

# *the* Courier

Africa - Caribbean - Pacific - European Union



**Country report**  
Chad

**Dossier**  
The sustainable  
development of tourism





## COUNTRY REPORT

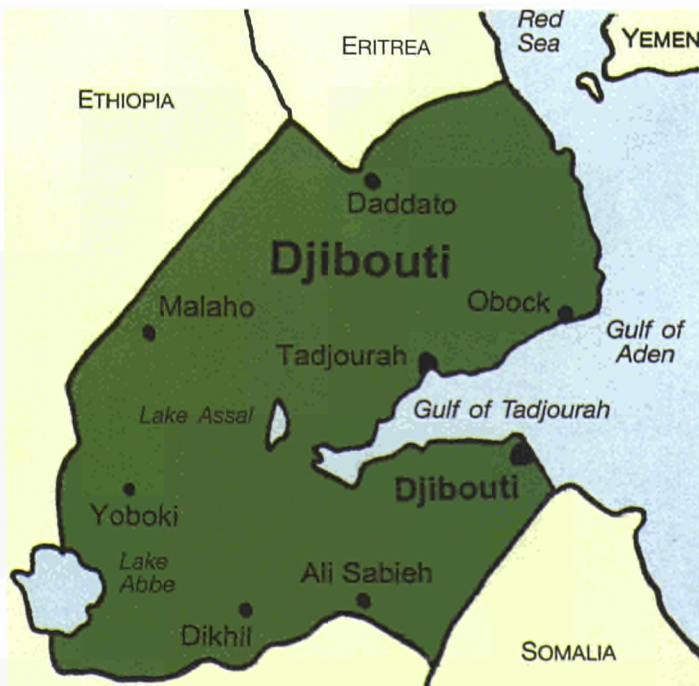
### Chad

The country in Africa that is most distant from the sea, Chad is going through a somewhat rocky democratisation process. For too many years, it was ravaged by civil war and today, new rebellions threaten. Then there is the North-South divide, whether real or imagined, which affects daily life. In this context, it is difficult to envisage a socio-economic renaissance, although there are those who are hoping that oil, which is expected to come on stream sooner or later, will be the launchpad for future prosperity.  
pages 17 to 36

## DOSSIER

### The sustainable development of tourism

Sustainable tourism development is about safeguarding and maintaining the resources that tourism is built on – economic, ecological, cultural and social. The aim is to ensure that these remain intact so as to benefit not just today's generation but also our children and their children, the stakeholders of tomorrow. In this issue, we examine the sector from a number of different angles, with a particular focus on bringing benefits to the people in the host countries, and on strategies to ensure that tourist infrastructures reflect modern environmental concerns.  
pages 41 to 71



### Corrigendum

On page 26 of the last issue of *The Courier*, we published a map of Djibouti inadvertently omitting Eritrea as one of the neighbouring countries, having made use of an old map. Our sincere apologies for this error.

### The Courier Africa - Caribbean - Pacific - European Union

Postal address  
'The ACP-EU Courier'  
European Commission  
200 rue de la Loi  
1049 Brussels  
Belgium

Address for visitors  
12, rue de Genève  
Evere – Brussels  
Belgium

Publisher  
Philip Lowe

Director of Publications  
Dominique David

Production Manager/  
Journalist  
Dorothy Morrissey

Journalists  
Kenneth Karl  
Thibault Gregoire  
Aya Kasasa  
Caroline Ofoegbu

Secretariat  
Carmela Peters  
Claude Morin  
Fax 299 30 02

Circulation  
Margriet Mahy-van  
der Werf  
Tel. 299 30 12  
Fax 299 25 25

Webpage  
[http://europa.eu.int/  
comm/dg08/publicat/  
courier/index\\_en.htm](http://europa.eu.int/comm/dg08/publicat/courier/index_en.htm)

Cover page  
Livestock raising in Chad

Inside front cover  
(Top) Fisherman on the  
Chari River, near  
N'Djamena

(Middle) Beach in the  
Bahamas  
*Tourism development  
must be undertaken with  
future generations in mind*

Back cover  
Coastal view in São Tomé  
*In the 21st century,  
tourism will need to be in  
tune with the  
environment*

## The ACP-EU Courier

No 175 - May-June 1999

### meeting point

- 2. Ambassador Michael King of Barbados

### acp

- 5. 'Towards a strengthened partnership'
- 7. Angola's troubles and Europe's responsibilities
- 9. Island uses insects to defeat invading pests

### europe

- 10. The Euro and its significance for the ACP countries

### close-up

- 14. STEBIP – a project implemented on time

### country report

- 17. **CHAD**
- 22. A glowing future for the economy?
- 25. Interview with Prime Minister Nassour Ouaido
- 27. Profile
- 28. Interview with opposition member, Jean-Bawoyeu Alingué
- 30. A glance at the North-South conflict
- 33. N'Djamena – who exactly are you?
- 34. Field doctors

### culture and society

- 37. Stolen heritage
- 40. Ousmane Sow on the bridge

### dossier

- 41. **THE SUSTAINABLE DEVELOPMENT OF TOURISM**
- 42. Crystal ball gazing
- 44. Leisure time squeeze will hit tourism
- 45. A new EC strategy
- 47. The human dimension of an expanding sector
- 49. Why NGOs have a stake in tourism
- 51. 'Made by Tourism'
- 52. 'Once in Africa, always in Africa'
- 53. Hunters – 'the ultimate ecotourists'?
- 55. Information technology as a sustainable tool for strategic tourism development
- 58. Partnerships for sustainable tourism

- 59. The General Agreement on Trade in Services
- 61. Combating child sex tourism
- 63. Promoting health and mobility
- 64. Human resource development vital for the Caribbean
- 66. The meaning of sustainable development
- 67. Sanddollars and white crystal
- 69. International mergers in the hotel industry

### cdi partnership

- 72. Ethnic products: a niche to develop
- 76. In the sectors
- 78. Austria, a CDI partner
- 78. In brief

### cta bulletin

- 80. Sector approach to agricultural development offers new opportunities for addressing poverty

THE COURIER'S MAILBAG  
NEWS ROUND-UP  
OPERATIONAL SUMMARY (BLUE PAGES)

Published in English and French. Authors of signed articles bear sole responsibility for their contents. Reproduction authorised subject to indication of origin

## 'The stakeholders are our children'

Ambassador Michael King of Barbados speaks to *The Courier* about sustainable tourism development



The Courier

*Michael King, who is Barbados' Ambassador to the EU, Belgium, Germany and Italy, is no newcomer to the concept of sustainable tourism development (featured in this issue's Dossier). Coming*

*from a country where tourism is the number one source of foreign exchange, this is perhaps no surprise. But Mr King is quite rare for a modern diplomat in that, during his career, he has worked on giving practical meaning to the concept in the context of the Caribbean islands. During the recent ITB Tourism Exchange in Berlin, he found time to share some of his views with The Courier. He began by explaining his background in tourism.*

– Throughout my career, I have been involved in issues relating to tourism, the sustainable development of the environment and the vulnerability of Small Island Developing States (SIDS). From 1986 to 1989, I was seconded to the Caribbean Conservation Association as Executive Director. This organisation is concerned with preserving and managing the natural, coastal and built-up environment, as well as the Caribbean's cultural heritage. At that time, 17 governments were members together with more than 70 other organisations – based both inside and outside the Caribbean – ranging from national trusts, environmental bodies and historical societies to certain regional and international partners. There were also a number of individual members. From 1990 to 1995, I was Resident Representative at the office of the General Secretariat

of the Organisation of American States (OAS). I was appointed Ambassador to the EU for Barbados in July 1995.

■ *The buzzwords 'sustainable development' are very much linked with 'tourism' this year in the international arena. Key stakeholders will be discussing the subject at the forthcoming 7th session of the UN Commission for Sustainable Development. Based on your experience, what do you think are the main issues in sustainable tourism development?*

– Sound environmental policies and sound planning policies. Whatever you do should be for the long-term benefit of the people rather than the short-term economic benefit of a few.

In the Caribbean, many islands are becoming increasingly dependent on tourism. Their most valuable asset is their environment: prime beach areas, and beautiful but extremely fragile eco-systems. The latter, if managed correctly, are a major potential source of economic benefit. But you need to have careful planning, with the right mechanisms and government policies. Otherwise, there is a very real danger that the islands' tourism potential will quickly be destroyed and the assets – environmental, economic, social and cultural – will be lost permanently.

Site selection is extremely important. A 500-room hotel right on the shoreline may pose a threat to coastal marine life. If you destroy a mangrove that provides a fertile area for several species of fish, these species will disappear,

thus killing off local fishing activity.

Assessment of whether the infrastructure and natural resource base in a particular place can sustain this kind of development also entails other considerations: potential coastal and soil erosion; measures related to water conservation; solid waste disposal; the type of sewage systems to be employed; disposal of chlorinated water and so on. Bleach alone can destroy the coral reefs and thus remove the protection that they provide against the forces of nature in the coastal zone.

The optimum size and type of property to be constructed in a given environment also matters. The creation of an urban sprawl is not ideal in an island environment. Often, the standard used is 'never construct a building that is taller than the coconut palm trees'.

■ *You were involved in developing policy guidelines for the sustainable development of tourism in the Out Islands of the Bahamas. Can you explain what these involved?*

– The overall objective was to come up with a set of guidelines that would lead to the development of an eco-sensitive tourism industry in the Bahamas. There are more than 700 islands and keys in the Out Islands. The guidelines were commissioned by the Ministry of Tourism with support from the OAS while I was Resident Representative. The first of their kind, they have gained international recognition and generated a lot of interest. In 1996, the

World Tourism Organisation called on its 170 member states to institute similar policy guidelines for the sustainable development of tourism.

Great care was taken to ensure that local people were recognised as a major tourism development stakeholder (as both investor and beneficiary). A wide range of issues was addressed including the environment, culture, the economy and the social fabric. Measures identified concerned green investment, site selection, optimum site development and planning strategies, and in all these, the needs of local people were a major factor. The guidelines were inspired, not just by the consultant, but also by local people living on the Out Islands. Their concerns were listened to carefully. On account of their long-term knowledge of local climatic and environmental conditions, they were often better placed than any expert consultant, relying purely on environmental impact assessments, to identify potential development dangers.

■ *Tourism is an economic activity that generates wealth, and a lot of people have an obvious interest in its development. Who, in your opinion, are the stakeholders?*

– The resources on which tourism is based are not ours. We are simply the custodians for future generations. So the stakeholders are our children, their children and so forth. We have a responsibility to ensure that what we do is not for short-term economic gain, but rather for the long-term benefit of future generations.

If you look at the 'built' environment, tourism can do an enormous amount to promote the protection of our cultural heritage. People must be given the right incentives to participate in restoring historic buildings, sites and monuments. Promotion of vernacular architecture, if done properly, can go a long way in encouraging both tourists and the local community to appreciate their environment for its aesthetic and cultural value – and to maintain it.

■ *But aren't tourism ventures likely to be undertaken mainly for immediate or short-term returns.*

– There have been classic cases of what I would call the 'one night stand approach' to tourism development (if you will pardon the expression). An investor falls in love with a particular Caribbean island and decides to build a 100-room hotel. With some very loose planning permission, the building goes up. Little attention is paid to coastal zone management requirements. Groynes to prevent erosion are not used in creating the fancy beach. Everything is ready. The property is marketed worldwide. Tempting brochures are prepared and the tour operators and travel agents are invited for a pre-season viewing. Wowed by what they see, they return home, and start recommending that tourists go and enjoy this piece of paradise. However, during the winter, nature runs its course and changes take place. The following season, tourists arrive in search of *paradise* and return home complaining because the beach that looked so beautiful in the brochure now looks like some kind of war zone. All you can see along the shoreline is a collection of boulders and rubble. The hotel's occupancy levels drop (purely as a result of the beach erosion) because travel agents do not want to risk further complaints. So what happens to the investment and the beach? What happens to the jobs that were supposed to be created for the people in the community?

The tourism business is about profiting from investments, but if you don't do it properly, you will lose your shirt. Interestingly, more companies and hotels around the world are now clearly appreciating this fact. They are applying sound *green* management principles relating to water conservation and the use of energy. They are adopting better environmental practices designed to protect inshore marine life and to manage the reefs properly.

The challenge is to educate the travel trade, governments and their agencies to understand the long-term importance of sustainable tourism development. These groups need to be sensitised as to what sustainable development re-

quires, and to the dangers of failing to adopt the right policies. There are no 'quick fixes' here.

■ *Is it really possible to market sustainable tourism? Do you think tourists genuinely care about conservation issues when they go on holiday?*

– Yes, I think the average tourist is much more aware than some people would give him or her credit for. Every decision we make in life is based on what quality of environment we want. Environmental health is very important to tourism. When people talk about the ambience of a place, what they really mean is the *environment*. The difference between a good holiday and a bad one depends to a great extent on the environment – which includes the location, the people, the facilities and so on.

