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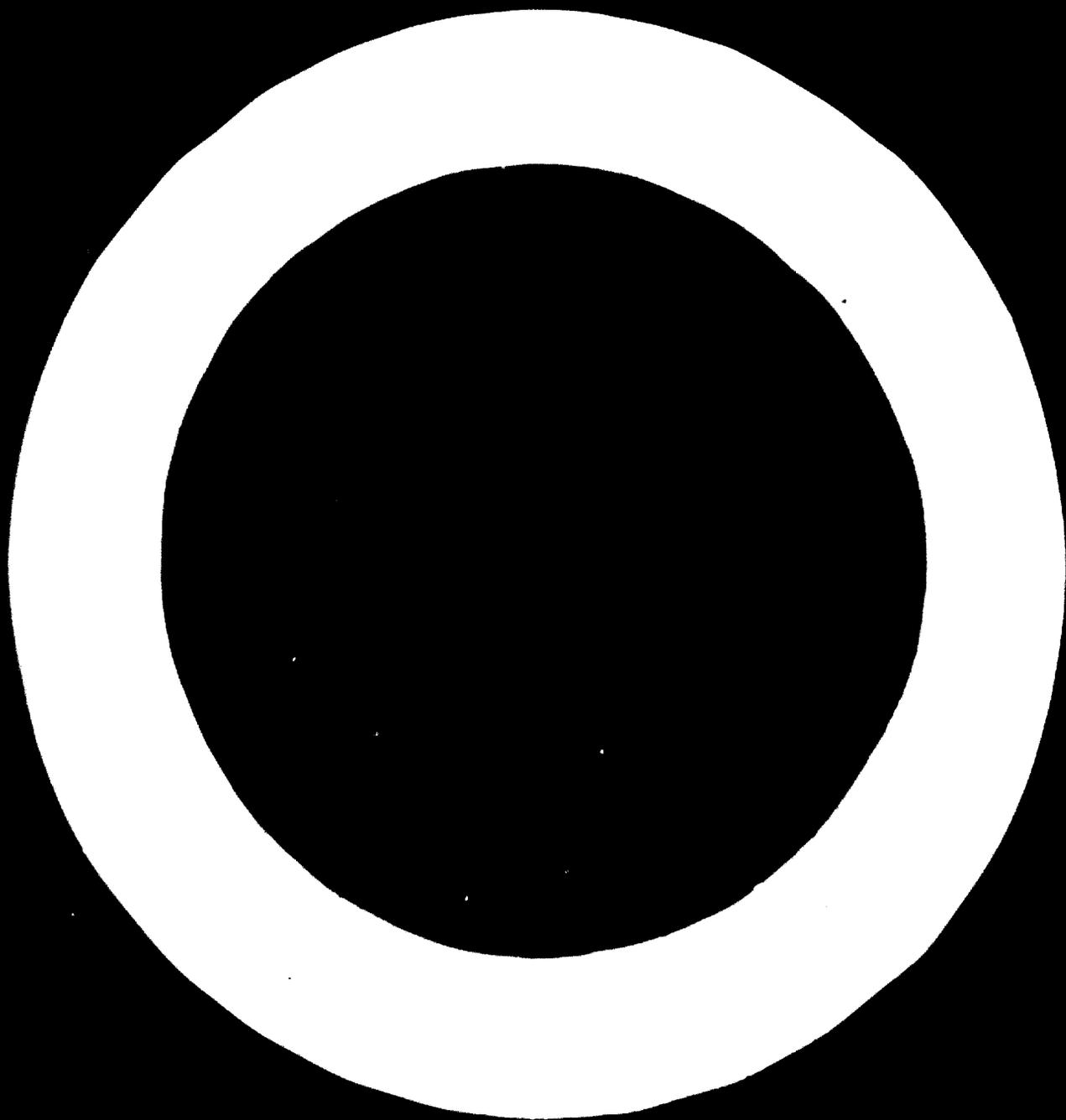
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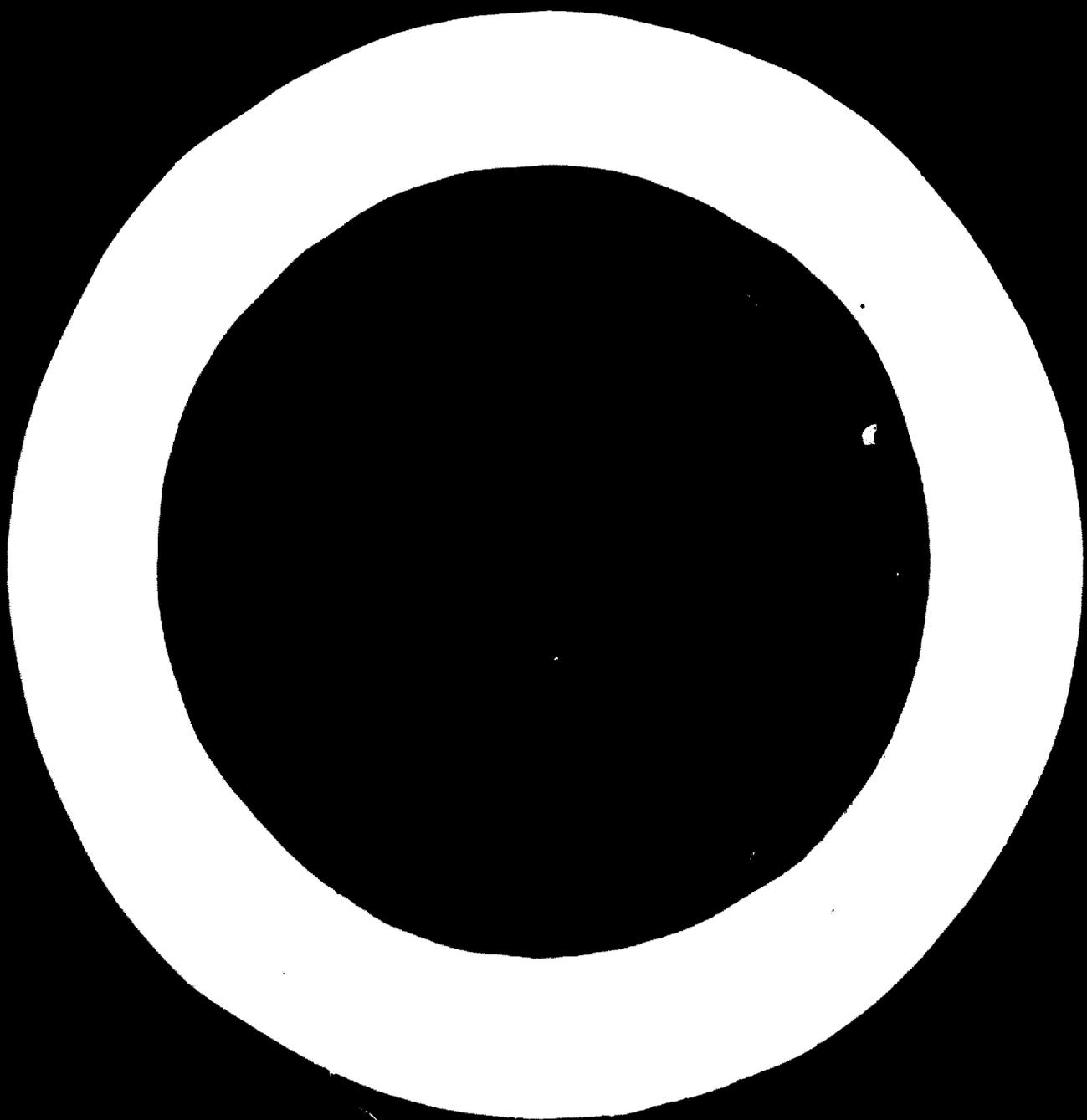
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**REPORT OF THE  
INVESTMENT PROMOTION  
MEETING  
FOR TUNISIAN INDUSTRY**

**Tunis, 28 - 30 May 1969**

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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION, VIENNA

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**UNITED NATIONS**

**New York, 1970**

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UNITED NATIONS  
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Note: The addendum to this document includes descriptions of 33 projects discussed during the meeting, notes on selected sectors of Tunisian industry, and certain background papers prepared for the participants on special aspects of Tunisian industry.

Explanatory notes

A slash (/) indicates a one-year period that is not a calendar year, e.g. 1969/1970.

A hyphen (-) indicates a two-year period, e.g. 1969-1970.

Reference to tons indicates metric tons unless otherwise specified.

Reference to dollars (\$) indicates United States dollars unless otherwise specified.

