de Mme. Dorsaf ZANGAR LABIDI, Directrice de l'UGPQ
09:05- 09 :20	Allocution du représentant résident de la JICA Tunis M. Satoshi MACHIDA
09:20- 09:35	Présentation du « Projet Pilote pour l'amélioration de la qualité/Productivité dans les entreprises tunisiennes » par Mme. Dorsaf ZANGAR LABIDI, directrice de l'UGPQ
09:35- 10:00	« L'amélioration de la qualité/Productivité au Japon » par M. Kiyoshi SAKAI, expert JICA
10:00- 10:30	Pause café
10:30- 11:00	Témoignage de l'entreprise : KACEM (Transformateurs, ballasts) par M. Mohamed KACEM
11:00- 11:30	Témoignage de l'entreprise : RUSPINA (Huile d'olive) par Mohamed TURKI
11:30- 12:15	* Présentation du manuel d'amélioration de la qualité/productivité (Secteur Electrique) : Mme. Affifa OUMAYA, consultant CETIME * Présentation du manuel d'amélioration de la qualité/productivité (Secteur Agroalimentaire) : M. Anis MAHJOUB GAIDA, consultant CTA
12:00- 12:15	- Questions et réponses
12:15- 12:30	Clôture du Séminaire par M. Tsuyoshi KIKUCHI, Expert et chef de l'équipe JICA



Invitation Card (front)



Invitation Card (rear)

A-12 セミナー関連写真（2007）



開会挨拶（Mme. Zangar）



町田 JICA チュニジア事務所長の挨拶



菊池チームリーダー



会場の様子



会場の様子



酒井専門家



会場の様子（電機・電機セクター）




会場の様子（食品加工セクター）

MINUTES OF MEETING
ON
SUBMISSION OF DRAFT FINAL REPORT
FOR
THE STUDY
ON
MASTER PLAN FOR QUALITY/PRODUCTIVITY IMPROVEMENT
IN
THE REPUBLIC OF TUNISIA
AGREED UPON BETWEEN
QUALITY PROGRAM UNIT
OF
THE MINISTRY OF INDUSTRY, ENERGY AND SME
AND
JICA STUDY TEAM

TUNIS
20th May 2008


Ms. Dorsaf Zangar Labidi
Director of Quality Program Unit
Ministry of Industry, Energy and
Small and Medium Enterprises.


Mr. Tsuyoshi Kikuchi
Team Leader
JICA Study Team

Introduction

The JICA Study Team has prepared the Draft Final Report concerning *the Study on Master Plan for Quality/Productivity Improvement in the Republic of Tunisia* which started on August 2006 and submitted it to the Coordination Committee which was held on 20th May 2008 at the Ministry of Industry, Energy and SME for their approval.

At the result of the Meeting, the Report including Master Plan was principally approved by participants with some comments and corrections agreed by JICA Study Team which should be taken into consideration in finalizing the Draft Final Report.

Attached are the proceedings of the Meeting with the JICA Study Team, UGPQ/MIEPME officials, the other relevant government officials and the representatives of the private sector.

PROCEEDINGS OF THE COORDINATION COMMITTEE MEETING ON THE STUDY ON MASTER PLAN FOR QUALITY/PRODUCTIVITY IMPROVEMENT HELD AT THE MEETING ROOM OF THE MINISTRY OF INDUSTRY, ENERGY AND SME BUILDING ON 20TH MAY 2008.

1. Agenda of the Meeting

1.1. Briefing on the Draft Final Report

1.2. Comments from Participants

2. Proceedings:

The meeting was called to order at 3:30 p.m. and chaired by Mme Dorsaf Zangar Labidi, Director of UGPQ.

Members of JICA Mission from Headquarter (Tokyo) and representatives of JICA Tunis office were introduced to all participants. (The names of all participants are listed up at last page of this Document.)

2.1. Briefing on the Draft Final Report

After the Director of UGPQ explained the background and the objectives of the Meeting to the participants, Mr. Tsuyoshi Kikuchi, the Team Leader for the JICA Study Team, presented the Draft Final Report to the meeting with presentation materials in addition to the Report, and the Report was accepted with some comments and corrections which should be taken into the Draft Final Report. The comments are mentioned hereafter.