■ *What do you think of schemes to raise revenue from tourists for use in maintaining the environment of the holiday locations they visit?*

– There are various fees and charges that can be imposed at different levels. It depends very much on the amount proposed as a tax, how it is collected and how it is used.

Tourism levies collected by governments generally contribute to the general budget and are not hypothesized for specific expenditure like safeguarding the environment. Very often, spending on infrastructure has to be recouped. In the Caribbean, cruiseship operators once threatened to pull out of the region because of higher charges intended to reflect more fully the costs of their presence. In this instance, the Caribbean was in a strong position, because the region represents the main source of revenue for the cruiseship companies. There is no reason why small islands should have to bear the full cost of the required infrastructure. An island might receive 500 cruise ships in a year. But the passengers, if they come ashore, may not spend the volumes of money you might expect. The island still has to cope with the resulting drain on its often scarce resources.



The Courier

At the level of the host destination, there is a lot of scope for charging visitors a specific environmental or conservation levy. This does not have to be exorbitant, and could be based on the length of a visitor's stay. The income could then contribute to the environmental conservation work carried out by local bodies, NGOs, the various national trusts, and historical and cultural societies.

Of course, transparency is essential. I strongly believe that if you explain to visitors how the levy will contribute to the management and maintenance of the natural and built environment, most of them will accept it.

■ *What do you think about the role of education in achieving sustainable tourism development?*

– This is critical. Environmental education at all levels is crucial. Key decision-makers must be convinced about the importance of advocating responsible tourism development. People have to understand and feel that they are stakeholders.

We are also speaking about the economics of the environment; putting a value on your resources. This can only be achieved through education. At the community level, people have to understand the economic im-

*You can break off pieces of coral to sell to tourists in just a few seconds. It takes a great deal longer to replace them*

portance of protecting the environment. For example, you can break off pieces of coral to sell to tourists in just a few seconds. It takes a great deal longer to replace them. You have to educate the average citizen about the flora and fauna, the importance of waste disposal measures and the negative impacts of misusing local resources. We should be teaching resource management economics at all levels – from the policy advisors who inform decision-makers about the value of their natural resources to the stakeholders living in the local community. And it needs to be done in a way that is easily understandable.

■ *For politicians, with limited terms of office, sustainable tourism development policies may seem too long-term to produce the concrete results they are looking for?*

– Yes, it is always tempting to go for short-term economic gains but the social costs can end up being greater, even if they are not immediately visible. As I said, there are no quick fixes. If you are in politics, decisions should be taken to benefit the voters in the long-term, not merely to further

one's career. But I think we should give the electorate some credit. Voters have the common sense to appreciate good decision-making. They are the ones who suffer most the adverse consequences of short-termism.

In Barbados, we have had to spend a lot of money to develop our coastal conservation programmes. Some of the damage has been due to natural events but a lot can also be attributed to poor planning practices. The checks and balances must put be in place as soon as possible if such mistakes are not to be repeated.

■ *What does the future hold for Small Island Developing States?*

– Clearly defined policy guidelines for sustainable tourism development are the *sine qua non* for the future development of tourism in island communities. It is just as important as having sound financial planning in the sector. I know that the Caribbean Tourism Organisation has already recognised this<sup>1</sup>.

In the context of the post-Lomé negotiations, the private-sector development negotiating group is looking at tourism. The existing convention on SIDS and the environment could also be drawn on to specify sustainable development measures within the post-Lomé agreement. Given the vulnerability of small island states, and their small economies, ultimately, I would like to see an ACP/SIDS taskforce to look at some of the issues we have covered. ■

Interview by C.O.

<sup>1</sup> The CTO held its third annual sustainable tourism development conference in Suriname in April. The main theme was 'Working together – Keeping the right balance'.

## Joint Assembly in Strasbourg

### 'Towards a strengthened partnership'

The 28th session of the ACP-EU Joint Assembly was held at the end of March in Strasbourg, in a relaxed, convivial atmosphere. This penultimate meeting before the expiry of Lomé IV was, once again, an opportunity for representatives of the Convention's 86 member countries to reaffirm the principles and objectives they would like to see included in a future partnership. The ongoing talks were, therefore, the backdrop for the many proposals put forward at this forum. Themes such as poverty alleviation, conflict prevention and management, and human rights were debated in depth and will doubtless be cornerstones of the next ACP-EU accord.

At the start of the proceedings, *David Mogami* (Botswana), Co-President of the Assembly, sought to put the issues in context, noting that the aim of ACP-EU relations is to achieve a strong partnership supported by profound political dialogue, effective development cooperation and beneficial economic and trade relations. Although, in his opinion, the overall achievements of the Lomé Convention did not deserve to be called into question, some of its provisions had nevertheless not been implemented entirely successfully. Cooperation in the next millennium should thus focus on eradicating poverty and integrating ACP economies progressively into the global economy – through a better understanding on both sides of the criteria for applying the cooperation agreement and through more involvement on the part of civil society. *Lord Plumb* (EPP-UK) subsequently offered his diagnosis of the social situation. He pointed out that millions of people lived in poverty, and this alone demonstrated the scale of the task still to be carried out. Lord Plumb also expressed satisfaction, however,

at the progress that had been achieved since he took up his mandate as co-President (this was his last session in this capacity). In concluding five years of effective and loyal service to the Assembly, the British MEP's speech was broadly upbeat. He expressed the hope that he might be able to return in five years' time to assess how far ACP-EU cooperation had progressed. He added that he would be extremely pleased to find the Assembly full of life and freely debating mutual problems, with less emphasis on poverty and conflict, the shadows of such problems having by then retreated.

Speaking on behalf of the President of the European Parliament, its Vice-President, *Antoni Gutiérrez Díaz* (EUL-E), stressed the Parliament's unflinching support for ACP-EU cooperation. In his opinion, the relationship contributed not just to European integration but also to better management of the globalisation process by reducing disparities and helping create a fairer and more equitable world order. Although most speeches delivered at the opening ceremony emphasised the challenges facing those responsible for negotiating the next Convention, there was less agreement on the main issues to be tackled. In Dakar, Joint Assembly members gave their support to certain themes that feature in the negotiations but Commissioner *Pinheiro* recognised that there were still differences of opinion on a number of points. These included the incorporation of good governance (the proper management of public affairs) as an essential element in the next Convention, selectivity when allocating funding, and trade questions.

#### 'Outlawing' poverty

Of all the topics tackled by the Assembly, poverty was undoubtedly the one that most united those present – at least in their desire to eradicate that scourge. Members listened attentively to the report delivered by the general rapporteur,

*Carlos Robles Piquer* (PES-E). Having identified the parts of the world that are prey to this misfortune, including some in the West, the speaker considered the problems involved in drafting a precise definition of poverty. He noted that its causes differed a lot from one region to another and that a specialised analytical approach was needed. The UNDP Human Development Report, he explained, dealt with more than simply 'monetary' poverty (lack of funds). It also covered 'human poverty', which Mr Robles Piquer defined as a lack of choice and opportunity, depriving the individual of the right to live with dignity. He added that very different results could be obtained depending on the angle from which poverty was studied. A comparison of the indicators demonstrated that economic progress and social progress did not always go hand in hand. This apparent paradox was confirmed by *Ghana's* representative, who commented that, despite his country's economic revival, poverty was still a very serious problem, particularly in rural areas.

The rapporteur appreciated the 'consensus' that exists on the donor side in dealing with the problem overall. He went on to emphasise that strategies to eradicate poverty should concentrate on encouraging economic growth, aid to social sectors and the creation of 'safety nets'. Other speakers commended the quality of the report, while offering a variety of suggestions. *Michael McGowan* (PES-UK) called for strengthened links and partnerships with civil society and for more emphasis on micro-credits and financing structures or loans for the poorest sections of the population. Mrs *Dalami*, Swaziland's Health and Social Affairs Minister, said it was important to ensure better use of the funds allocated to poverty alleviation, reminding those present that good governance was a precondition for this.

*Philip Lowe*, representing the European Commission, stressed that the EU's policies under any new Convention would have to be geared towards eradicating poverty in ACP countries – but also in other regions of the world – if the incidence of poverty was to be halved by 2015. In his opinion, it was essential that there should be better coordination of the Union's aid with that of the Member States and other donors.

The negative influence of the debt burden on growth targets

and on efforts to curb poverty was also cited by the Kenyan Minister, *George Saitoti*, who is President-in-Office of the Council. The conversion of debt into land, according to Mr *Koulibaly*, Director of an ACP research centre, would enable peasant farmers to gain access to property without enriching the state. Such farmers, he observed, were the major contributors to GNP. *Magda Aelvoet* (Green-B) expressed the view that the report should examine the impact of war on poverty.

### Development and conflict: an impossible combination

The conflicts raging in a number of ACP regions and their terrible consequences were condemned by MEPs during various debates. All agreed that it was impossible to achieve development in areas where warfare is rife, because nothing is possible without peace. A number of speakers deplored the fact that funds invested, and efforts made to develop infrastructures, had come to naught on account of conflict. Others emphasised the role of arms sales during crises and called for stricter regulation of this trade. In this context, the negotiating mandate for the forthcoming accord with the ACP countries should, as *Wilfried Telkämper* (Green-D) reminded members, contain references to disarmament and to spending on and trade in arms. Any provisions agreed would have to be complied with, he said. The meeting was attended by the UN Secretary-General's special representative, Mr *Otunu*. His role is to defend children involved either directly or indirectly in conflict, and he proposed a series of initiatives aimed at preventing the 'suffering and abominations' of which they are innocent victims. After his speech, the Assembly adopted a resolution on the situation of children in the ACP countries and called for clearly defined provisions aimed at guaranteeing their rights to be included in the text of the next Convention.

Although the topic of conflict spurred Joint Assembly members to call for action, the nature of the action needed was more difficult to determine. This was illustrated in the speech by *Aldo Ajello*, the EU's special representative in the Great Lakes region. He noted resignation on the part of the international community and the United Nations, who were seeking to transfer crisis management to regional organisa-

tions that were ill-equipped to do the job. The latter, in turn, tried to offload the task to sub-regional bodies that were even less well-equipped. Mr *Ajello* proposed an international conference on security and cooperation in the Great Lakes region, where all parties would be called upon to assume a degree of responsibility. He also suggested a summit of the countries in that area. In a similar vein, the Assembly adopted a resolution calling for talks among all those involved in the conflict in the Democratic Republic of Congo. Denouncing the slowness of intervention procedures implemented by the international community and the EU, *Michel Rocard* (PES-F) expressed concern at the emergence of predatory economic and financial bodies interested mainly in natural resources and whose actions disrupt and impede progress towards peace. There was considerable consensus at the Assembly over the need to devise a genuine crisis-prevention policy, with regional monitors to enable future crises to be anticipated earlier and managed better.

### Nigeria and South Africa – grounds for satisfaction

Since free and democratic elections had brought General *Obasanjo* to power, there has been a visible calming of attitudes within the European Parliament towards Nigeria. A number of Joint Assembly representatives praised the advent of a new era for that country. After explaining the new government's ambitions, Nigeria's representative sought EU support in consolidating current progress. He added that, although Nigeria would certainly make mistakes in the future, it nevertheless needed encouragement and EU support. The Commission representative confirmed that cooperation was progressively being resumed, although conditions determining the release of the blocked funds still had to be defined.

After four years of difficult negotiations, South Africa has now finally joined the Lomé family following the signature of a trade agreement with the EU. The accord, signed in Berlin on 24 March, was dubbed by some speakers as a landmark. According to Lord *Plumb*, the agreement would have significant repercussions on future ACP-EU relations, enhancing Southern Africa's development potential. In the opinion of Mrs *Wieczorek-Zeul* (Germany), President of the Council, this

was the first accord to be negotiated under WTO rules and it would also allow the signing of complementary agreements in the fields of fishing, wine and spirits. 90% of South Africa-EU trade would henceforth be covered by the agreement and this would lead to greater stability for investment and to job creation. South Africa's ambassador stressed that other SADC and SACU countries had nothing to fear from the agreement, because steps had been taken to help them adapt and to protect the fragile industries of certain members. The accord is due to enter into force in January 2000.

### Ongoing support for regional cooperation

Assembly members accepted the report compiled by *John Corrie* (EPP-UK) on regional cooperation, confirming their desire to see this subject fully reflected in the next Convention. Regional cooperation is seen as a way to face up to globalisation, provided a flexible approach is adopted and consideration is given to the specific nature of each region. The view was expressed, however, that any such approach should not affect the overall partnership with the ACP countries. Although regional cooperation might be easy to achieve, regional integration was much more difficult according to the rapporteur. According to Philip *Lowe*, the aim of this kind of cooperation is to enable countries to put their comparative advantages to best use in promoting development in the ACP countries. For this reason, the EU's approach needed to be pragmatic.