Reference to dinars indicates Tunisian dinars.

hl = hectolitre

m<sup>2</sup> = square metre

m<sup>3</sup> = cubic metre

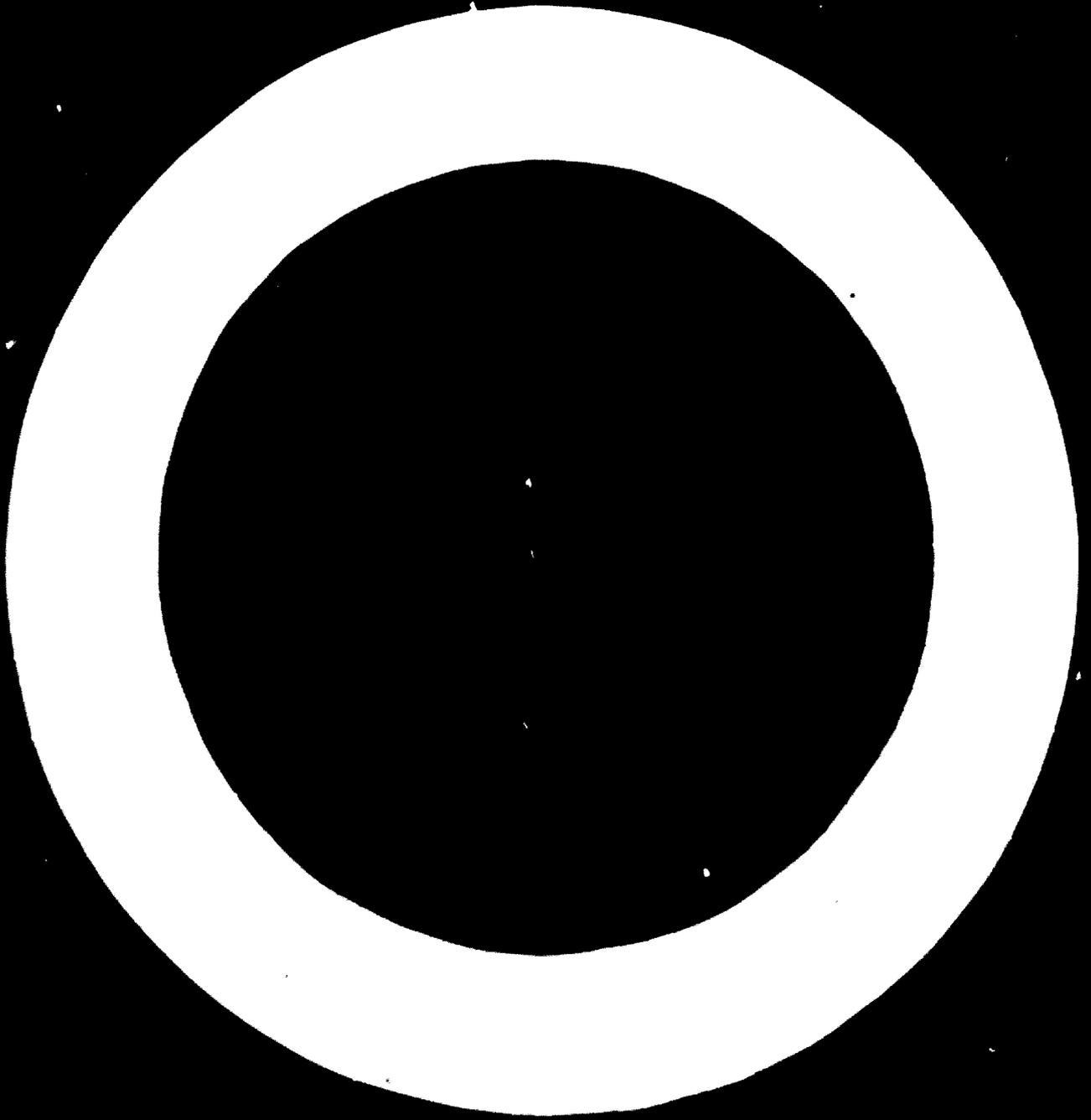
### Preface

In order to assist developing countries in their search for means of more effective mobilization of external and domestic resources, UNIDO has inaugurated a programme called the Industrial Investment Promotion Programme, under which assistance is given to developing countries in:

- Promotion of the flow of external resources in specific industrial projects.
- Establishing new investment promotion machinery or improving the operations of existing machinery.
- Training their nationals in techniques of investment promotion.
- Securing the services of expert advisers.

For the promotion of specific industrial projects, UNIDO sponsors meetings between representatives of developing countries that wish to promote specific projects with its assistance, representatives of international financial and investment institutions and other interested institutions of capital exporting countries.

The primary purpose of such meetings is to enable the participants to make contacts and, hopefully, to initiate negotiations on specific projects.



### Introduction

1. A meeting to promote specific industrial projects in Tunisia, organized by the United Nations Industrial Development Organization, in co-operation with the Government of the Republic of Tunisia, which acted as host, was held in Tunis from 28 to 30 May 1969. This meeting was the first of its kind to be held on a national level within the framework of the investment-promotion programme of UNIDO.
2. Those who attended the meeting (including foreign participants, Tunisian participants, foreign institutions and firms who participated through their local representatives, representatives of international organizations and the Tunisian negotiators for specific projects) are listed in annex 1. The documents prepared for and circulated at the meeting are listed in annex 2.
3. The meeting was opened by Mr. I. Abdel-Rahman, Executive Director of UNIDO. On behalf of the Tunisian Government, Mr. Ahmed Ben Salah, Secretary of State for Planning and the National Economy, welcomed the participants and explained the main concepts of the country's policy of industrialization and economic development. The Chief of the Industrial Policies and Planning Section of UNIDO, Mr. M. Akhras, then explained the concept and the organization of the meeting and its place in the investment promotion programme of UNIDO.
4. The only other plenary formal session was the closing session, at which the Executive Director of UNIDO thanked the host Government and stressed that UNIDO would avail its assistance as required for a successful follow-up of the contacts established.
5. A statement was made by a representative of the foreign participants, who stressed that the meeting had been of great benefit for participating foreign industrialists in furthering specific opportunities for co-operation with Tunisian industry, and suggested that the duration of such meetings should be extended to allow potential partners to enter an active phase of negotiation.

6. The meeting was formally closed by the Secretary of State for Planning and National Economy, Mr. Ben Salah, who expressed his satisfaction at the opportunity offered to Tunisian industry to establish new fruitful contacts with foreign enterprises which would be pursued and broadened by the Tunisian partners.

7. The major part of the meeting was devoted to individual contacts made at the initiative of the participants. Group sessions were held on mechanical industries, on the chemical industries, on the food industry, on the building materials industry and on the textile industry.

#### UNIDO's project approach

8. To assist developing countries in the effective mobilization of external resources for industrial development, UNIDO has elaborated a project-oriented programme for the promotion of the flow of resources and know-how into specific industrial projects.

9. Under this programme UNIDO's assistance covers:

- (a) The collection of information on specific industrial projects;
- (b) The preparation of standardized brief reports on each of these projects;
- (c) The location of appropriate sources of investment and/or financing for them;
- (d) The submission of the selected projects to these sources with a view to stimulating their interest;
- (e) The initiation of contacts between the interested parties in a project, either on an ad hoc basis or through the organization of a general meeting grouping both project sponsors and potential foreign investors and financiers.

10. Such meetings enable foreign participants to study the industrial projects on the spot and become acquainted with the over-all economic situation of the country and its investment climate; and to meet at the same time, within a relatively short period and in the same place, not only the project promoter, but also representatives of the government and of financial institutions and other industrial enterprises of the country which may at some stage be involved in the implementation of specific projects.

11. These meetings also provide an opportunity for the national project sponsor and government officials to explain to foreign participants the economic and social context of a particular industrial project and for the government to define its policy line towards foreign private and public contributions to industrial development.

The Tunisian meeting and its objectives

12. Within this framework, and with the actual conditions in Tunisia in mind, it was suggested that UNIDO's assistance to promote co-operation between Tunisian industry and foreign industry could take the form of a meeting. This meeting was conceived as a kind of market-place of exchange at which Tunisian sponsors of specific industrial projects would meet with interested investors, financiers and other prospective partners to initiate contacts and discussions on their co-operation in implementing these projects.

13. This approach is generally implemented by the promotion of identified and elaborated projects during such a meeting. In the case of Tunisia, however, it was decided that the promotion of specific industrial projects should be supplemented by the initiation of contacts between Tunisian and foreign industrialists to enable them to discuss their possible co-operation in integrating certain branches of Tunisian industry, either by expanding existing industrial enterprises or by setting up new ones. It was also decided to discuss, during this meeting, specific proposals made by either side on subcontracting with Tunisian industry to utilize excess capacities in existing industries and on the establishment of new export-oriented industries.

14. With all of this in mind, the main objectives of the investment promotion meeting in Tunis were set as follows:

- (a) To initiate direct contacts between foreign sources of financing and investment and Tunisian industry to discuss their possible co-operation in the implementation of specific identified projects;
- (b) To identify and examine concrete industrial investment opportunities in certain industrial branches in co-operation with foreign industrialists;
- (c) To discuss the possibilities of subcontracting operations being concluded between foreign enterprises and Tunisian industries in various sectors, such as the garment and mechanical industries;
- (d) More generally, to give foreign industrialists and financiers an opportunity to become acquainted with the economic situation of Tunisia, its Government's economic policies, the general investment climate and the investment possibilities provided by the 1969-1972 Economic Development Plan.