The highlights of his presentation are as follows:

- (1) Issues and Recommendations for Improvement of Quality/Productivity (Chapter 3 of Draft Final Report [Master Plan Edition])
- (2) Action Plan for Dissemination of Quality/Productivity Improvement Activities (Chapter 4 of Draft Final Report [Master Plan Edition])

2.2. Comments from Participants

After briefing of the Draft Final Report by the JICA Study Team leader, the following comments were made by the participants. The leader mentioned that those comments will be taken into consideration in preparation of the Final Report.

- (1) Some terms are not properly translated in the French edition of the Draft Final Report.

- (2) Specific names of interviewees should be deleted in the Master Plan edition.
- (3) International experts are required to implement recommendations proposed in the Mater Plan within the framework of a new project.
- (4) Evaluation upon implementation of the proposed recommendation relating to the *Short to Medium Term Proposal: Strengthening of Linkage for Promotion of the Quality/Productivity Improvement Activities (2009~2011)* should be made before implementation of the *Medium to Long Term Proposal: Establishment of an Organization for Promotion of the Quality/Productivity Improvement Activities (2012~)*.
- (5) Overlapping of activities of existing organizations/institutions with those of the newly proposed organization to be created in the medium to long term proposal should be avoided.
- (6) Participants in the Coordination Committee stressed on continuing working along side with JICA's technical assistance for Quality/Productivity Implementation in Tunisia.

JICA Study Team agreed that the above comments should be taken into consideration in the preparation of the Final Report.

Mme Dorsaf Zangar Labidi, Director of UGPQ mentioned that any other comments from participants would be accepted by tomorrow (21st May) , and proposed that further detailed correction task, if any, should be entrusted to the Director and the Study Team Leader after their discussion. All participants agreed with her proposal.

PARTICIPANTS LIST OF COORDINATION COMMITTEE

(Please write down in BROCK LETTER. Thank you!)

on 20th of May, 2008

at MIEPME

	NAME	ESTABLISHMENT	SIGNATURE
1	Agrebi Noufeddine	Ministry of Industry	
2	Babai Slim	Ministry of Industry	
3	BELGAIED Hamida	Ministry of Industry	
4	BouZOUADA Amor	" " "	
5	Gaida Mahjoub Anis	CTAA	
6	Abdellatif AROUD	UTICA DCE	
7	FERCHICHI Ezzeddine	UGPP/Dim. Ind	
8	M ^{me} Ramzi EL Methamem	CETIME	
9	CHEBBI Mohamed	CETIME	
10	Dorsaf Zaouar Jebeli	UGPP/MIEPME	
11	Hammouch Gregzeg	DGSI/MIEPME	
12	Amor BOUENIBA	FEDLEC/UTICA	
13	Kakuzen Yodo	JICA Tunis	
14	ABE Hirovuki	JICA HQ	
15	KUBO Eiji	JICA HQ	
16	SAITO, Yukari	JICA HQ	
17	KINSHIKO KATO	JICA STUDY TEAM	
18	Shuichi TAKANO	JICA Study Team	
19	Kato Yuji	JICA Study Team	
20	Yuichi FUKUSHIMA	JICA study Team	
21	Romdhani Fekria	MIEPME / DGSI	
22	Ouassouli Moudine	Fed. Agro / UTICA	
23	Bouziid Abdennouf	MIEPME / BCRE	
24	Tsuyoski Kikuchi	JICA Study Team	
25	AHMED SMADLI	inter prefer	
26			
27			
28			
29			
30			

A-14 調査団員構成

調査団の編成は以下のとおり。

氏名	担当業務	備考
菊池 剛 (Tsuyoshi KIKUCHI)	総括 : Team Leader	
加藤 公彦 (Kimihiro KATO)	普及制度構築 : Institution Building	第2次現地調査より 鹿子木 基員 (Motokazu KANOKOGI) に代わって本件に従事。
福島 有一 (Yuichi FUKUSHIMA)	品質/生産性向上 (電気技術1) : Electric Industrial Sector 1	
酒井 潔 (Kiyoshi SAKAI)	品質/生産性向上 (電気技術2) : Electric Industrial Sector 2	
加藤 勇治 (Yuji KATO)	品質/生産性向上 (食品加工1) : Food Processing Sector 1	第2次現地調査より 本川 英佑 (Eisuke HONKAWA) に代わって本件に従事。
杉本 清次 (Seiji SUGIMOTO)	品質/生産性向上 (食品加工2) : Food Processing Sector 2	
高野 修一 (Shuichi TAKANO)	業務調整 : Operation Coordinator	