The Assembly also discussed other important subjects, including climate change, fisheries, the future of ACP-EU relations, the thorny problem of trade agreements (particularly regarding bananas) *vis-à-vis* the WTO, and the situation in certain countries. In total, 21 resolutions on diverse subjects were adopted. Notably, Sudan escaped further condemnation. The next Joint Assembly will be held in October, in the Bahamas. ■ K.K.



## Angola's troubles and Europe's responsibilities

by Bram Posthumus\*

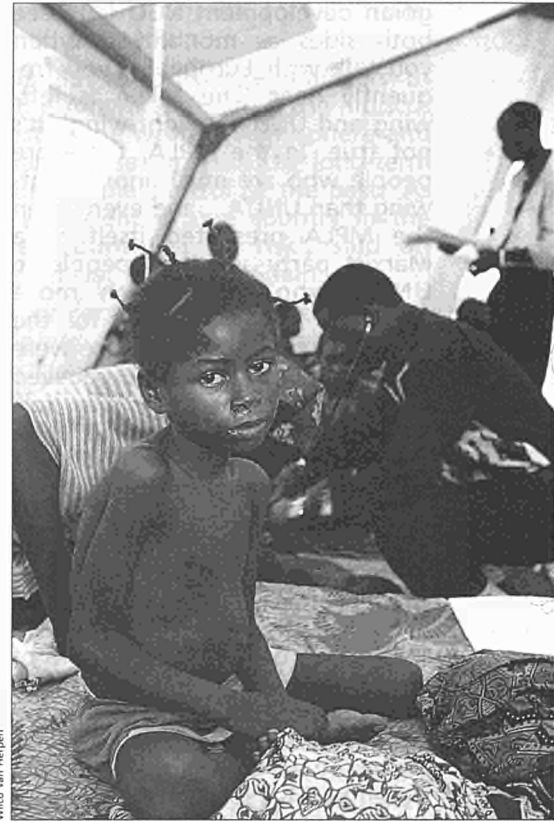
Midway through 1998, the United Nations observer mission ordered aeroplanes once again to corkscrew-nosedive into the cities and towns in the interior of Angola. It was an ominous reminder of times past, when UNITA rebels could take out any plane with their anti-aircraft equipment and rain fire on any town, virtually at will. They can indeed do so again.

We are back in the situation of about five years ago, during the 'cities war' of 1992-94. An inhabitant of Kuito, the capital of the central province of Bie, was there throughout the shelling, when UNITA laid siege to the town for nine months. 'They bombed this town like mad,' he says. 'There were times that you could not see the other side of the street for the smoke from the explosions.' A woman who still lives in her bullet-riddled flat in nearby Huambo, capital of Huambo province, found herself in the frontline, during the 58-day war in the town. 'There were bullets flying everywhere. The only place that was safe for us was the corridor. So we slept there.' She points at a tiny space in the centre of the flat, not larger than a small conference table. Everyone remembers the hunger, which forced people out of the relative safety of their homes and onto the streets where there were snipers and landmines and where shells could fall. 30,000 people died in Kuito alone during the siege. 'This town was like one big cemetery,' recalls the same Kuito resident who lives close to a shelled-out flat. 'Where can you go?,' he asks rhetorically. Five years on, Kuito still looked like a ghost town, albeit with people in it. Many are refugees, who were in need of food aid. Renewed fighting in December cut Kuito off; UNITA shells have rained down one again, causing yet more damage to the already battered city.

The 1992-94 war broke out seven months after *The Courier* had left Luanda on an optimistic note. This magazine was not the only one to think that things would finally start looking up for Angola. 'We really believed in peace at the time,' remembered a radio journalist in Luanda. 'We were very, very optimistic.' And so was everyone: local people, most observers and all those who came to watch the Angolan miracle of 1992, ignoring the more ominous parts of the speeches by UNITA leader, *Jonas Savimbi*, and the fact that demobilisation and disarmament were far from complete. Journalists and diplomats alike now look back in amazement, asking themselves how they could have been so wrong.

The blame has, of course, to be laid at the door of the same people who have finally managed to derail the second Angolan peace process after four years and a fortnight. In November 1994, the Secretary-General of UNITA, *Eugenio Manuvakola*, and the Angolan Minister of Foreign Affairs, *Venâncio de Moura*, signed the Lusaka Protocol, marking the beginning of that peace process. It was concluded after protracted negotiations while 1000 people were dying every day as a result of the intense fighting. Under its terms, the two armies would be demobilised and encamped, confidence-building measures would be carried out, people would again be free to move wherever they wanted and the UN would oversee the transition until a democratically-elected government was put in place. That was the theory.

In practice, both sides have stalled the process time and again,



Girl in the Mbanza Congo Hospital  
The tragic cycle of war has returned to  
Angola

blaming one another for the endless delays in carrying out the terms of the Protocol. UNITA never demobilised, the government never recalled its notorious armed police – both stocked up on arms and prepared for war. The UN in Angola, under the spirited leadership of the indefatigable Malian diplomat, *Maître Alioune Blondin Beye*, tried to keep the two sides on board, but full compliance with the Lusaka Protocol was simply never achieved. The UN has been criticised for being far too lenient with both sides – but since Angola is not Iraq or Kosovo, no warplanes have been on standby to try and bomb the two rivals into compliance. When Beye died in an air crash in June 1998, the hawks felt free to pursue their belligerent objectives. That was the beginning of the end of the second Angolan peace process.

It must be said, in all fairness, that inside UNITA and the MPLA-dominated government, there have been people who genuinely wanted an end to the fighting. One big mistake made in Europe, according to *Fernando Pacheco*, director of a major An-

\* Freelance journalist based in the Netherlands specialising in West and Southern Africa.

golan development NGO is to see both sides as monoliths. 'When you talk with Europeans, you frequently hear 'The MPLA is left-wing and UNITA is right-wing'. It's not true. In the MPLA, there are people who are much more right-wing than UNITA... and even when the MPLA presented itself as a Marxist party, you had people in UNITA who were much more Marxist...' The same goes for the hawks and the doves. There were people on both sides who believed dialogue was the only way forward. The small UNITA-held town of Cazombo, near the Zambian border, was declared a peace zone in mid-1998, with the active consent of the local UNITA official. Among the small group of people who run government-held Angola, *President Dos Santos* long held on to the idea of keeping the lines of communication with Savimbi open. But in the end, the inevitable conclusion was that the peace process was going nowhere. On December 4, 1998, on the eve of a major MPLA Congress in Luanda, the government began its ill-conceived offensive. Now, in January 1999, we are back to where we were in 1992. UNITA has laid siege to at least four towns (Huambo, Kuito, Luena and Malanje), the government army is looking for ways to reinforce itself and beat back the rebels – and the people are once again trapped in the middle, trying to get by.

The National Bank of Angola is still the pink coloured centrepiece of the elegant boulevard of Luanda, that runs from the port to the old slave castle. The boulevard, named *Avenida 4 Fevereiro* (the date of the beginning of the uprising that brought the country independence) has recently been given a much-needed facelift: a new pavement, lights, a bit of decoration and new benches. But that is exactly what it is: a face-lift. One street away from the waterfront, the desperate state of the city and its people are all too obvious. The smell of rotting waste is everywhere. Children walk in rags and sell cigarettes, newspapers, sweets and the like. People amble alongside the incessant noisy traffic jams, begging for money or food. Many have one or more limbs missing, blasted off by a landmine somewhere in Angola's vast interior.



These people used to sleep on the sand next to the boulevard, until the refurbishment started. Now they are scattered across Luanda's unfinished high-rise buildings. And just behind the Bank of Angola and the adjacent Bank of Savings and Credit is the Rua Sequiera Lukoki, where the women who control the money-changing business in central Luanda literally fight over the 100 dollar bills that visitors bring. 'You see me here next time,' is the friendly advice you get after one transaction; you ignore it at your peril.

In Angola, two-thirds of the population get by on less than one US dollar a day. It gives them hardly any spending power: on the vast and busy city markets people buy their food supplies by the day – there is no money to buy more. One observer said: 'The edge of survival that people are sitting next to is coming closer.' When the war broke out again, food prices in Huambo, for example, went up by 100%. For ordinary townsfolk that means only one thing: no food. One aid worker commented after spending many years in the country: 'You know something... I still don't understand how Angolans survive, I simply don't understand...'. The answer is quite plainly that they don't. Life expectancy at birth is now 47.4 years, that is on average 30 years less than in the European Union.

The story of the big economy, meanwhile, is well-known. Angola produces some of the world's best oil and finest diamonds, sells them onto the world market – legally in the case of oil, largely illegally in the case of diamonds – and buys arms from the proceeds in order to wage war. Hardly anything goes towards improving the country's crumbling infrastructure, education and

Preparations for Independence Day celebrations in Huambo. There isn't much for ordinary people to celebrate, as the economy crumbles

health care systems. There is no investment in genuine indigenous production. What is still functioning is kept alive by local and foreign NGOs and the churches. The first major city development in Luanda since independence is the massive 12-storey diamond sorting centre commissioned by *De Beers*, in anticipation of the government's renewed control of UNITA-held diamond areas in the east of the country. Oil investment is booming off-shore, quite unperturbed by developments inland. Industries on-shore have all but collapsed. The big economy has no connection with the people's economy other than what is being sold by the few food and beverages industries that are still running and what is stolen from the ports for re-sale on the informal markets.

Angola mattered in 1992, as *The Courier* rightly asserted, and it matters still. It is Africa's second largest oil producer and there are several major European companies involved in the exploitation of the ever-expanding recoverable reserves. Diamonds still find their way, legally and illegally, into the world's largest diamond cutting centre, Antwerp. The country is still paying back its huge \$7bn foreign debt. And it continues to produce large numbers of refugees who knock on foreign doors for assistance. Angola also has a young, emerging civil society – trade unions, human rights organisations and some independent media – who are attempting to find new ways out of the agony that has been a regular visitor to these shores for almost 40 years. In short, Angola remains a worldwide political, humanitarian, economic and – last but certainly not least – moral responsibility. ■ B.P.

## Island uses insects to defeat invading pest

by Darryl Dean\*

Gardeners in Trinidad began noticing the danger signs about three years ago: deformed fruits and flowers on trees and insects overrunning plants, their leaves curled and bunched together in rosette-like fashion. The invading bugs, wrapped in their white cotton-like shrouds, spread at an alarming rate through various parts of the country.

The pest – identified as the hibiscus mealybug or *maconellicoccus hirsutus* (green) – posed a growing threat to food crops, ornamental plants and forests. It also disrupted inter-island trade in the region. If the bug had managed to spread and get out of control in the Caribbean, officials say it would have had a tremendous impact on the price of fruit and vegetables. But today, it is reported to be under control in Trinidad & Tobago, and the government's handling of the problem is widely regarded as a success story.

'So successful has it been that the scientific community in the region has taken an interest in our management strategy,' said *Cynthra Persad*, coordinator of the pest control programme run by the Ministry of Agriculture. Agriculture Minister, *Reeza Mohammed* cites studies showing that the agricultural sector would have suffered losses amounting to TT\$700 million (€102m) over a period of about three years had the government not taken the necessary action to deal with the pest. 'We have brought the pest to the level where it is causing no negative economic impact on the agricultural community,' Mr Mohammed said. Sugar, cocoa, coffee, fruits and vegetables are among the country's main exports.

Mr Mohammed also noted that his ministry had been providing technical assistance to several countries in the Caribbean affected by the pest and that officials from Latin America had visited Trinidad & Tobago for first-hand information about the systems which the country developed to deal with the problem. Countries all around the world threatened by the bug could benefit from Trinidad's experience.

Veterinarian *Vincent Moe*, an adviser to the Agriculture Ministry, noted that the hibiscus mealybug entered Trinidad at the wharves, with produce from neighbouring Grenada where the pest has caused widespread damage. In 1995, several Caribbean countries suspended the import of farm products from Grenada, and Trinidad & Tobago. Meanwhile, local plant protection regulations were

amended to require import permits for all fruits, vegetables and planting materials.

In September 1995, agriculture ministers of the Caribbean and the Americas declared the hibiscus mealybug a new pest in the western hemisphere and a regional action plan was set up with the long-term goal of achieving sustainable control of the pest. 'As long as the insect is present in one country in the region, every other country is at risk', said an Agriculture ministry official in Port of Spain.

Among the projects included in the action plan were developing a regional capability for identifying the pest and its natural enemies, the upgrading of plant quarantine facilities and the mounting of information and public awareness programmes. Trinidad began its action plan with a campaign to inform citizens about the newly-discovered bugs. It also intensified plant quarantine measures and introduced a pest-control programme. At first, it tried the more traditional method of pest control: slashing and burning the infested plants and spraying the infested areas with chemicals. But this proved ineffective. No chemical pesticide could penetrate the waxy covering with which the insects protect themselves.