15. Particular attention was given to the timing of the meeting. It coincided with the publication of the Tunisian 1969-1972 Economic Development Plan and the Tunis Industrial Fair, it followed the signing of the Tunisian Association Agreement with the European Economic Community (EEC).

Submission of specific industrial projects

16. Specific industrial projects to be promoted in the course of the meeting were submitted by the following agencies and institutions:

- (a) State Secretariat for Planning and the National Economy (Sécretariat d'Etat au Plan et à l'Economie Nationale) - projects contained in the 1969-1972 Economic Development Plan and related to the chemical industry, the food industry, the building materials industry, the mechanical industries and other industries;
- (b) Société Tunisienne de Banque - projects concerning various branches of industry;
- (c) Société Nationale d'Investissement - projects concerning various branches of industry.

The Société Tunisienne de Banque and Société Nationale d'Investissement acted as promoters of their own projects as well as of projects entrusted to them by various Tunisian private industrialists.

Preparation of documents

17. Three different types of documents were prepared and submitted to participants prior to the meeting:<sup>1/</sup>

- (a) Background papers dealing with the general economic situation in Tunisia, investment conditions, incentive laws and policies;
- (b) Brief descriptive notes on the sectors of industry concerned by the meeting, namely: the chemical industry, the building materials industry, the food industry and the textile industry and a paper on subcontracting;
- (c) Descriptions of the specific projects to be promoted.

18. The information necessary for the drafting of these documents was provided by the State Secretariat for Planning (especially the reports of the "Sectoral Committees" responsible for preparation of the Plan) by the Société Nationale d'Investissement, by the Société Tunisienne de Banque and by the various project promoters.

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<sup>1/</sup> See annex 2.

CHAPTER 1 PREPARATION OF THE MEETING

Identification of potential foreign partners

19. The identification of potential foreign partners was carried out on the basis of the foreign contributions requested and stated in each project description. The foreign contributions requested included financing (either in the form of supply of equipment with financial facilities or loans), equity participation, the supply of know-how and requests to share markets.

20. The main projects submitted for promotion and the forms of foreign assistance sought for them are listed below:<sup>2/</sup>

<u>Project</u>	<u>Contribution requested</u>
Cheese factory	Equipment and financing
Manufacture of plastic household goods and containers	Equity participation (joint venture), equipment and know-how
Milk-collection operation and yogurt plant	Equipment and financing
Manufacture of plastic tubing	Joint venture, equipment and know-how
Manufacture of dry batteries	Know-how (licensing) and financing
Factory for leather shoes	Joint venture (equipment)
Production of sulphuric acid	Know-how, equipment and financing
Earthenware pipe factory	Equipment and financing
Ceramic tile factory	Equipment and financing
Expanded clay tile factory	Equipment and financing
Production of refractories	Equipment and financing
Expansion of a brick-works	Equipment and financing
Yard for ship repair and the construction of trawlers	Joint venture, financing, offer of subcontracting for foreign enterprise
Manufacture of fluorescent and incandescent light bulbs	Joint venture (know-how)

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<sup>2/</sup> Descriptions of these projects will be given in the Proceedings of this meeting, which are in preparation for publication.

<u>Project</u>	<u>Contribution requested</u>
Manufacture of synthetic cordage	Joint venture (equipment and know-how)
Manufacture of decorative laminated panels	Joint venture (equipment and know-how)
Expansion of a steel wire-drawing plant	Equipment and financing
Aluminium wire-drawing plant	Joint venture (know-how and equipment)
Plate glass factory	Form of foreign contribution open to suggestions from potential partners
Establishment of a brewery	Licensing
Establishment of a soft-drink plant	Form of foreign contribution open to suggestions from potential partners
Wooden chair factory	Financing and supply of equipment
Cellular concrete factory	Form of foreign contribution open to suggestions from potential partners
Factory for processing the solid refuse of the city of Tunis	Form of foreign contribution open to suggestions from potential partners
Production of tripolyphosphate	Form of foreign contribution open to suggestions from potential partners
Assembly of refrigerators	Form of foreign contribution open to suggestions from potential partners
Production of fluorine derivatives	Form of foreign contribution open to suggestions from potential partners
Production of glucose and starch	Form of foreign contribution open to suggestions from potential partners
Production of sodium carbonate by the ammonia soda process	Supply of know-how and equipment, loan financing
Assembly of telephone receivers	Supply of know-how and financing
Production of cotton wool and gauze	Supply of know-how and financing
Development of the pharmaceutical industry	Supply of know-how and financing

21. In accordance with these requests for foreign contributions, a number of industries were contacted to sound out their possible interest in specific projects. Contacts were made through official channels, general federations of industries, specialized federations, and investment and financing institutions in various industrialized countries. This was done not only by correspondence, but also, as time went on, more directly by staff members visiting industrialized countries.

22. Since the Tunisian Government was seeking to diversify its economic co-operation with other countries, it invited participation from all

industrialized countries, regardless of the nature of their economies. The potential partners for the projects listed above included organizations from about twenty countries, some of whose economies were centrally directed and some with free market economies.

#### Foreign participation

23. In conformity with the concept and the objectives of the meeting, three groups of potential participants were selected:

(a) Industrial enterprises:

- Interested in one or more specific projects listed above;
- Interested in subcontracting with Tunisian industries;
- Interested in one or more branches of Tunisian industry;

(b) Financial and investment institutions;

(c) General and specialized federations of industries.

Invitations to participate in the meeting were extended only upon advance interest being expressed in one of the specific objectives of the meeting, bearing in mind the over-all objective of stimulating the transfer of capital and know-how.

24. Industrial enterprises formed the major group of participants. According to the importance of the branch of industry, as indicated by the Tunisian Government, priority was given to the building materials industry, to the chemical industry and to the mechanical industries (including the ship repair and shipbuilding industry) as major sectors and, further, to food processing, plastics and textiles (including synthetic fibres) and miscellaneous industries.

25. A breakdown of the participating industrial enterprises showed that:

- (a) Most of them are large-scale industries that have already made investments in developing countries; for only a few of them would participation in one of these Tunisian projects be their first foreign venture.
- (b) Both private and public enterprises were represented and expressed interest in co-operating with the public and private sectors of Tunisian industry.
- (c) All of these enterprises were European; most of them (in about equal numbers) were from countries of the European Economic Community (EEC) or of the European Free Trade Association (EFTA), and a few were from countries with centrally directed economies.
- (d) Most of these enterprises were represented by one of their managing directors, managers or deputy managers.<sup>3/</sup>

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<sup>3/</sup> See annex 1 (A).

26. Financial institutions included commercial banks, investment funds or companies, public financial institutions in charge of bilateral loans and, in one case (Yugoslavia), an export credit institution. In most cases each country represented by industrial enterprises was also represented by a commercial bank and/or an investment institution. Financial institutions were represented by their managing directors, managers or deputy managers.

#### Tunisian participation<sup>4/</sup>

27. Tunisian participants were selected by the Tunisian authorities according to criteria agreed upon with UNIDO.

#### Promoters of specific industrial projects

28. The criterion for their inclusion was whether they were directly concerned with one or more of the specific projects that were to be promoted during the meeting and had submitted the project to UNIDO either before or during the meeting. This group included Tunisian industrialists, representatives of financial institutions and government officials.

29. Tunisian industrialists formed the major part of this group and represented both public and private enterprises. The level of representation was in all cases the general manager of the firm.

30. Tunisian financial institutions,<sup>5/</sup> represented by their presidents, also participated as promoters and negotiators for specific projects. Government officials, more specifically officials of the Secretariat of State for Planning and the National Economy, participated as negotiators for the industrial projects submitted by the Government.<sup>6/</sup>

#### Financial institutions

31. In addition to institutions that participated as negotiators for specific projects, a number of Tunisian banks closely related to the industrial development of the country were invited to participate. The main purpose of their participation was to inform foreign and Tunisian participants about existing

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<sup>4/</sup> See annex 1.

<sup>5/</sup> Société Tunisienne de Banque, Société Nationale d'Investissement.

<sup>6/</sup> Projects included the Tunisian Economic Development Plan for 1969-1972.

local sources of financing for industrial projects and to discuss with foreign financial institutions the possibilities of jointly financed specific projects.

Representatives of the Tunisian Government and public institutions

32. The Tunisian Government was represented at the meeting by officials from the secretariat of State for Planning and the National Economy and the Secretariat of State for Public Works and Housing (Secrétariat d'Etat aux Travaux Publics et à l'Habitat). Public institutions included the Chamber of Commerce and professional organizations.

Programme and organization of the meeting

33. In accordance with the objectives of the meeting, the programme was drawn up to cover the following items:

Organization of individual contacts leading eventually to negotiations on specific projects

34. Before the meeting, each foreign participant was requested to specify which Tunisian firm or institution (in addition to the project sponsor, who was considered the main contact) he wished to contact for the purpose of discussing as a particular project. These requests were transmitted to the Tunisian authorities, thus enabling them to establish a list of Tunisian negotiators for the specific projects.<sup>1/</sup> These negotiators formed the core of the Tunisian participation.