'We realised that we had to introduce measures which would destroy the bugs but not harm the environment', said *Cynthra Persad*. 'So an integrated pest management control programme was launched.' The major focus was the use of biological control agents, this being considered 'the best long-term option'. Ms Persad explained that the type of mealybug discovered in Trinidad & Tobago and other Caribbean countries is commonly found in tropical Africa, South-East Asia and Northern Australia. Researchers went looking for the pest's natural enemies – other insects which would destroy the hibiscus mealybug. They found three: the Indian and Australian beetles and Asian wasps.

The predatory beetles feed on the bugs at all stages of their development, while the parasitic wasps puncture the adult bugs and feed on the oozing body fluids. The female wasps also lay their eggs inside the bugs, preventing them from developing further. Researchers studied, reared and multiplied the beetles and wasps before releasing them at several sites with heavy mealybug infestations. 'The releases were highly successful. The beetles and wasps immediately went on the rampage, attacking the bugs,' Ms Persad said.

As part of the Agriculture Ministry's plan to make the bio-pesticides more accessible to farmers, several centres to produce the beetles and wasps were set up in different parts of the country. Huge samaan trees became ideal locations for the multiplication of the beetles. 'These magnificent trees, 40 or 50 years old, with broad canopies, were susceptible to the hibiscus mealybug,' Ms Persad said. 'We did lose some samaan trees during the early stages of the mealybug attack but what was remarkable about the predator beetles was that they found these trees to be excellent places' for producing more beetles. 'We were able to collect the larvae at those locations and move them to other sites where they were needed.'

D.D.

\* Trinidad-born journalist and broadcaster based in Canada. Text supplied by Gemini News Agency, 9 White Lion Street, London, N1 9PD.

# The Euro and its significance for the ACP countries

By Dr Francisco Granell\*



On the first working day after the 'conversion weekend' of 31 December 1998 to 4 January 1999, Europe's financial markets opened to a new era: the era of the *Euro* as a new single European currency.

The new currency has very important implications for the ACP countries given that the European Union is their most important export market for goods and tourism, as well as being the single largest source of grant aid. Against this background, the advent of European Economic and Monetary Union (EMU) not only changes the world's financial landscape, it also has an effect on the monetary competitiveness of nations and firms trading in the global markets in Euros, US dollars, Japanese yen or other currencies.

While the 15 EU Member States have some 375 million inhabitants, the 11 countries of the *Eurozone* have a total population of 292 million, outnumbering the 268 million Americans. At \$8.1 trillion in 1997, the USA's GDP is bigger than Euroland's \$6.2 trillion, but the latter accounts for 18.8% of world exports compared with 14.0% for the US. In this context I think it is useful to explain how the Euro came into being, its present reality and its implications.

## The steps towards the Euro

The introduction of the single currency came after years of European monetary cooperation. Looking back at the integration process, it is possible to identify three stages, which partly overlap, and which have led to the emergence of the EU as a highly integrated economy.

The first phase (1958-93) led the EU from the completion of the Customs Union (1958-69) to the effective dismantling of all obstacles to the free movement of goods, labour and capital. Internal border controls were suppressed on 1 January 1993. In the process, the EU has emerged as the largest global trading power in the world.

The second phase (1989-99) was the passage to EMU. It began with the Madrid European Council of June 1989, which adopted the principle of creating a monetary union with a common currency. In fact, this objective had already been set out in the Werner Plan of the early 1970s, whose major step was the establishment (in 1979) of the European Monetary System (EMS). Pivotal to this second phase was the creation of the ECU from a basket of European currencies.

The process of achieving monetary union formally began with the full removal of exchange controls in July 1990. The culmination, following an arduous process of cuts in public deficits and the lowering of inflation (in accordance with strict convergence criteria fixed by the 1992 Maastricht Treaty on European Union) was the replacement of the currencies of 11 EU Member States by a single currency at the beginning of 1999.

The third phase began on January 1 this year with the implementation of a common monetary policy aimed at ensuring stable prices, and conducted by an independent European Central Bank (ECB). The ECB, in fact, began operating in July 1998, taking over from the European Monetary Institute. It is responsible for issuing the Euro.

National fiscal policies will be strictly coordinated by the EU Council on the basis of the *Growth and Stability Pact*. This was agreed, in principle, in Dublin in December 1996, to ensure the coordination

required by Article 103 of the Maastricht Treaty. The treaty article obliges EMU countries to maintain prudent fiscal policies aimed at balancing the budget over the long term and strictly limiting their public deficits in future.

The UK, Denmark, Sweden and Greece have not joined the Eurozone at this stage. They may do so later, provided they satisfy the convergence criteria. In this case, a decision on admission will formally be taken by the European Council, based on a proposal by the Commission. This is the same procedure that was used in May 1998 when the 11 EU countries presently in the Euro were authorised to participate in the launch of the single currency. As Commission President, *Jacques Santer*, said at the time of the launch, 'the Euro is more than just an economic instrument. It heralds a new departure for Europe.'

It is clear that the Euro takes the EU on to a new plane, both within its own territory and in its dealings with the rest of the world. The 11 founder members have taken the first steps towards coordinating economic policies, creating an 'emerging system of economic policy coordination' working through the *Euro-Council* (finance ministers) and the *Economic and Financial Committee* (senior officials from finance ministries, national central banks, the Commission and the ECB).

## The introduction of the Euro

The name of the single currency was decided at the European Council in Madrid in December 1995. Political and technical discussions about the Euro have dominated the economic debate in Europe in recent years. Meanwhile, strong economic activity in 1998 helped to reduce inflation and budget deficits, and deliver a welcome reduction in unemployment, which fell below 10% for the first time since 1992.

\* Chief Adviser, European Commission.

These positive results owed much to the sound economic preparations for EMU and provided the backdrop for the successful launch of the new currency at the beginning of this year, despite a difficult external environment (the economic crisis in Asia and Latin America).

The national currencies of the 11 participating countries are now irrevocably locked into the Euro. In effect, these currencies – which will continue circulating until the introduction of Euro notes and coins during the first six months of 2002 – have become subsidiaries or fractions of the single currency.

In accordance with the rules set out in the Maastricht Treaty, the irrevocable rates for converting the national currencies into Euros (and vice versa) were fixed by the Council of Ministers on 31 December 1998, based on a proposal by the Commission, after consultation with the European Central Bank. The method used in setting the rates was designed to ensure that the Euro had the same value as the now abolished ECU (see page 93 of *Courier* n° 174 for details of the irrevocable exchange rates).

The currencies of Denmark, Greece, Sweden and the UK are not included in EMU initially, partly because of domestic concerns about ceding certain key attributes of sovereignty such as the issuing of currency and the setting of monetary policy. January 1 also saw the introduction of a new Exchange Rate Mechanism (ERM 2). This links the Danish *kroner* and the Greek *drachma* to the Euro. Following agreement between the ECB and the two National Central Banks, the *drachma* was given the standard  $\pm 15\%$  fluctuation band, while a narrower  $\pm 2.25\%$  band was established for the Danish currency.

During the long weekend straddling the New Year, financial professionals and institutions worked to adapt their systems to the new currency. When trading began again, a large mass of monetary and financial market operations began taking place in Euros. Despite some fears of market instability in advance of the day, the fixing of the conversion rates on 31 December turned out



to be almost a non-event. The markets were quiet because, given the uncertainty about how the payments system would work, few traders were keen to engage in large transactions whose settlement would have taken place during the first business days of 1999. The conversion weekend went smoothly as did the subsequent opening of Europe's financial markets. No significant changeover problems were reported by the commercial financial sector, and the new cross-border settlement system, TARGET, began operating with only minor initial glitches.

The ECB conducted its first main refinancing operation on 5 January. €75 billion was allotted to 944 banks which had submitted bids to the ECB's marginal lending facility for a total of €482 billion in order to combat a tight liquidity situation. Private operators are not obliged to switch over to the Euro until 2002 but many of them decided to do at the outset.

All the stock exchanges of the Eurozone decided to list, trade and process stocks and securities in the single currency from 4 January. The London and Stockholm stock exchanges are also offering the possibility of quoting certain securities in Euros.

## The impact of the Euro

### Macroeconomic level

Until the end of the transition period on December 31, 2001, when the Euro becomes mandatory, the principle of 'no compulsion/no prohibition' will apply, meaning that transactions in Euros will coexist with transactions in national currencies linked by the

irrevocable rates fixed on 31 December. The Euro is being used by central banks as the official reserve currency in much the same way as the dollar.

In the context of EMU, it has been confirmed that the European Central Bank has the role of stabilising interest rates on the money markets, making the system more able to absorb liquidity shocks and increasing the level of liquidity in the banking system. The ECB can now launch short-term refinancing operations to enable commercial banks to obtain funds from the ECB in exchange for depositing appropriate securities as collateral.

As of 1 January, the ECB has the power to sanction financial operators who do not respect their obligations. The Bank has also adopted a system for gathering the statistics needed for implementing its monetary policy.

Now that the right economic fundamentals, including low inflation rates, are ensured, it is up to the market to determine the equilibrium rate of the Euro against the dollar and the yen. But while future prospects for the Euro look very positive, one should not overlook the considerable challenges that will confront the new monetary union.

The first challenge is the fact that, in the EMU policy mix, fiscal matters will largely remain in the hands of the individual EU member states. Second, while the EU budget (1.27% of the Union's total GNP) is an important tool for addressing structural imbalances between member countries, it is not sufficiently large to be used as a cyclical safety net for the effects of possible asymmetric shocks to national economies. Third, cross-border labour mobility and the flexibility of national real wages are not yet hallmarks of EU economics. In optimal currency areas, these make it possible to abandon nominal exchange rates as a device for absorbing asymmetric shocks and easing real adjustments.

In this context, European institutions have a heavy agenda ahead of them. They must ensure close cooperation and a smooth transfer of competences, policies and policy instruments from the Member States and national cen-

tral banks to the EU and ECB – in line with the idea of revitalising the European integration model.

*Microeconomic level*

The Euro will play a role commensurate to that of the dollar in world trade and financial markets, and will gradually be adopted by economic operators as a currency through which trade may be conducted, and in which financial assets may be denominated.

European consumers will need to learn how to calculate and shop in a new currency. For companies and business, EMU also entails big changes. By eliminating distortions and differences that used to be hidden by currency fluctuations, it creates a level playing field in which everything – prices, costs, taxes and social security payments – becomes instantly comparable from one country to another. The Euro opens up a much wider market with stronger competition.

Some European multinational firms have indicated that they want suppliers to invoice them in Euros and a handful of companies have already begun to integrate the new currency into their operations. Most business sectors, however, will only make the transition once some of the major players have decided to shift, taking their customers and suppliers with them. It is all a question of critical mass.

The Euro deprives governments of the possibility of devaluing their currency to 'jumpstart' the economy. It increases pressure for tough structural reforms – which may change the existing framework for firms.

In certain commodity markets currently priced in dollars, the impact of the Euro is likely to be limited. Oil and other commodity producers could decide to denominate their goods in Euros, but studies on the international use of currencies suggest that inertia and/or tradition play an important role in sustaining the status quo.

Taking all these elements into account, it is clear, however, that the Euro is not just another foreign currency. It represents a real change in the business environment.

**The Euro as an international currency**

One key question is whether the Euro will eventually develop into an important international currency – and whether this is desirable for Europe and the rest of the world. In the past, the 'internationalisation' of a currency has generally begun with the 'private means of payment' function. It was the Bretton Woods system of fixed exchange rates against the dollar, coupled with the Marshall Plan, which boosted the USA's role as the major supplier of goods to Europe, and turned the dollar into the 'universal' currency.

Today, capital flows are 40 times larger than trade flows. Thus, the most important 'means of payment' function is the use of the international currency in transactions between third currencies. The key determinants are the size of the market and the aforementioned inertia/tradition. An established international currency benefits from positive externalities stemming from lower transaction costs, lower information costs and network effects. Conversely, an emerging currency with international ambitions, like the Euro, is faced with indirect effects in its internationalisation process. This applies particularly to the potential use of the Euro as a reference currency for the quotation of raw material prices.

The second determining element is the use of the international currency as a 'store of value' (composition of official reserves, composition of the debt of LDCs and of Central and Eastern European countries, etc). In this sense the diversification of foreign-exchange reserves in favour of the Euro will depend on:

- whether it is increasingly used by foreign-exchange markets as an intervention instrument, and as an invoicing currency in world trade;
- the 'Euro-intrinsic' qualities demonstrated to the markets by the ECB's commitment to stable prices;
- the use of the Euro in the denomination of international financial transactions;
- the political will of authorities to diversify to the Euro to avoid overdependence on the US dollar.

The third element is the use of the international currency as a unit of account in the post-Bretton Woods system in which crawling-pegs, managed floats and floating regimes have expanded in absolute terms, obliging economic actors to try to reduce exchange rate risk and volatility.

It is difficult to assess the hierarchy in the functions of the international currency because of the inertia (the larger the market today, the larger the market tomorrow), the exchange risks and the network effects.

The dollar is still the most important international currency. Currency diversification has taken place since 1973, but at a slow pace. Such diversification is more dynamic for the 'store of value' function than for the others (such as the invoicing practices of multinationals). The Euro's future will also be influenced by the pegging strategy of third countries. Most Asian and Latin American currencies are pegged, in nominal or real terms, to the dollar. This is despite the fact that since the breakdown of the Bretton Woods regime, the dollar has ceased to be the institutional key currency of the international currency system.

European integration and the emergence of Japan as a major economic and financial power have not led to a significant decline in the international use of the US currency. The Deutsche mark and the yen play a modest international role, especially as means of payment and as units of account.

Up to 1999, the mark was the *de facto* anchor currency for western Europe. Some observers have suggested that, by replacing the exchange rate mechanism of the EMS with full economic and monetary union, the EU is effectively substituting the Euro for the DM and the European Central Bank for the Bundesbank. In doing so, they say, it is 'buying' the Bundesbank's credibility on low inflation, fiscal stability and wage growth in line with productivity.

In this context, the growing unification of Europe's capital markets and the future enlargement of the Eurozone (and the EU itself) should boost the role of the Euro as a currency of denomination for foreign financing – even if

the dollar retains some advantage in terms of transaction costs – provided that the currency is a solid nominal anchor. But the extent to which the Euro emerges as an international currency will depend very much on the position taken by the ECB as regards its own targets and on the loss of control of the money supply.

About 60% of the US dollars in circulation are held by foreigners. *General de Gaulle* referred to this as a 'huge privilege allowing the US to run-up external deficits and buy European industry'. But the US encountered a problem in controlling the money supply with the development of the 'Euromarkets'.

The implications of an international Euro for Europe's current account and for the Euro:dollar exchange rate still have to be analysed in depth. Assuming the 1960s dollar model is followed, to allow the use of the European currency in international transactions and provide enough liquidity for the international monetary system, the EU's balance of payments basic account would have to move from surplus to deficit. A conflict may emerge here between the ECB objectives of maintaining low inflation and making the Euro a strong and stable currency on the one hand, and the possibility of a large EU external deficit to provide liquidity to third parties on the other.

In this context, the Euro will also have implications for the EU's relationship with international institutions responsible for improving the stability of the international monetary system (mainly G7, G10, the Bank for International Settlements and the IMF).

Although the most likely scenario is that the current arrangement of floating but managed exchange rates will be maintained, EMU should encourage symmetry in the international monetary system. This should enhance the benefits, allow for a more efficient distribution of benefits derived from international economic coordination and contribute to greater exchange rate stability.

In this sense, the German government has launched the idea of a new international financial

'architecture' with a common strategy on exchange rates covering the USA, Japan and Europe. But global efforts to reform the structure of the international financial system are hampered by substantial differences of opinion among senior world policy-makers about how to restore confidence after the Asian, Russian and Brazilian financial crises.

In any case, the development of the Euro into a major international currency will be gradual, but relatively more important in those countries that have close links with the EMU participating countries.

### The Euro and the ACP Group

In terms of relations with the EU and the Eurozone, the ACP Group is not homogeneous. The USA is the most important economic and financial partner of most Caribbean countries while Japan and Australia are major partners for much of the South Pacific. The EU, through the Lomé Convention, is the main grant-aid donor for most ACPs.

The development of the Euro's international role should first show itself in those countries that have close economic, trade and financial links with the EU, such as the states of Central and Eastern Europe (negotiating future membership of the EU) and certain Mediterranean and African countries (the Euro is already the reference currency for the CFA franc zone). At the global level – including the ACP countries – the development will be more gradual, reflecting the inertia effects that have prolonged the international role of the dollar since the end of the Bretton Woods system.

Logically, the effects should differ according to the share of economic and financial transactions that each ACP country has respectively with the USA, Japan, Australia, Canada and the Eurozone. Another factor will be the extent to which ACP central banks adopt the Euro as a reserve currency.

The consequences of introducing the Euro for countries that have trade, tourism and financial links with Europe are both direct and indirect. The direct effects

relate to trade creation, trade diversion, and the impact of establishing a single financial market in Euros for the foreign debt of non-EU countries. The indirect effects relate to the global or 'systemic' effects of the Euro as a new international currency. It is worth pointing out here that ACP states receive significant amounts of aid from the EU, and the denomination of this aid has been switched from ECUs to Euros.

ACP countries, especially those maintaining a close US dollar link, will be affected to the extent that the Euro would be more or less volatile against the other G3 currencies. The main question is whether the introduction of the new currency will increase or reduce exchange rate volatility between the main international currencies. Beyond volatility itself, ACP countries actively trading with the Eurozone have an interest in the movement of the Euro:dollar and Euro:yen exchange rates. There is no reason to expect that the Euro will be either too strong or too weak against any other currency. If the major partners also pursue sound policies, the result should be a stable Euro.

Changes will happen gradually and in an orderly manner but, in any event, there will be a case for monitoring them to ensure that any unwarranted impact of transitional effects is minimised.

■ F.G

## STEBIP – a project implemented on time

by John Townend\*

Average yields for bananas in St. Vincent and the Grenadines are between seven and 15 tonnes per hectare. With supplementary irrigation and good management, consistent yields in excess of 50 tonnes/ha are possible. This type of 'on farm' improvement is necessary if the Windward Islands' banana industry is to survive. This article documents the first smallholder irrigation scheme financed through Stabex. Although the scheme covers only 180 ha, it is already helping to revitalise the industry and has paved the way for irrigation development on other Windward Islands.

EC Desk officer for the Eastern Caribbean, *Antonio Goncalves*, called it a 'defining moment' when, in March 1997, he saw for himself that banana yields could be consistently increased through irrigation. *Keith Henderson*, technologist on the EU-funded *Deloitte Touche* TA team supported him and a few weeks later, was heard to declare, 'above all else, I want this project to work!' Keith's firm commitment was later to play a major role in getting the project operational on time.

### Role of the EDF Unit

The EDF/PMCU was established to speed the development and implementation of projects from the 1994 Stabex allocation. By allowing technical assistance with experience of EC procedures to interface closely with Government, it was hoped that commitment and disbursement could be accelerated.

However, the initial allocation of €24m to an island popula-

tion of less than 120,000 presented a formidable challenge. It was four times the size of the National Indicative Programme and priority had to be given to helping the estimated 4000 banana farmers, who had suffered the loss and would soon face open competition from larger scale,

more efficient Latin American producers.

A Stabex Committee, chaired by the National Authorising Officer (NAO), with the Ministries of Finance and Agriculture, the EC Delegation and the St Vincent Banana Growers' Association (SVBGA) present, was due to consider the first batch of projects on April 12,

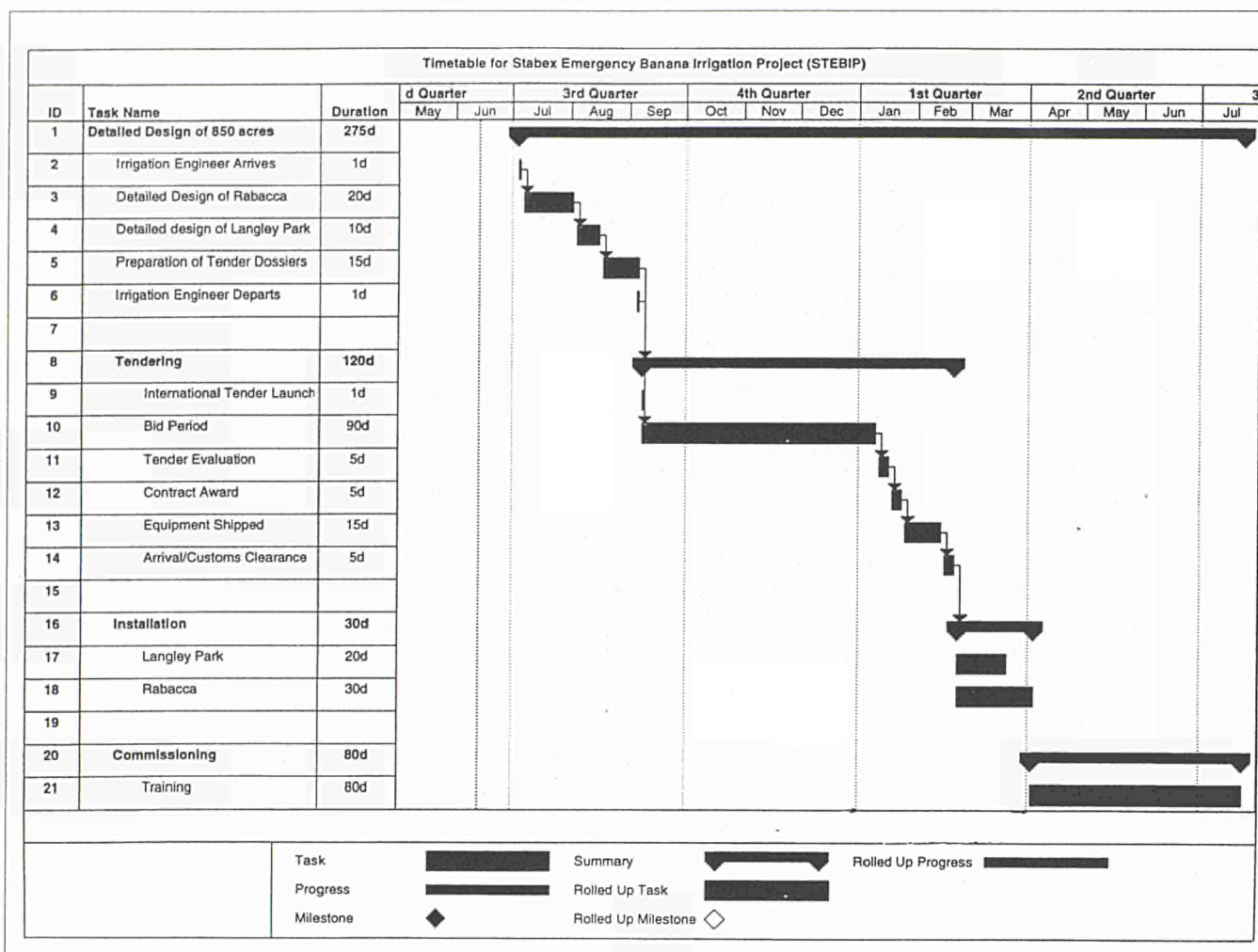
Patrice Pillet, Rural Development Adviser in the EC Delegation, Matthias Langemeyer, Associate Adviser and Remy Noe, Principal Administrator, examine trickle irrigation on the farm of Victor Hadley, March 1997



\* The author provides technical assistance to an EDF Project Management and Coordination Unit (EDF/PMCU). He has played a part in getting the STEBIP project moving, but many other actors and institutions have helped make it a success.



## Timetable for Stabex Emergency Banana Irrigation Project (STEBIP)



1997, just six weeks after the EDF unit became fully operational.

We tried to keep the number of initiatives small, so that the administrative burden would remain manageable. Therefore, we went for the maximum possible irrigated area of 1600 ha (4000 acres). The Stabex Committee approved our project idea the next day, but understandably wanted to see the results of a feasibility study first, before approving an investment of €12m in irrigation.

### No time to lose

However, waiting for a feasibility study would mean losing the next dry season (December 1997-April 1998) and probably a year. Having seen practical evidence that significant yield increases were possible, we felt a 'faster track' approach warranted investigation. On May 7, 1997, myself, Keith Henderson, Ashley Caine of the SVBGA and Mr. Thoon from the Central Water

and Sewerage Authority (CWSA) made a field trip to examine the potential of all the banana growing areas. On the way home, we all agreed that Rabacca Farms and Langley Park had the most potential, and we had enough historical information on dry season river flows to justify going ahead.

We quickly wrote the project idea up as an *emergency* project, using the same summarised Project Cycle Management Format we had used to present the first project idea. We also stressed that this scheme was developed under leadership from the EDF/PMCU.

### Diplomacy

This helped move 'ownership' quickly over to the Vincentian side. Karl John and Randolph Cato (the outgoing NAO), speedily brought their diplomatic skills to bear to convince the EC Delegation (situated in Barbados) that we had enough information to go forward.

Being a shrewd administrator, Randolph Cato also knew how to use 'pressure points' to get a decision. In his letter of June 6, he therefore asked for an answer by June 13, in view of his 'imminent departure' from post.

Mr. Cato had already built up an excellent working relationship with George Gwyer, the Head of the EU Delegation in Bridgetown and with his predecessor Phillippe Darmuzey. Fortunately, the latter was now back in Commission headquarters and in charge of the main division responsible for the Eastern Caribbean. A flurry of activity followed and, on June 12, 1997 we received a fax from the Delegation, which in diplomatic language said, 'go ahead, we will support you all the way.'