35. It was agreed that two parties interested in a particular project would meet and that their discussions would be treated confidentially. Both parties received in advance the brief project report as a basic document for their contact and discussion.

Organization of briefing sessions

36. Since for most participants the meeting was their first contact with Tunisian industry, it was considered necessary to provide group information sessions in order to provide a background for the individual contacts.

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<sup>1/</sup> See annex 1.

37. These briefing sessions were of two kinds:

- (a) General information sessions, designed for all foreign participants, regardless of their specific field of activity. One session was held on the present situation and the prospects for development of Tunisian industry as a whole. A second session dealt with the possibilities for subcontracting with Tunisian industry, as it was assumed that this subject concerned all or at least most of the industries represented.
- (b) Briefing sessions on branches of Tunisian industry, organized to enable the participants to inform themselves about the over-all set-up of the particular branches of industry to which individual projects belonged.

## CHAPTER 2 THE MEETING

38. The major part of the meeting was devoted to individual contacts as described above and held at the initiative of the participants. Group sessions were held on the mechanical industries, the chemical industry, the food industry, the building materials industry and the textile industry.

### Proceedings of the meeting

#### Individual contacts on specific projects

39. Most of the foreign participants attended the meeting on the basis of their advance interest in one or more of the specific projects. They had expressed the wish to UNIDO to meet the Tunisian project sponsors and, in most cases a representative of the Secretariat of State for Planning and the National Economy, as well as one or more representatives of the Tunisian banks.

40. In accordance with the interest expressed, individual programmes were arranged for each foreign participant, and personal appointments were indicated. Reference was made to the group information sessions concerning the sectors of industry to which the various projects belonged.

41. In addition to these programmes prepared in advance, Tunisian participants were invited to request personal contacts with foreign participants. Such requests were then also indicated on the individual programmes of the foreign participants. Similarly, individual programmes were drawn up for the Tunisian participants, indicating the foreign participants who had requested private contacts.

42. Individual contacts on specific projects took place, as scheduled, on the second and third days of the meeting. To facilitate the practical organization of these individual contacts, a number of offices were put at the disposal of the Tunisian participants. They were grouped as follows:

- Société Tunisienne de Banque (and project sponsors)
- Société Nationale d'Investissement (and project sponsors)
- Direction de l'Industrie (representing all sectors involved)
- Centre National d'Etudes Industrielles.

### General briefing sessions

43. Two general briefing sessions were held:

- Industry in the 1969-1972 Economic Development Plan of Tunisia: This session was organized in the form of a panel discussion. The panel was composed of Mr. S. Bahroun, Director General of the Plan, and the officials of the Secretariat of State for Planning and the National Economy who were responsible for the various branches of industry. A brief introductory description of the new Development Plan provided the basis for discussion. The main objective of this briefing session was to allow all foreign participants to discuss Tunisian industry in general and development perspectives of the 1969-1972 Plan with government representatives. More particularly, since most of the specific projects to be promoted during the meeting were included in the Plan, this session provided an opportunity for obtaining useful background information.
- Possibilities of subcontracting operations with Tunisian industry: This session was also organized as a panel discussion. The panel was composed of representatives of Tunisian enterprises of various sectors interested in subcontracting for foreign enterprises. A short introduction on the incentives and possibilities of subcontracting with Tunisian industry given by the President and Director General of the Société Tunisienne de Banque, Mr. A. Mathari, provided a general framework for the discussion. The main purpose of the discussion was to identify specific opportunities for subcontracting, either through offers made by Tunisian enterprises or through proposals emanating from foreign participants, and to initiate direct contacts on specific projects.

### Group briefing sessions

44. Briefing sessions were organized for the major sectors in which specific projects had been identified. Such sessions were organized for the following sectors:

- Food industry
- Chemical industry
- Mechanical industries
- Building materials industry

45. The group sessions were also organized in the form of panel discussions. On the Tunisian side, each session was attended by a competent representative of the Secretariat of State for Planning and the National Economy (the Chief of Division of the particular sector), members of professional groupings, representatives of Tunisian financial institutions and the directors or managers of Public and private enterprises concerned.

46. The main objective of these sessions was to give interested foreign participants an opportunity to inform themselves of the over-all situation of

the particular sectors in order to supplement information on specific projects. They also provided a useful means of arranging additional individual contacts with respect to specific projects.

#### Results of the meeting

47. The meeting was intended to initiate and organize contacts between Tunisian promoters and foreign industrialists and financiers, based on specific projects or specific proposals for co-operation emanating from both sides. In this respect, and on the basis of individual requests for contacts made by both foreign and Tunisian participants, it was planned that, on average, each participant would have an opportunity of making five individual contacts during the three conference days. Thus, well over 300 personal contacts were arranged during the meeting.

48. At the end of the meeting an attempt was made to obtain an initial evaluation on results achieved in terms of contacts made as well as the participants' opinions of the organization of the meeting. The replies received from both foreign and Tunisian participants indicated general agreement that every participant was, in fact, able to meet with his counterpart either through the contract organized by UNIDO or upon his own initiative during the panel information sessions. Also, many of the foreign participants have since expressed their appreciation for having been provided the opportunity to make valuable governmental, industrial, financial and personal contacts and have indicated many of these contacts are proving to be fruitful.

49. The panel briefing sessions were particularly appreciated by foreign participants, as they provided them with the additional information on the sector necessary for discussing the merits of any specific project.

50. In addition to the specific projects on which brief reports had been circulated to interested participants in advance of the meeting, a number of further projects and ideas for projects were submitted to interested participants. However, as the information available on such projects was very limited, it was decided not to include it in the official documentation. Nevertheless, some of them were the subject of initial contacts, and enough interest was stimulated to permit follow-up action.

### CHAPTER 3 CONCLUSIONS AND FOLLOW-UP ACTION

51. The results of the meeting cannot be expressed in terms of actual investments. The purpose was to establish initial direct contacts that could lead eventually to negotiations on specific investments. Because of the confidentiality of such contacts, no clear estimate can be given of the actual investments that will result from them.

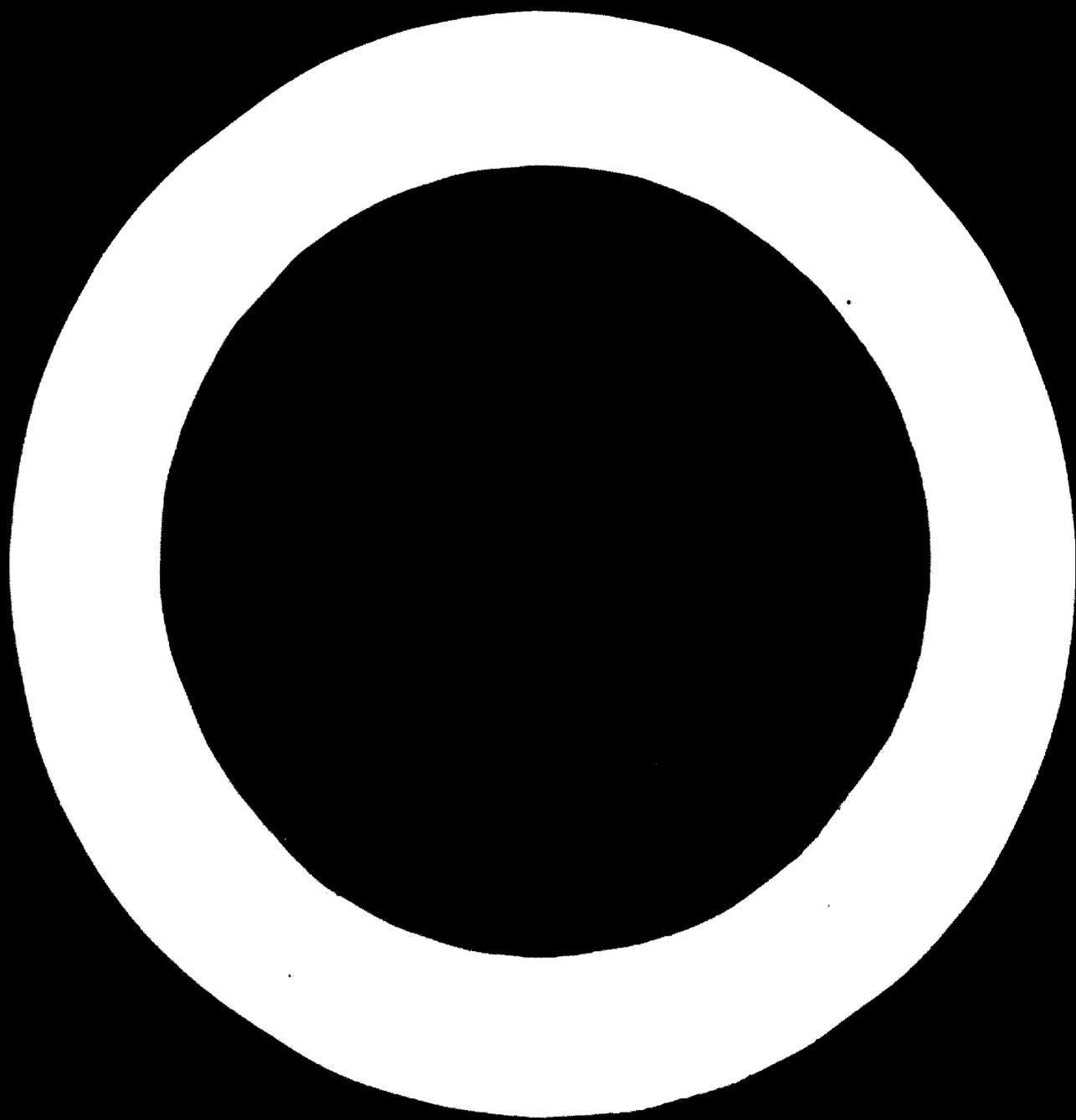
52. However, in terms of contacts initiated for the purpose of discussing the external financing or investment in specific projects, the meeting largely achieved its goals. The aim of these contacts was to help both sides to reach agreement on the terms of their co-operation.