Thereafter, Laura Anthony Browne took over the reins as National Authorising Officer and proved within a very short space of time that she had all the diplomatic

skills and determination to push the project through to completion.

Using simple *Gantt* charts, we then drew up a schedule (see chart) which remained valid until the scheme was finally commissioned in April 1998.

### Commission support

Procurement of irrigation equipment was speeded up through an international pre-qualification exercise, launched with a pre-emptive clause (the Financing Agreement had yet to be signed) and with a 45-day bid period, approved by the Commission. By using e-mail, (copies to the Delegation), we were also able to get early approval of the supply tender dossier by the Commission's services. Thereafter approvals were always given quickly and promptly. We could not have achieved what we did without the support of both the Delegation and the Commission's services.

The supply tender for the scheme was awarded on the day after the Financing Agreement was signed (1 November 1997). Containers with irrigation equipment left Europe in early December and started to arrive (by banana boat), early in the New Year. While the equipment was being procured, the CWSA quietly went ahead with the construction of a diversion weir on the Langley Park river, together with a pipeline down to the irrigation scheme.

### The right TA

Luckily, we knew a man who could design and supervise implementation of the irrigation scheme. *Phil Cooper* had already demonstrated his skills on an EC project in China and had prior experience of tendering irrigation supplies under EC regulations. *Ian Anderson*, a civil engineer with experience in the organisational aspects of irrigation schemes was also selected to help. Both were recruited using direct agreement procedures and they arrived in July and August 1997. They worked well together and covered all the elements we needed to get a

Financing Agreement signed at the second Stabex meeting on 31 October 1997.

*Phil Cooper* returned in January 1998 to supervise installation and testing of the equipment, work-

and pushing ahead with the design and construction of a 'reception and palletisation centre', so that fruit can be moved safely and economically along the winding and bumpy roads.

The first phase of a new and larger project called the *Stabex Fast Track Irrigation Project* (STAFFIP) is also being implemented. This will extend irrigation to a further 530 hectares and will cost approximately €6.7m.

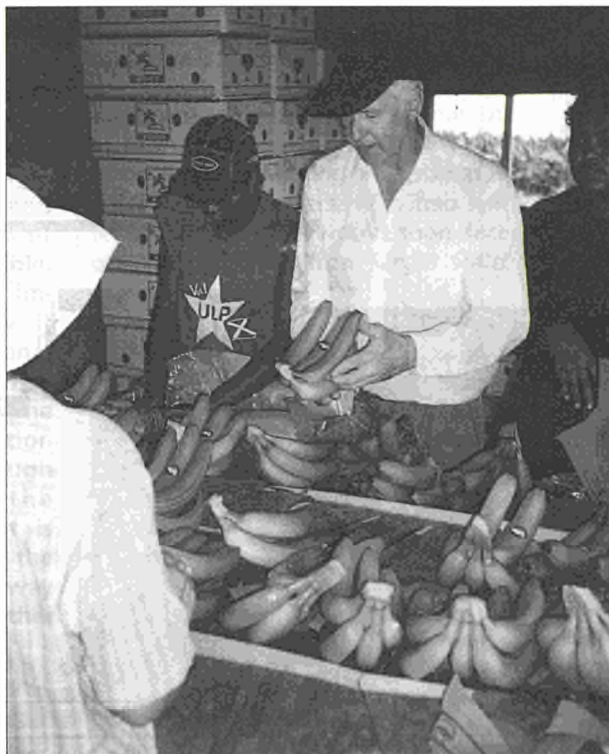
### The importance of ownership

Many factors have contributed to our success, but most of all, we believe that Vincentian involvement from the start was the key, helped along by the EDF Unit.

Everyone here is proud of the initiative. It shows through in the enthusiasm of farmers for irrigation, and particularly in the commitment of the SVBGA. They have appointed one of their best extension officers, *Leroy Jackson*, to concentrate on the scheme and allowed a top extension agent, *Caldrick Browne*, to become a senior irrigation technician.

The Ministry of Agriculture and Labour has provided their only irrigation engineer, *Conrad Simon*. He now manages the scheme and is helping the CWSA develop an Irrigation and Management Unit (IMU). The General Manager of the SVBGA is always willing to show dignitaries around the scheme. And last, but not least, both the Prime Minister and the Finance Minister now rarely miss a chance to mention STEBIP and the contribution of Stabex funds from the EU to the upturn in their banana industry. ■

J.T.



Edwin Vos, Rural Development Counselor at the EC Delegation in Barbados, examines high quality irrigated bananas on STEBIP at Langley Park, December 1998

ing alongside the newly recruited Vincentian project manager, *Conrad Simon* and two senior technicians. The scheme was finally commissioned in April 1998, less than a year from when the idea was first proposed.

### The situation today

By December 1998, the benefits of irrigation were there for all to see. First crops of 32 tonnes per hectare (13 t/acre) are now being harvested and the quality of fruit, grown free of drought stress, is excellent. It is no surprise that participating farmers are quite willing to contribute to the costs of operations and maintenance (O&M).

The biggest problem we now face is moving the increased volume of fruit from field to port, for the scheme is located some 30 km away from Kingstown (St Vincent's capital). So now we are busy improving local infrastructure – improving the roads on the scheme

# Country report

## Chad



The Courier

There are those countries where history seems to keep repeating itself. In many respects, Chad is one such country. The violent climate of its first 30 years as an independent nation could have been buried, once and for all, a thousand leagues under the desert sands; instead, rebellion rears its ugly head here and there, with inevitable consequences. Yesterday in the south, today in the extreme north: this persistent lack of security is just another hiccup in a hesitant democratic process.

---

### Violence reigns

---

The former French colony of Chad gained independence on 11 August 1960. Its first Head of State was *François Tombalbaye*, a member of parliament from the south of the country. When the colonists departed, they left the country with well-defined borders, despite the fact that 'Chad' represents an assortment: a multitude of languages, ethnic groups, cultures and clans foreshadowed what was later to be called the 'north-south divide'. At the time of independence, however, its peoples had to rally together, to see beyond vested interests and dissimilarities. The PPT (Chad Progress Party) – the single party – in which people found a common cause, proved to be a major unifying influence.

Yet a system of joint administration cannot just be conjured out of nothing, and it was not long before the divergence between north and south

made an unwelcome reappearance. The regime soon came to be called a 'southern' dictatorship, infamous for its internal purges and brutal violations of rights. The political class in the north at once opted for dissidence, rebellion affecting the whole of the BET (Borkou-Ennedi-Tibesti), an immense desert region on the border with Libya. The Frolinat (Chad National Liberation Front) was set up.

The policy of national reconciliation implemented in the early 1970s by Tombalbaye was unable to turn the tide of history. His influence was waning – he had already been ostracised by his supporters – and he was ousted from the presidency in April 1975 in a military *coup d'état*. General *Félix Malloum* took over power and set up the Higher Military Council, over which he presided and which was composed mostly of soldiers from the south. The clouds of war did not, however, disperse. Try as he might to attempt to bury the hatchet with the Frolinat, the new leader was doomed to fail. The situation grew worse from 1977, when a new player entered the scene: Libya.

President *Kadhafi* offered the northern rebels military training and weapons, which led to another bloodbath. Although the Higher Military Council was rapidly losing ground, General Malloum nevertheless found an unexpected ally in the form of *Hissène Habré* – not a total unknown, since he had crashed onto the international scene a few years earlier when, together with his FAN (Northern Armed Forces), a dissident branch of the Frolinat, he took the French archaeologist, *Françoise Claustre*, hostage. Resolutely anti-Libyan, Habré signed an agreement with the Higher Military Council,

which granted him *de facto* the status of 'friend in need', the only one capable of reconciling the country's numerous factions. A Basic Charter was formulated in August 1978, with Malloum staying on as President, but henceforth aided by Habré as Prime Minister.

Malloum and Habré, south and north called upon to rule together – yet another illusion. The relationship between the two men, both intoxicated with power, was a stormy one. There were sporadic uprisings throughout the country and in February 1979, Chad's army and the FAN were back to back. The spiral of violence started up even worse than ever, each day's events more terrible and more cruel than the last. 'Black September' saw southerners hunted in the north, Muslims run to earth in the south. Inexorably, N'Djamena was divided up, as was the whole of Chad, between war leaders and brothers now enemies: Malloum, Habré and, now *Goukouni Oueddeï*, leader of the Libyan-backed wing of the Frolinat.

Thousands of deaths later, Hissène Habré and his FAN finally took over power in June 1982. A new, unifying party was born – the UNIR (National Union for Independence and Revolution). Heads or tails? A promising series of actions and national reconciliation projects? Or ferocious partisanship? Par for the course, Pavlov could have come from Chad, as a new rebellion, this time fermented in the south by the famous *codos* (commandos), broke out. Even more Pavlovian merciless repression was just around the corner. And so the cycle continued: summary executions, entire villages burnt to the ground, torture. Massacres of the local population also continued, until those in the Moyen-Chari, in the two Logones, N'Djamena and Guéra merged into one.

Habré had an exclusive hold on power, and his regime was to claim 40,000 victims. Disturbances flared up again and again. In 1987, he was almost beaten by Goukouni, who was still receiving a great deal of assistance from Libya. He survived only through the mass intervention of French troops and was thereby able to consolidate his power over practically all of Chad's territory. Nevertheless, in Chad, history does have an infuriating tendency to repeat itself. In 1989, one of his faithful lieutenants deserted him and took refuge in Sudan. Supported by the former *codos*, *Idriss Déby* took N'Djamena without resistance on 1 December 1990. His programme was clear and concise: 'I am not bringing Chad's people either water or money, only freedom'.

Freedom... 'When we heard this speech, we leapt at it. Déby was promising us freedom and we took him at his word', *Oulatar Begoto*, editor of *N'Djamena Hebdo* told us. Was the gentle breeze of democracy finally going to sweep away all trace of violence? Perhaps.

---

## A shaky democracy

---

With Habré gone, the 1990s were to dawn amid a climate of enthusiasm. Human rights organisations and trades unions were set up, the advent of press freedom encouraged the publication of weekly journals, and even the public media adopted an unfamiliar libertarian tone. In parallel, the granting of genuine status to parties gave rise, via multiple political formations, to official recognition of a multi-party system in 1992. Democracy, therefore, was on the move, even if it was struggling along, its hand somewhat forced by international opinion.

Spurred on by the press, demonstrations, political meetings and even strikes (notably by teachers) were to prod the new regime forward. Although initially reluctant, Déby agreed to hold a Supreme National Conference. This was

promised for 1991, but was not held until January 1993. Broadly speaking, it failed, undoubtedly from having eyes bigger than its stomach. Too many, often fanciful, subjects were submitted for discussion. Aspirations were too great... and great was the disappointment. Add to that a not altogether fair representation and grudging presidential concessions to a disunited opposition. In

brief, President Déby and his MPS (Movement for Salvation) were confirmed in their posts with increased power, the new democratic institutions claimed being conspicuous by their absence. As for public opinion, initial enthusiasm gave way to disillusionment.

Admittedly, a CST (Higher Transitional Council) was set up, to manage the year-long transition period needed to draft a new constitution and to hold presidential and multi-party legislative elections. This year was in fact to last three, as the polls did not take place until June-July 1996 and January-February 1997, respectively. For its part, the constitution was approved by 63% of voters in the March 1996 referendum, marking, more than anything else, rejection of the federalism advocated by those in the south and support for a strong executive. Idriss Déby won the elections with almost 70% of votes in the second round. Despite opposition accusations of misappropriation of funds, his party was subsequently to obtain a majority in the National Assembly, with 63 out of the 125 seats. In all, 70 political formations stood at the poll and 11 were henceforth to share the political scene.

Two years later the MPS still leads the government; indeed, its control of legislative matters has increased. By playing the alliances the MPS itself initiated off against one another, the presidential party holds practically all seats in the National Assembly. The voice of dissent, just like the opposition, has simply shrunk away, and there are many who would point to a return to the single-party system.



Souvenir de Habré...

---

## Fear of the single party

---

As already mentioned, Idriss Déby found himself in a position of strength after the National Conference, and his hold on power was then legitimated twice at the polls. However, although he could then govern the country alone, the President nevertheless continued to make covert advances to other political formations, a number of which were acquiescent. One of the first to respond favourably was, curiously enough, the UNDR (National Union for Development and Renewal), a 'southern party', led by *Saleh Kebzabo*, always one of Déby's most vociferous opponents. He recently explained his position in an interview granted to the weekly publication *L'autre Afrique*: 'In the second round of the presidential elections, we no longer had any candidates. Being neither first nor second, I had to direct my supporters to vote for someone, and my party decided to vote for Déby. This is how we came to ally ourselves with Déby, but not to rally to his cause.' This landmark event took place in June 1996, and Kebzabo was appointed Minister of State in the new government (only to be dismissed a few months later).

The URD (Union for Renewal and Democracy), the country's second party after the MPS in terms of votes, did the same. Its leader, *Wadel Abder Kamougué*, the principal loser in the race for the presidency, but since promoted to the post of President of the National Assembly, confided to us: 'We signed an agreement with the MPS with a view to achieving democratic progress and to guaranteeing a state of calm in the country. It is in such a context that the MPS votes helped me take over the presidency of the Assembly, whereas hitherto I had never even been a member of parliament. However, the party continues to work independently and, I must point out, will never agree to a revival of the single-party system.'

Other, smaller parties have also rallied to the presidential party since then. Some have even completely merged with it, as is the case of the

CSNPD (National Progress Committee for Peace and Democracy), led by *Moïse Ketté*, a former MPS supporter who, dissatisfied with his place in the system, went underground some time ago, after a failed *coup d'état*. Sometimes, it is not a party, but a party leader who swaps his opposition mantle for the Movement's uniform. This was the case last January of the former president of the RPT (Chad People's Assembly), *Dangdé Laobélé*. His party did not follow his lead, and he has been forced to take 'voluntary leave'.

In brief, the government platform is nowadays an impressive one and simply responds to President Déby's policy wishes, namely of 'consensual and participatory democracy', in an attempt to take account of Chad's socio-political landscape and to guarantee peace. Ministerial appointments and replacements continue – in his eight years in power, Idriss Déby has had 166 ministers (and five prime ministers), i.e. 24 different governments with an average of three reshuffles per year! His critics see this as no more than a tactic whereby he can assume total power. They are also concerned at what they consider the dangerous game played by parties who accept his invitation to join his movement. 'On certain issues of national interest, the participating opposition ought to demonstrate its difference of opinion by taking up certain positions. Paradoxically, what we are witnessing is excess involvement', laments *Gilbert Maoundonodji*, editor-in-chief of *Tchad et Culture*, a monthly analytical and general news review.

A mere alliance for the good of the country or undeclared submission, safeguarded political commitment or an empty shell? In any case, the opposition's voice is clearly becoming more difficult to hear, a fact which does not facilitate the democratic process. Others would claim that the 'MPS-dominated' Assembly is no more than the government's resonance chamber. The following aphorism is often put forward as an explanation: A mouth filled with food cannot talk. 'Most of the parties allow themselves to be seduced by money', explains Mrs *Koumbo Singa Gali*, director of *L'Observateur*, an independent weekly, 'because Chad is a poor country and the parties are obliged to obtain money where it exists, that is to say at the very centre of power. So they team up with Déby in order to become district chief, councillor, general or whatever.'

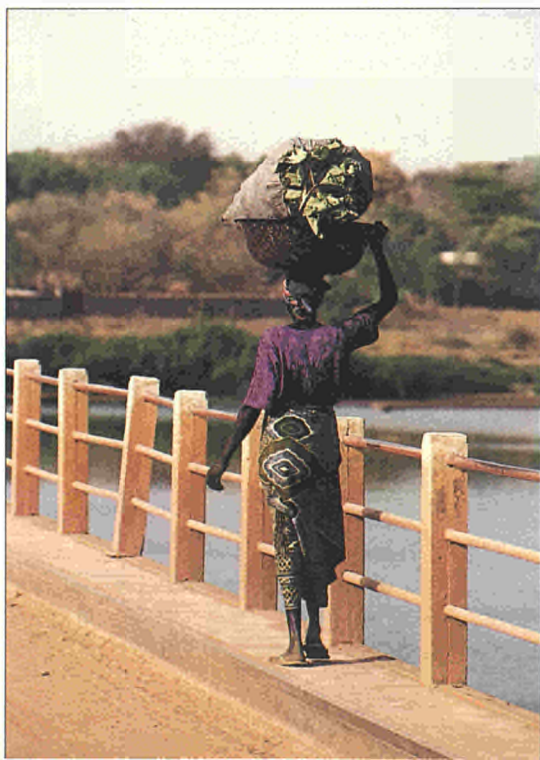
---

## Shared guilt?

---

Although this view is shared by a number of commentators, the sharp tone undoubtedly needs to be softened. The opposition's alleged predilection for material comfort and power is encouraged by a regime which is willing to promote its involvement. The case of *Ngarlejy Yorongar* is a good illustration: a member of parliament from Logone Oriental (south), a committed federalist, President of the FAR (Action for the Republic Federation), and a major figure, his parliamentary immunity was withdrawn in May 1998 and he was put on trial for having made defamatory remarks against the Head of State and the president of the Assembly. Although he was given a particularly stiff sentence (three years' imprisonment with no possibility of remission, plus a CFAF 500,000 fine), it is essentially the political nature of the

The Courier





sentence which generated a wave of protests both inside and outside the country, particularly at the European parliament and within human rights organisations. Events took a dramatic turn last February, when Yorongar was freed, pardoned by President Déby. When we met him two days after his release from prison, he told us that he was 'on probation', adding: 'officially, I've been released on humanitarian grounds, which means absolutely nothing! Nevertheless, prison is the best place from which to observe the genuine nature of a regime. After my stay, I feel I am in a position to confirm that the concept of the rule of law is totally alien to our government! That prison is an old people's home and justice is only an illusion.'

Significantly, also, the opposition has increasingly less scope to make itself heard. Its access to the public media is derisory, automatic (self-) censorship being blithely put into operation. The organisation of a meeting or of a demonstration has also become extremely difficult, as confirmed by Gilbert Maoundonodji: 'The opposition has never had genuine status, with means of action, freedom to move and intimidation-free access to the public media. The current system in this country involves, first and foremost, a power struggle where one either sides with the strongest, disappears or takes up arms.' Some have preferred to opt for the latter solution. The south and, in particular, the Moundou region has always been a hotbed of dissent and only last year, rebellion flared up yet again when *Laokein Barde* and his FARF-VA (Front of Alliances for a Federal Republic-Victims of Aggression) went underground. Once more, the rebellion ended in bloody repression.

Nowadays, it is the Tibesti region which is overheating, since a former Déby minister, *Youssef Togoïmi*, decided to take up arms. Although the *raison d'être* for the Barde rebellion was in the north/south conflict, Togoïmi's 'outburst' is thought to be no more than a matter of honour held up to ridicule. Whatever it is, rumour has it that there have been dozens of deaths, whole villages razed to the ground, and a national army in difficulty in the face of the rebels' advance. The government, meanwhile, has long hidden behind an anxious silence, official communiqués finally confirming the facts, but minimising them to excess: only 20 retired soldiers are said to have supported the rebellion and the situation was rapidly brought under control. Soldiers of the Chad army present in the area are said to be there only to check the borders. Those who came back with injuries are said to have been the victims of a landmine explosion which blew up a truck. So, who is to be believed? 'These are indeed only rumours', a diplomat in N'Djamena told us. 'But, here, rumours are rarely incorrect and as soon as a rebellion begins in Chad, it rapidly snowballs.'

A similar cause for concern is the situation of civil society which, it should be remembered,

demonstrated genuine dynamism when the democratic process first took off. Still in its infancy, it is feeling its way, but it is heavy going. It would appear that it shares the same problems as the opposition. Some of its leaders have also opted to join up with the powers that be, at the same time discrediting civil society as a whole in the eyes of public opinion (the former president of the Human Rights League, for example, became a minister, whereas the assistant general secretary of the Chad Trades-Union Association is now director of communication). The regime is also attempting to regain its hold over civil society and, if appropriate, to muzzle it. Public demonstrations are problematical these days, human rights associations, suspended even temporarily, often have to take risks, and political discussion takes place behind closed doors. Given the context, is the press the last bastion of free speech in the country, as it would like to have us believe?

## The press – the last bastion of free speech?

An independent press, naturally. Largely in the pay of the regime, national television is highly controlled and censored. The same applies to radio broadcasting, which has the added problem of outmoded equipment. Since the beginning of the 1990s, when the outlook was fairly favourable, journalists overall have had their freedom eroded on a daily basis, particularly in the wake of the elections. As for *Progrès*, a former weekly publication which is now a daily, it often limits itself to publishing government communiqués.



The Courier

The 'independent' press, however, has never agreed to lay down its pen, anxious to keep its hands free. What it writes only rarely has government approval; it is no more

than a euphemism, sometimes inordinately so. If a journal such as *Tchad et Culture* relies on presenting shades of meaning, others, on the contrary, are not afraid to adopt a vociferous stance. Acerbic, irreverent, more often than not merely pamphlets, *N'Djamena Hebdo*, *Le Temps* and *L'Observateur* are genuine cancers eating away at the regime – or, at least, they should be. And there lies the paradox: despite laying into the regime tooth and nail, this section of the press enjoys a freedom of expression which is hard to countenance in Chad's context. *Néhémie Bénoudjita*, director of *Le Temps*, nevertheless plays down such enthusiasm: 'press freedom, which is relative, makes things difficult for us. We're caught in a trap because we've become the democratic guarantors of a regime which is still autocratic and under which other forms of expression are extremely limited. We are no more than a foil for sponsors.'

Maybe. The wind has changed direction, and various types of 'pressure' are applied from time to time – equipment destroyed here, strong-arm

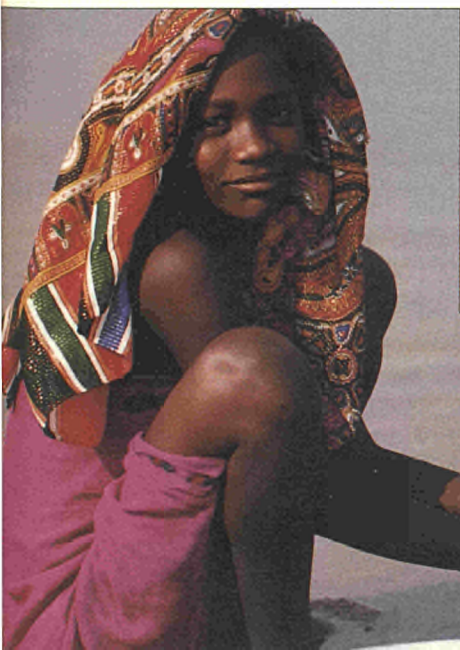
tactics against journalists there (some have been killed). The powers-that-be in fact appear to have decided on a change of plan: since 1998, the three weeklies have been living under a suspended sentence. Some for defamation, others for having wanted to destabilise the country (for having set a cat amongst the pigeons by raising the issue of Chad's troops being sent to the Democratic Republic of Congo). Nor does their future look particularly bright, since the Communication Minister recently announced that he would have no hesitation in bringing in harsher measures. 'The threat is indeed a serious one', the director of *N'Djamena Hebdo* told us. 'We are aware that, next time, it will be prison with no possibility of remission. But we remain determined – if there are things worth saying, we will say them.' An inescapable wrestling match? Probably. 'We're obliged to respond head-on. Chad's press has its back against the wall and has no other choice', the director of *Le Temps* lamented, adding that 'the regime accuses us of wanting to destabilise Chad in the eyes of its partners whereas we are merely fulfilling our duty as purveyors of information.'

## Ongoing insecurity

Could this harsher approach to the press be symptomatic of a parallel hardening of the regime's approach overall? Certainly, some would agree with this view, and it would be a pity. Certain major issues underlying the country's instability remain unresolved, for example the ongoing climate of insecurity – not only socio-economic insecurity (Chad is still one of the world's poorest countries and poverty is a daily reality for a considerable percentage of the population), but also insecurity full stop.

Human rights violations have never been completely eradicated from Chad. The formula is a familiar one: 30 years of civil war cannot merely be swept aside. This is all the more true when someone whom the people refer to as a 'politico-military man' is replaced by another of the same ilk. In 1990, the reign of terror initiated by Hissène Habré admittedly came to an end, but this did not mean that Chad had seen its last bloodbath. As a native of Ouaddaï (he is a *zaghaua* from Biltine), geographically

in the east of the country, Idriss Déby is primarily, for many people (namely southerners) someone from the north. In other words, despite the immediate appointment of a southerner as prime minister, to maintain the geopolitical bal-



The Courier

ance, his coming to power was not a source of joy for everyone in Chad. So the eternal fratricidal conflict goes on. Dissidence, then rebellion, then repression – particularly in the two Logones in 1982 and 1983. The scene is further sullied by murders such as that of *Joseph Béhidi*, a member of Chad's Human Rights League.

According to *Nadji Laouhingane*, president of the Moundou league, large-scale violations of human rights are still perpetrated in Chad. 'There are still many instances of extrajudicial executions, of people being tortured or held in police custody, summary violations of rights, humiliations and even instances of the rape of women and also young girls. The government, and therefore its executive arm, namely the army, the police and the gendarmerie, exerts arbitrary force over populations with no involvement in politics. Usually, these are merely acts of vengeance against age-old dissent.' Obviously, the bloody events in the south in 1997 merit a mention. 'There has been something of a lull over the past few months. Violations are now perpetrated principally at detention centres and police stations. However, the destruction of roads, racketeering and the fleecing of peasant farmers and stock breeders are widespread. So is the impunity which appears to be enjoyed by those who perpetrate such acts.'