53. Nevertheless, on the basis of statements made by both Tunisian and foreign participants, there are several instances in which an investment could be considered the direct result of the meeting.

54. A follow-up programme for the meeting is being considered. It would consist of the following:

- (a) Arranging a meeting between the Tunisian Government and UNIDO, with the purpose of reviewing this conference and evaluating its results in terms of actual financing or investments.
- (b) Assisting Tunisia to strengthen its national machinery for investment promotion so that it would be adequately equipped to carry out efficiently the follow-up of the meeting. It is suggested that this assistance be carried out in two phases:
  - (i) Under the UNIDO Special Industrial Services (SIS) programme, to supply the Tunisian Centre for Investment Promotion with two experts on investment promotion and information, and
  - (ii) At a later stage, within the framework of a United Nations Special Fund project, to provide the Centre for Investment Promotion with four experts: an investment promoter, an investment financing expert, a financial analyst and an expert in industrial information.
- (c) Following up and developing, by the concerted efforts of UNIDO and the Tunisian authorities, the contacts between Tunisian and foreign industry that were made during the meeting, so as to:
  - (i) Identify additional foreign partners for industrial projects where the contacts established were insufficient and need to be broadened;

- (ii) Identify potentially interested foreign enterprises for projects for which no contact was established during the meeting;
- (iii) Promote individually, or on an ad hoc basis, any new projects that may be submitted by the Tunisian authorities.



Annex 1

LIST OF PARTICIPANTS

A. Foreign participants

Austria

M. FAERBER  
Oesterreichische-Alpine Montangesellschaft  
Friedrichstrasse 4,  
1010 Vienna

G. KREPS  
Project Manager  
Schiffswerft Korneuberg AG  
P.O. Box 52,  
2100 Korneuberg

G. BONAPARTE  
AUSTROPLAN  
Triesterstrasse 33,  
Vienna

P. TOCCAFONDI  
AUSTROPLAN  
Triesterstrasse 33,  
Vienna

F. FRANK  
Chief, Export Office  
Vereinigte Oesterreichische  
Eisen and Stahlwerke AG  
4010 Linz

Belgium

M. HENNETON  
Deputy Director  
Banque de Bruxelles  
2, rue de la Régence  
Brussels

Czechoslovakia

N. KOPRIVA  
Deputy Director  
Ministry of Planning  
Nabrezi Kpt. Jarose Cp. 1000  
Prague 7

Z. MACURA  
Director  
Ministry of Trade  
Planning Department  
Prague 1

Denmark

B. V. HENRIKSEN  
Burmeister & Wain  
Copenhagen

K. S. HANSEN  
President  
Messrs. J. Hansen  
Pouls Plads 12  
Aarhus

H. AABERG  
Director  
Industrialization Fund for Developing Countries  
Fredericiagade 25, 1310  
Copenhagen K

E. SCHOU  
Director  
Roblon A/S  
Frederikshavn

Federal Republic of  
Germany

H. SCHÜTT  
Chemiebau Dr. A. Zieren  
Aachener Strasse 958  
5 Cologne

H. G. LÜCK  
Chemiebau Dr. A. Zieren  
Aachener Strasse 958  
5 Cologne

H. H. FRIEDL  
Deputy Director, Foreign Department  
Deutsche Bank AG  
Junghofstrasse 5-11  
6 Frankfurt am Main

J. SARRAZIN  
Director  
Dresdner Bank AG  
Gallusanlage, 8  
6 Frankfurt am Main

U. ORTH  
Director  
Dresdner Bank AG  
Gallusanlage, 8  
6 Frankfurt am Main

W. ESSER  
Director  
Esser K.G.  
Postfach 12  
4811 Friedrichsdorf

L. ESSER  
Director  
Hafspinnerei Steen and Co.  
Stresemann-Alle 102-108  
Hamburg 19

M. BUSSE  
Robert Hildebrand Maschinenbau GmbH  
Nürtingerstrasse 68  
7446 Oberboihingen

J. VON LAUE  
Kreditanstalt für Wiederaufbau  
Lindenallee  
6 Frankfurt am Main

K. H. HOFFMAN  
Manager  
LURGI Chemie  
Gervinusstrasse 17-19  
6 Frankfurt am Main

Finland

A. W. HEINO  
Director  
Federation of Chemical Industries  
Rikkihappo O/Y  
Malminkatu 30  
Helsinki

K. LARNA  
Deputy Managing Director  
Federation of Finnish Industries  
Etelaeranta 10  
Helsinki 13

France

M. MAUCHANT  
Deputy Director  
Banque de Paris et des Pays-Bas  
3, rue d'Antin  
Paris 2e

J. P. GONON  
Chief of Department  
Caisse Centrale de Coopération Economique  
233, boulevard Saint Germain  
Paris 7e

B. DALMAS  
Export Director  
Compagnie Electro-Mécanique and  
Brown Boveri et Cie (Suisse)  
12, rue Portalis  
Paris 8e

M. LEPEU  
Conseil National du Patronat Français  
110, rue Réaumur  
Paris 2e

J. SERVOT  
Conseil National du Patronat Français  
110, rue Réaumur  
Paris 2e

J. C. PASSIER  
Engineering Hurtey  
30, rue Guersant  
Paris 17e

J. R. HOUDIN  
Director  
Société Anonyme Formica  
10, rue de Castiglione  
Paris 1er

G. FOREAU  
Director for Africa  
Société Les Piles Wonder  
77, rue des Rosiers  
93 St-Ouen

Italy

P. MONZINI  
Deputy Director  
Banca Commerciale Italiana  
Piazza Scala 6  
Milan

V. TIRELLI  
Fiat S.p.A. Turin  
Corso Marconi 10/20  
Turin

S. SALTERI  
Director  
Mediobanca, Milan, V. Filo  
Drammatici 10  
Milan

G. BAILA  
Manager  
Soc. Montecatini-Edison DISI  
Largo Donegani 1-2  
Milan

Kuwait

A. Y. AL-HAMAD  
Director-General  
Kuwait Fund for Arab Economic Development  
P.O. Box 2921  
Kuwait

A. ALMAZAN ESTITISAR  
Director  
Kuwait Investment Co. (S.A.K.)  
P.O. Box 1005  
Kuwait

Netherlands

W. J. HOOBROECKX  
Council of Netherlands Industrial Federations  
Scheveningsweg 52  
The Hague

L. E. BOLLEN  
Cranendonk Consulting N.V.  
Landswerf 111-115  
Rotterdam

E. C. VAN DEN BOVENKAMP  
Director  
N.V. Gouda Vuurvast, N.V. Gibbons  
Gouwt

G. BORA LEVI  
Nelissen Building Company  
Jacob van Heemskerkstraat 3  
Sandvoort

D. COOLS  
Ministère des Affaires Economiques  
(Service d'Information Economique)  
Bezuidenhoutseweg 151  
The Hague

H. FOLMER  
Technical Director  
Polva-Nederland N.V. (Subsidiary  
of Nederlandse Kabelfabrieken)  
Enkhuizen

**Poland**

Z. CIESCA  
CEKOP  
12 Koscielna  
Warsaw

A. FOGG  
Engineer  
Metalexport  
49 Moko.owska  
Warsaw

A. WASILEWSKI  
Ministry of Foreign Trade  
Warsaw

W. JUREWICZ  
Polimex  
7/9 Czackiego Str.  
Warsaw

B. MENEL  
Polimex  
7/9 Czackiego Str.  
Warsaw

**Sweden**

I. JAIN  
Director  
Alfa-Laval A.B.  
Tumba

B. FRIBERG  
Marketing Manager  
Building Material Division of Swedish Match Co.  
P.O. Box 3  
26501 Aastorp

J. EKMAN  
Director  
Stockholms Enskilda Bank  
Stockholm 16

N. CAVALLI-BJOERKMAN  
Regional Manager  
Svenska Handelsbanken  
Arsenalsgatan 11  
Stockholm 16

A. JACOBSON  
Director  
Ytong International A.B.  
Haellabrottet

Switzerland

A. HATCHUEL  
Director  
Globe Control SA de Financement et de Commerce  
254 Saint Albanring  
Basel

B. SPIRO  
Electro-Watt et Serewatt SA  
Talstrasse 58  
8022 Zurich

United Kingdom

E. GREEN  
Marketing Executive  
Quest, Keen and Nettlefold Contractors Ltd.  
P.O. Box 48  
Wolverhampton

United States of  
America

T. BRENNER  
President  
Overseas Trade Development Corporation  
(Subsidiary of First National Bank of Boston)  
67 Milk Street  
Boston, Massachusetts

L. DE AUER  
Bank of America  
28 place Vendôme  
Paris 1er

W. W. HANFORD, Jr.  
President  
Hanford Development Corporation  
50 East 41 Street  
New York, N.Y.

Yugoslavia

M. I. BLAGOJEVIĆ  
Export Credit and Insurance Fund  
Rue Knez Mihailova 14  
Belgrade

B. Tunisian participants

Government representatives

Secrétariat d'Etat au Plan  
et à l'Economie Nationale

ABDERRAZAK RASSAA  
Sous-Secrétaire d'Etat aux Finances et  
au Développement à l'Industrie et au  
Commerce

S. BAHROUN  
Directeur Général du Plan

T. KAROUI  
Directeur du Crédit

K. CHAABOUNI  
Directeur de l'Industrie

TRIFI  
Chef de Division, Industries Diverses

M'SEDDI  
Chef de Division, Industrie  
Alimentaires

BELAID  
Chef de Division, Industrie Mécanique

GHOZZI  
Chef de Division, Industrie Chimique

GUETTARI  
Chef de Division, Industrie Matériaux  
de Construction

BEN CHERIF  
Chef de Division, Etudes Générales

A. BABAI  
Attaché de Cabinet, Président du Comité  
d'Organisation des Journées de Promotion  
des Investissements

Parti Socialiste Destourien

B. HAYDER  
Directeur Adjoint du Parti

U.T.I.C.A. (Union Tunisienne de  
l'Industrie, du Commerce et de  
l'Artisanat)  
32, rue Charles de Gaulle, Tunis

E. BEN ACHOUR  
Président

Centre National d'Etudes  
Industrielles  
Tunis

M. DAYA  
Directeur

Commissariat Général au Textile  
et à l'Habillement  
38, avenue Mohamed V, Tunis

H. MABROUK  
Commissaire  
M. BOUKHRIS  
Secrétaire Général

Secrétariat d'Etat aux Travaux  
Publics et à l'Habitat

A. ZENAIIDI

Chambre de Commerce de Tunis  
1, avenue H. Thameur, Tunis

M. ZERZRI  
Président

Commissariat Général au Tourisme  
et au Thermalisme  
avenue Mohamed V, Tunis

D. GUIGA  
Commissaire Général

M. BELHASSINE  
Président Directeur Général,  
S.O.S.T.E.M. (Société des Stations  
Thermales et des Eaux Minérales)

Centre de Promotion des  
Investissements  
24, Place de l'Afrique, Tunis

R. N'SADEK  
Secrétaire Général

### Institutions and enterprises

#### Financial institutions

Société Tunisienne de Banque  
1, avenue H. Thameur, Tunis

A. MATHARI  
Président Directeur Général

B. YOUSSEF  
Directeur Administratif

MEINON  
Directeur Financier

A. ESSASSI  
Sous-directeur

B. ANANE  
Directeur Régional

CHACHAL  
Chef de Service

BESNES  
Chef de Service

BOUABENE  
Sous-Chef de Service

EL GRATI  
Sous-Chef de Service

HANIDA  
Chef de Service

MAAOUI  
Sous-Directeur

Société Nationale d'Investissement  
68, avenue H. Bourguiba, Tunis

M. BELKHODJA  
Président Directeur Général

R. BEN YEDDER  
Administrateur Délégué

M. MAJOUL  
Chef de Division

Banque Centrale de Tunisie  
Place de la Monnaie, Tunis

H. NOUIRA  
Gouverneur

Banque Nationale Agricole  
19, avenue de Paris, Tunis

H. BELKODJA  
Président Directeur Général

M. GHENIMA  
Directeur Général

Union Internationale de Banques  
65, avenue H. Bourguiba

H. RIAHI  
Président Directeur Général

Banque de Tunisie  
3, avenue de France, Tunis

M. BOUBAKER  
Président Directeur Général

Banque du Sud  
Tunis

S. BEN JEMAA  
Président Directeur Général

Société Tunisienne d'Assurance et  
de Réassurances  
avenue de Paris, Tunis

A. ZANOUN  
Président Directeur Général

### Industries

Société Générale Industrielle  
(Mécanique) Djebel Djelloud

BERREBI  
Président Directeur Général

Société Sindhor  
Tunis

RAIS  
Président Directeur Général

Société C. Gozlan S.A.  
9, avenue Khéreddine Pacha, Tunis

C. GOZLAN  
Vice-Président Directeur Général

Société Skanes  
3, rue de Rome, Tunis

N. MAKHLOUF  
Président Directeur Général

Société Sotalco  
avenue du Port, Tunis

B. HADJ YAHIA  
Directeur

Société Fonderies Réunies  
Mégrine

A. ESSASSI  
Président Directeur Général

M. BICAIL  
Directeur

Société Générale des Industries  
Textiles  
avenue Mohamed I, Tunis

B. SAIDANE  
Président Directeur Général

Société Industrielle de Manufacture Tunis	H. BELKHODJA Président Directeur Général
Société Tunisienne de l'Industrie Laitière 19, rue du Port, Tunis	H. BELKHODJA Président Directeur Général
Société Régionale d'Investissement Sfax Sfax	MENIF Directeur  ABDELMOULA Directeur
Industries Chimiques Maghrébines 25, avenue Berthelot, Tunis	T. CHELLY Président Directeur Général
Société Tunisienne des Engrais Chimiques 92, avenue Mohamed V, Tunis	FRAD Directeur Général Adjoint
Société Tunisienne de l'Industrie de Matériaux de Construction 2, rue Joseph Giroud, Tunis	T. ABDELWAHED Directeur Général Adjoint
Société de Construction et Réparations Mécaniques et Navales Menzel Bourguiba	M. DELLAJI Président Directeur Général
Société de Fonderie d'Acier et de Fonte G.S., route de Sousse, Mégrine-Riadle	M. DELLAJI Directeur Général
Société Tunisienne de Filature et de Tissage avenue Barthou, Tunis	M. CHENIK Président Directeur Général
Ateliers Mécaniques du Sahel Route de Monestir, Sousse	M. BOUHANEK Président Directeur Général
Société le Moteur 54, avenue de Carthage, Tunis	H. AKROUT Directeur
Société Tunisienne d'Industrie Automobile 26, Place de l'Afrique, Tunis	M. TOUZANI Président Directeur Général
L'Union Générale, S.A. (Matériaux de Construction) 5, rue de Hollande, Tunis	K. BOURGUIBA Président Directeur Général
Société Agricultor (Engrais) 54, rue de Turquie, Tunis	K. BOURGUIBA Directeur
Société ELISKAN (Bâtiment) 126, rue de Yougoslavie, Tunis	T. ZEKRI Directeur

S.O.C.O.M.E.T. (Société de  
Construction Metalliques)  
9 bis, rue Saint-Louis, Tunis

R. BISMUTH  
Gérant

Etablissement Rectif (Réparations  
et Construction Mécaniques)  
10, rue Arago, Tunis

TLILI  
Directeur Général

Ateliers Métallurgiques M'Heni  
route de Sousse, Mégrine

DRISS  
Directeur

Industries Maghrébines de  
l'Aluminium  
12, rue de Quebec, Tunis

B. SAMANDI  
Directeur Général

Société La Glace  
route de Zaghouan, Tunis

M. EL GOUL  
Président Directeur Général

Pharmacie Centrale  
51, avenue Charles Nicolle, Tunis

M. FEKIH  
Président Directeur Général

Société Tunisienne d'Expansion  
Minière  
19, rue Al Djazira, Tunis

A. ABESSI  
Président Directeur Général

Société Tunisienne de Verreries  
Mégrine El-Riadh

H. LASRAM  
Président Directeur Général

Comptoir National du Plastique -  
Coplacel  
Sousse

BEL HADJ SALAH ALI  
Président Directeur Général

Plastic-Tunisie  
rue Laroussi, Haddad-Mégrine

F. ZENDAH  
Attaché de Direction

L. BONAN

Société Sidérurgique "El Fouladh"  
122, rue de Yougoslavie, Tunis

M. ZIDI  
Président Directeur Général

Société Tunisienne de Cellulose  
6, avenue H. Bourguiba, Tunis

M. KHIARI  
Président Directeur Général

Société Tunisienne de Papier Alfa  
64, avenue H. Bourguiba, Tunis

M. KHIARI  
Président Directeur Général

F. GHARBI  
Secrétaire Général

GUIGA  
Directeur Financier

Société Marbres de Tunisie  
route de Sousse, Mégrine

H. GUEDRI  
Directeur Général Adjoint

Ciment Portland de Bizerte  
61, avenue Farhar Hached, Tunis

A. MOKNI  
Directeur

Ciments Artificiels Tunisiens 47, avenue Farhat Hached, Tunis	M. BEN NASR Directeur Général Adjoint
Société Lafarge (Tunisie) 58, avenue F. Hachard, Tunis	GEARFANION
Société Bâtiment 13, avenue de Carthage, Tunis	O. BAHRI Président Directeur Général
Société NPK Engrais route de la Plage, Sfax	M. WENTZEL Directeur Général
Comptoir National Tunisien et Société Tunisienne de l'Industrie du Bois 15-17, rue de Metz, Tunis	M. SELLAMI Président Directeur Général
Manufacture Tunisienne de Céramique 9, rue Amilcar, Tunis	M. MAKHLOUP Président Directeur Général
Société Tunisienne de l'Electricité et du Gaz 38, rue Kemal Ataturk, Tunis	B. TOUZANI Président Directeur Général
Société Nationale des Industries Alimentaires 10, rue Amilcar, Tunis	M. DRISS Président Directeur Général F. MOKHTAR Directeur Général Adjoint
Office National des Pêches 26, avenue de Paris, Tunis	M. EL GHOUL Président Directeur Général
Société Chakira, Cablerie 40, rue du 18 Janvier 1952, Tunis	M. T. ELLOUMI Président Directeur Général
Société Nationale Immobilière de Tunisie 7, rue de Bône, Tunis	R. CHATTI Directeur GHORBAL Ingénieur
Société le Confort 19, rue de Turquie, Tunis	A. CHAABOUNI Directeur Général Adjoint
Société Kahia (Unité graphique) 2, rue de Marseille, Tunis	A. KAHIA

C. Foreign institutions and firms participating  
through their local representatives

Denmark

S. MANNER-OLSEN  
Atlas Ltd  
6, rue Diodore  
Carthage

France

J. GELLERAT  
Director  
Aluminium Français  
(Ets. Brossette)  
18, avenue de Madrid  
Tunis

J. HUBAC  
Director  
Banque Wormes & Cie, B.E.I.T.  
74, avenue H. Bourguiba  
Tunis

Netherlands

M. KHECHINE  
Director  
M. BASROUR  
Philips Tunisie  
32 bis rue B. Ghedhahem  
Tunis

Switzerland

M. MALY  
Groupe Globe Control  
Groupe Banque Populaire  
Suisse  
4, avenue Jugurtha  
Salambo, B.P. 467  
Tunis

United States of  
America

W. RISK  
Industrial Officer  
Mission Spéciale pour la  
Coopération Economique et  
Technique  
19 avenue de la Liberté  
Tunis

D. Representatives of international organisations

United Nations Development  
Programme

S. LINNER  
Resident Representative

UNIDO

I. H. ABDEL-RAHMAN  
Executive Director

C. AKHRAS  
Chief  
Policies and Financing Section

J. NICHOLSON  
Senior Industrial Development Officer

O. JANKOWITSCH  
Associate Industrial Development Officer

E. Tunisian negotiators for specific projects

Cheese factory

H. BELKHODJA  
Président Directeur Général  
Société Tunisienne de l'Industrie Laitière

A. NOUIRA  
Centre National d'Etudes Industrielles

BOUDANE  
Centre National d'Etudes Industrielles

Manufacture of plastic  
household goods and  
containers

H. BELKHODJA  
Président Directeur Général  
Société Industrie de Manutention

A. CHAGAL  
Chef du Service Etudes  
Société Tunisienne de Banque

LOUDHAIF  
Rédacteur  
Société Tunisienne de Banque

FERHAT  
Marketing  
Centre National d'Etudes Industrielles

Milk-collection operation  
and yogurt plant

H. BELKHODJA  
Président Directeur Général  
Société Tunisienne de l'Industrie Laitière

A. NOUIRA  
Centre National d'Etudes Industrielles

BOUDANE  
Centre National d'Etudes Industrielles

Manufacture of plastic  
tubing

M. MAJOU  
Chef de la Division Etudes  
Société Nationale d'Investissement

FERHAT  
Marketing  
Centre National d'Etudes Industrielles

Manufacture of flat and  
round dry batteries

R. B. YEDDER  
Administrateur Délégué  
Société Nationale d'Investissement

M. MAJOU  
Chef de la Division Etudes  
Société Nationale d'Investissement

DJAÏT  
Société Nationale d'Investissement

Factory to produce leather shoes

TRIFI  
Chef Division Industries Diverses  
Secrétariat d'Etat au Plan et à l'Economie Nationale

MENIF  
Directeur  
Société Régionale d'Investissement, Sfax

Production of sulphuric acid

T. CHELLY  
Président Directeur Général  
Industries Chimiques Maghébines

GHOZZI  
Chef Division Industrie Chimique  
Secrétariat d'Etat au Plan et à l'Economie Nationale

DEBBABI  
Centre National d'Etudes Industrielles

SADDAM  
Centre National d'Etudes Industrielles

Earthenware pipe factory

T. ABDELWAHAB  
Directeur Général Adjoint  
Société Tunisienne Industrielle de Matériaux de Construction

Ceramic tile factory

T. ABDELWAHAB  
Directeur Général Adjoint  
Société Tunisienne Industrielle de Matériaux de Construction

Expanded clay tile factory

T. ABDELWAHAB  
Directeur Général Adjoint  
Société Tunisienne Industrielle de Matériaux de Construction

Production of refractories

T. ABDELWAHAB  
Directeur Général Adjoint  
Société Tunisienne Industrielle de Matériaux de Construction

Expansion of brickworks

T. ABDELWAHAB  
Directeur Général Adjoint  
Société Tunisienne Industrielle de Matériaux de Construction

Manufacture of wooden chairs

MEINOUN  
Directeur Financier  
Société Tunisienne de Banque

MEHIRI  
Chef de Service  
Société Tunisienne de Banque

Manufacture of wooden chairs

BESBES  
Chef de Service  
Société Tunisienne de Banque

BOUABENE  
Chef de Service  
Société Tunisienne de Banque

TRIFI  
Chef de Division des Industries Diverses  
Secrétariat d'Etat au Plan et à l'Economie  
Nationale

Yard for ship repair and  
construction of trawlers

M. DELLAJI  
Président Directeur Général  
Société de Construction et Réparations  
Mécaniques et Navales

FELAID  
Chef Division Industries Mécaniques  
Secrétariat d'Etat au Plan et à l'Economie  
Nationale

M. DAYA  
Directeur  
Centre National d'Etudes Industrielles

QUATRAVAUX  
Centre National d'Etudes Industrielles

PARHAT  
Centre National d'Etudes Industrielles

Aluminium wire-drawing  
plant

B. YOUSSEF  
Directeur Administratif  
Société Tunisienne de Banque

B. ANANE  
Chef de Service  
Société Tunisienne de Banque

A. CHAGAL  
Chef de Service  
Société Tunisienne de Banque

HANIDA  
Chef de Service  
Société Tunisienne de Banque

Manufacture of decorative  
laminated panels

B. YOUSSEF  
Directeur Administratif  
Société Tunisienne de Banque

LOUHAIF  
Redacteur  
Société Tunisienne de Banque

A. CHAGAL  
Chef de Service  
Société Tunisienne de Banque

A. AMMAR  
Promoteur privé

**Manufacture of synthetic  
cordage and braided bags**

**CHENIK**  
Président Directeur Général  
Société Tunisienne de Filature et de Tressage

**DAYA**  
Directeur  
Centre National d'Etudes Industrielles

**QUATRAVAUX**  
Centre National d'Etudes Industrielles

**FARHAT**  
Centre National d'Etudes Industrielles

**Production of hygienic goods  
(cotton wool and gauze)**

**B. YOUSSEF**  
Directeur Administratif  
Société Tunisienne de Banque

**BOUABENE**  
Chef de Service  
Société Tunisienne de Banque

**CHAGAL**  
Chef de Service  
Société Tunisienne de Banque

**DAVID**  
Conseiller  
Société Tunisienne de Banque

**ZOUHIR**  
Promoteur privé

**Assembly of telephones**

**MEIMOUN**  
Directeur Financier  
Société Tunisienne de Banque

**HAMIDA**  
Société Tunisienne de Banque

**DAVID**  
Société Tunisienne de Banque

**BOUHANEK**  
Ingénieur Directeur  
Ateliers Mécaniques du Sahel

**Assembly of refrigerators**

**MAOUWI**  
Société Tunisienne de Banque

**EL GRATI**  
Société Tunisienne de Banque

**BOUHANEK**  
Ingénieur Directeur  
Ateliers Mécaniques du Sahel

**Incandescent and fluorescent  
light bulbs**

**A. SASSI**  
Président Directeur Général  
Société le Moteur

Incandescent and fluorescent  
light bulbs

EL GRATI  
Société Tunisienne de Banque  
DAVID  
Conseiller  
Société Tunisienne de Banque

Cellular concrete factory

MEIMOUN  
Directeur Financier  
Société Tunisienne de Banque

DURLET  
Société Tunisienne de Banque

CHAGAL  
Chef de Service  
Société Tunisienne de Banque

K. BOURGUIBA  
Président Directeur Général

ABDELMOULA  
Directeur  
Société Régionale d'Investissement, Sfax

New brewery

M. M'SEDDI  
Chef Division Industries Alimentaires  
Secrétariat d'Etat au Plan et à l'Economie  
Nationale

NOUIRA  
Centre National d'Etudes Industrielles

BOUDDEN  
Centre National d'Etudes Industrielles

Soft-drinks plant

EL GHOU  
Président Directeur Général  
Société La Glace

M. M'SEDDI  
Chef Division Industries Alimentaires  
Secrétariat d'Etat au Plan et à l'Economie  
Nationale

NOUIRA  
Centre National d'Etudes Industrielles

BOUDDEN  
Centre National d'Etudes Industrielles

Manufacture of glucose

M. M'SEDDI  
Chef Division Industries Alimentaires  
Secrétariat d'Etat au Plan et à l'Economie  
Nationale

M. MAJOU  
Chef de Service  
Société Nationale d'Investissement

**Development of the  
pharmaceutical industry**

**GHOZZI**  
Chef Division Industrie Chimique  
Secrétariat d'Etat au Plan et à l'Economie  
Nationale

**FEKIH**  
Président Directeur Général  
Pharmacie Centrale

**Production of fluorine  
derivatives**

**A. ABESSI**  
Président Directeur Général  
Société Tunisienne d'Expansion Minière

**GHOZZI**  
Chef Division Industrie Chimique  
Secrétariat d'Etat au Plan et à l'Economie  
Nationale

**DEBBABI**  
Centre National d'Etudes Industrielles

**DURAMAIX**  
Centre National d'Etudes Industrielles

**SADDAM**  
Centre National d'Etudes Industrielles

**Plate glass factory**

**GHOZZI**  
Chef Division Industrie Chimique  
Secrétariat d'Etat au Plan et à l'Economie  
Nationale

**LASRAM**  
Président Directeur Général  
Société Tunisienne de Verrerie

**Production of sodium  
carbonate**

**ABDELMOULA**  
Directeur  
Société Régionale d'Investissement

**GHOZZI**  
Chef Division Industrie Chimique  
Secrétariat d'Etat au Plan et à l'Economie  
Nationale

**DEBBABI**  
Centre National d'Etudes Industrielles

**DURAMAIX**  
Centre National d'Etudes Industrielles

**SADDAM**  
Centre National d'Etudes Industrielles

Plant for processing the  
solid wastes of the City  
of Tunis

R. FRAD  
Directeur Général Adjoint  
Société Tunisienne d'Engrais Chimiques

DEBBABI  
Centre National d'Etudes Industrielles

DURAMAIX  
Centre National d'Etudes Industrielles

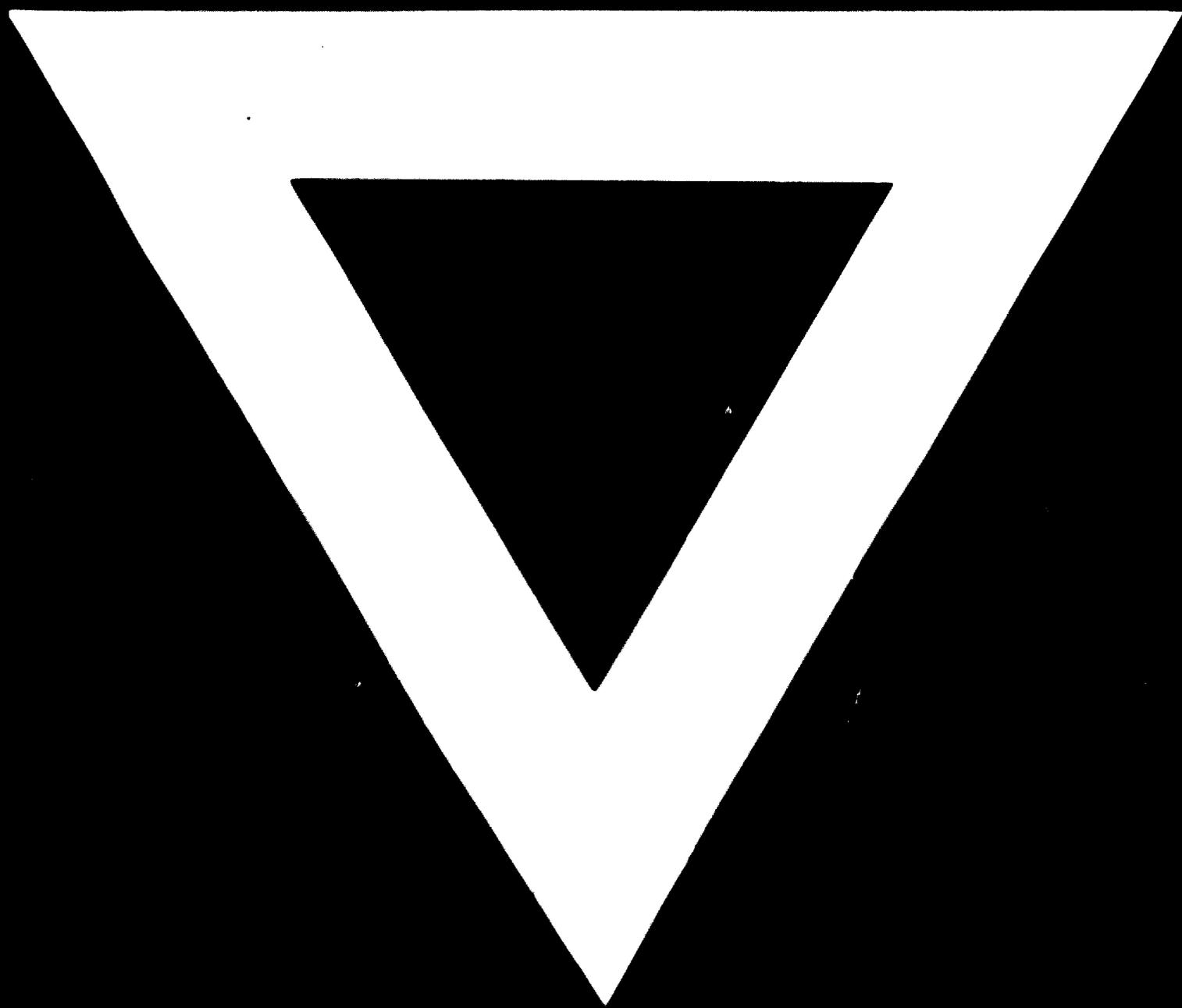
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Annex 2

LIST OF DOCUMENTS PREPARED FOR THE MEETING

ID/WG.35/3	The Tunisian industry and its prospects
ID/WG.35/4	Procedure for the establishment of undertakings in Tunisia
ID/WG.35/5	The establishment of a shipyard and the construction of fishing trawlers
ID/WG.35/6	Manufacture of flat and round dry batteries
ID/WG.35/7	Manufacture of incandescent and fluorescent light bulbs
ID/WG.35/8	Manufacture of synthetic ropes
ID/WG.35/9	Centre for the collection of milk at Gabes, transport thereof to existing dairy at Sfax and establishment of a yogurt plant at Sfax
ID/WG.35/10	Cheese factory
ID/WG.35/11	Factory for the manufacture of leather shoes
ID/WG.35/12	Plans for a steel wire-drawing plant
ID/WG.35/13	The yearly production of 300,000 tons of sulphuric acid
ID/WG.35/14	The production of 300,000 tons/year of sulphuric acid on the basis of imported pyrite
ID/WG.35/15	The manufacture of plastic household goods and containers
ID/WG.35/16	The manufacture of decorative laminated panels
ID/WG.35/17	The manufacture of plastic tubing
ID/WG.35/18	The textile industry in Tunisia
ID/WG.35/19	Investing in Tunisia
ID/WG.35/20	Possibilities for establishing subcontracting operations in Tunisia
ID/WG.35/21	A factory for the manufacture of expanded clay tiles
ID/WG.35/22	Factory for aluminium wire-drawing
ID/WG.35/23	Factory for the manufacture of ceramic tiles
ID/WG.35/24	The enlargement of a factory for earthenware tiles at Tabarka
ID/WG.35/25	Expansion of the brick works at Nabeul
ID/WG.35/26	Refractory production at Tabarka
ID/WG.35/27	Factory for the manufacture of earthenware pipes
ID/WG.35/28	The Tunisian chemical industry
ID/WG.35/29	The construction and building materials industry in Tunisia
ID/WG.35/30	The Tunisian agricultural and food processing industry





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