Admittedly, the size of its military forces is a thorn in Chad's side. The army is made up of two principal units: the nomadic National Guard, of which Idriss Déby's uncle is the director, and the Rapid Intervention Forces, a type of army within the army consisting of members of his clan. The caste system is respected and feared, but this does not guarantee any greater discipline than in other corps – countless soldiers are often at a loose end, and the reintegration programme takes too long to find them new jobs.

All these factors taken together mean that 'Chad may explode at any time'. Violence is indeed latent, and it may weaken a democratic process which, in spite of everything, is making progress, even if this is sometimes in the wrong direction. Municipal elections are on the cards – perhaps the results will put an end to what not only Chad's citizens but also foreigners view as the prevailing climate: resignation. ■ T.G.

The Courier

# A glowing future for the economy?

The acrid smell of petroleum is becoming increasingly noticeable in Chad in the final days of the twentieth century. Although the first well is still no more than a sketch on a drawing board, black gold is already being heralded as the philosophers' stone. It is futile to point out that years of war have left marks to please even the most gloomy statisticians, but although most of these figures still apply, Chad's economy is definitely, from certain aspects, on the up.

As Africa's most land-locked country, Chad is undoubtedly a Sahelian nation – although with a degree of variation. Despite having a good half of its territory buried under desert sand and pebbles, fields of sorghum alongside thorn-bush scrub and date palms, with nomads and transhumants watering their livestock, are a daily sight. As these stockmen make their way down to less hostile lands in the south, they inevitably encounter cotton growers and rest in the shade of mango and other trees. National produce also includes gum arabic, a few vegetables (tomatoes, spinach, etc.), tubers, the odd fruit, and groundnuts, but all in small quantities. Goats and sheep gambol about everywhere all the time. Manufacturing is underdeveloped, is concentrated exclusively in the towns and serves principally the domestic market. Similarly, the private sector is extremely restricted, the country's principal employer still being the state. Naturally, a considerable proportion of the population, particularly women, make a living from the unofficial economy.

Agriculture is still overwhelmingly dominant, accounting for 80% of the country's economic

activity. Stockbreeding and cotton are the mother's milk of the state. Close on three million of Chad's citizens, i.e. half the total population, make a living out of cotton, for example. All cotton growers sell their produce to the same purchaser, the state-owned *Cotontchad*, which also provides them with their inputs. Everything has a price fixed by presidential decree and announced on the radio. After ginning, produce is subdivided into fibre cotton (90%), which is exported to textile mills, and seed cotton (10%), which is used for local production of soap and oil. *Cotontchad's* monopoly on this sector is nevertheless at risk of being broken up at any time: private operators are looking in its direction, very much against the wishes of the company's director, *Ibrahim Malloum*: 'I'm completely against privatisation of such a strategic sector as cotton, which is functioning perfectly well. Furthermore, we have a moral obligation to our peasant farmers, given that we buy all that they produce. What will become of them if the sector is divided up?'

---

## Neither one thing nor the other

---

Privatisation is the fruit of the three-year Structural Adjustment Programme (SAP) implemented in 1995 together with the Bretton Woods institutions and with a budget of CFAF 33 billion, this entire sum having been hit by the devaluation of the CFA franc. The programme, which is supposed to promote the emergence of a private sector, has the following macro-economic objectives: a real growth rate in excess of 5% for the period from 1996 to 1999, average inflation brought down to 3.5% by 1999, and a budget deficit which may not exceed 12% of the GDP. A number of reforms are also on the agenda, such as the liberalisation of the economy, control of the wage bill and expansion of the tax base. Although the implementation of the SAP has led to further payments from other donors, the principal advantage it has brought with it is undoubtedly a trend towards orthodoxy in terms of economic policy which hitherto was often haphazard.

The end of the three years of structural adjustment is now drawing nigh (the programme was delayed slightly), and the initial results could be summed up by 'control and stability'. Certain figures are indeed promising, although they ought to be viewed with caution. Growth, which at the end of 1997 was close on 7%, is, for example, due essentially to an unprecedented cotton harvest: the 103,000 tonnes broke all previous records. The current cotton season, however, which ends in May, looks less profitable (undoubtedly 20% down on the previous year). These figures can be put down to scarce rainfall. Furthermore, the fall in fibre-cotton prices is generating a degree of anxiety. Another example is public finances: although they are demonstrating a certain level of recovery, a study carried out by the BEAC (Bank of Central African States) nevertheless mentions, in late 1998, a shortfall in income. There is no room for complacency, however. Inflation has



The Courier





The Courier

been brought back down to around 3% but the general consumer prices index has recorded a considerable rise during the past year, particularly as regards food products.

The scaling-down of state involvement in industry, although it is continuing and has already marked up a number of successes, remains a sensitive issue. This is particularly noticeable in the more strategic enterprises such as *Sonassut* (Chad's national sugar company) and the STEE (Chad Water and Electricity Company). With their situation still shaky, early 1999 does not currently appear to be a good time to find a private investor. It is the STEE that is principally in the private sector's sights. Chad's electricity is currently reputed to be the most expensive in the world, perhaps also the rarest! Apart from serious financial problems and restricted production capacity, its fuel supply has been in deficit for almost one year. Power cuts can occur at any time, with the result that many SMEs and non-industrial workers are forced to shut up shop. Certain larger enterprises have also had to do the same.

The current economic situation therefore remains fragile and consolidation is the order of the day. This was to have been promoted by the almost \$1 billion in funds released in the wake of the fourth round table meeting of Chad's partners held in Geneva last October. According to *Ali Hassan*, Minister for the Plan and national authorising officer under the Lomé Convention, the areas of rural development, health, education and infrastructures were also given priority status, in agreement with the government.

Infrastructures: without a doubt, their glaring absence is a veritable millstone around the neck of development. The case of transport is particularly pertinent in this respect – in a territory three times the size of France, there are only 300 kilometres of asphalted roads. Apart from this,

there is sand and, for the more fortunate, laterite. A very limited number of tracks are suitable for motor vehicles throughout the year, others being out of commission during the winter months.

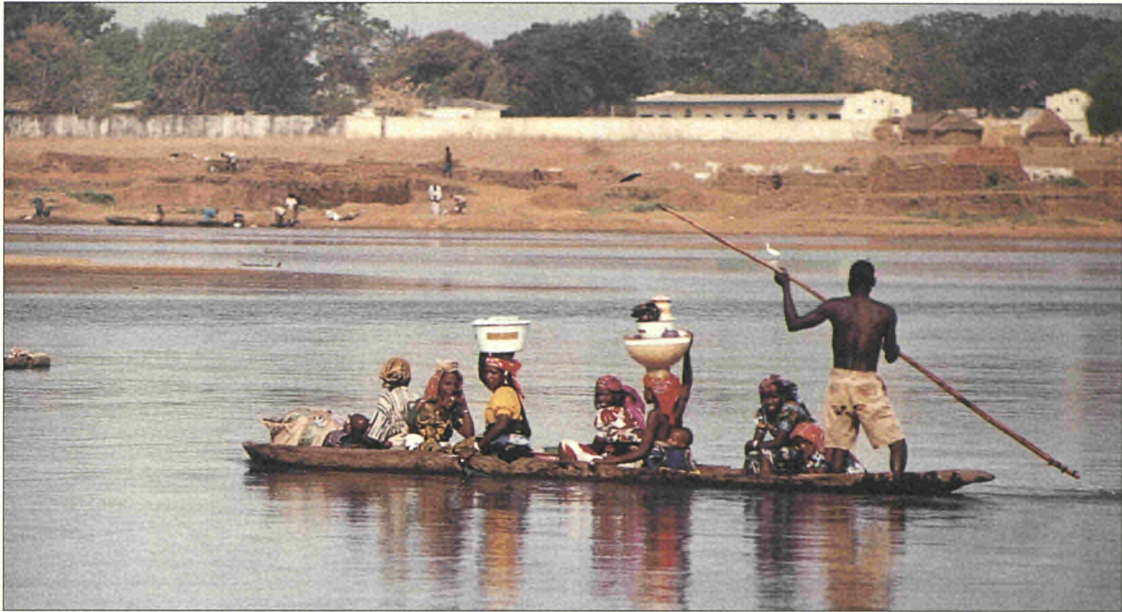
Rural development, health, education: is it worth mentioning figures? The human development index (which takes into account various factors, such as life expectancy, percentage of children attending school, etc.) should suffice: 0.313, which puts Chad in 163rd place out of 175 countries. Growth rates are of little concern to people whose more immediate aspirations go no further than gaining access to drinking water, alleviating famine and learning how to read and write. As an economist we met in N'Djamena was at pains to inform us: 'There are two sides to the situation in Chad – firstly, the Bretton Woods institutions, with their structural results and their *quantity*, and then that of everyone else, those who prefer to speak of *quality*. Both are equally valid, it just depends on your point of view'.

Whatever the case may be, in the current social and economic context, it is easy to see how oil is being welcomed as the solution to Chad's endemic underdevelopment. Petroleum exploitation ought to mean the end of the country's paralysing energy crisis, a portion of its revenue would be reinvested in priority social sectors, employment would be created, roads and bridges would be built – what more besides? But hold on! The first barrelful is not even out of the ground. There *is* black gold, make no mistake, but as yet there is no green light from the World Bank for work to start.

## Black is beautiful?

When viewed in any terms other than those of its potential, Chad is a poor country – the words of *Abdelwahab Chérif*, joint national authorising officer for the EDF. Petroleum is therefore significant. Discovered in 1974, its commercial viability was established only in 1996, the year when a first accord was signed between the governments of Chad and Cameroon. This accord, which was subsequently ratified, provides for the construction and maintenance of a pipeline which will enable the produce from future deposits in the Doba basin, in Southern Chad, to be discharged at Kribi, on the Cameroonian coast. The works will be financed and undertaken almost entirely by a consortium made up of Esso (40% and project operator), Shell (40%) and Elf (20%). The remainder will be undertaken by the two governments, which will receive financial support from the World Bank. It was the consortium itself which wanted to involve that financial institution. *Jean-Pierre Petit*, director-general of Esso for Chad, explains why: 'We wanted such a partnership so that the Bank could say that the best possible conditions had been set up, either in terms of the installation plan, taking all the necessary precautions to avoid an ecological disaster, or so that we could not be criticised for having thrown away an unexpected gift from which not all the country benefited'.

Guarantees and moral caution – clearly exploitation of the Doba petroleum will have conse-



The Courier

quences for the people, their environment and their living conditions. A study has been carried out by the consortium and the government of Chad to ascertain the impact of the works on the environment, how the latter may be managed, the compensation payments and the relocations of populations that will be necessary. Although, at the time of going to press, the World Bank had not yet approved this study in its entirety (certain details proved problematic), we can confirm that Mr Petit described himself as confident when we met him, particularly regarding the socio-economic consequences for the population: 'We have canvassed all the interested parties and have come to an agreement as to rates of compensation. Payment in cash has already been made and we are now commencing payment in kind, as some families preferred to receive their compensation in the form of a plough, livestock, etc. Collective compensation remains to be paid. We therefore have no problem with the local population; in fact, quite the contrary'. Regarding population relocation, Esso's director states that even the most pessimistic of estimates involve fewer than 60 families.

As might have been expected, the tone of the many development NGOs and human rights defence associations, both national and international, is quite different. In the last few months, they have been mobilising their resources. In their opinion, the negative impact on fauna, flora, water courses and crops must be seriously considered, as must the risks of air and soil pollution. Furthermore, many of them make repeated reference to violations of human rights *vis-à-vis* the populations concerned. It is interesting to note that local organisations are often slightly more qualified in their reaction than their colleagues in the northern hemisphere. In many cases, they point principally to a marked lack of information and awareness promotion. The same applies within many traditional chieftaincies, who are demanding that, come what may, ways and customs must be respected.

To say that the proposed exploitation of petroleum is giving rise to debate is an understatement. Discussion is not limited to environmental

issues – without a doubt, petroleum is also a political hot potato. Critics of Chad's government are taking aim, with oil-revenue management in the line of fire. Will everything take place completely transparently? Will the population receive a fair return? Will revenue genuinely be ploughed back into health and education? All such questions generate suspicion, even denials, not only in opposition mouths and in the independent press, but also on the part of a number of observers outside Chad's political scene. It must be agreed that current management of national resources is not entirely above reproach, with nepotism, patronage and doubtful payments all being part of daily life. It is to counter such practices that MPs voted in favour of a law on equitable management of petroleum revenue.

According to the consortium's current estimates, the 300 wells to be drilled in the Doba basin will make it possible to extract over 200,000 barrels of high-grade petroleum per day. Apart from the vast majority of profits which will, in any case, go to the three oil companies, these same estimates indicate a total direct benefit of the order of \$5 billion for Chad, plus indirect income of approximately \$3.5 billion. A portion of these funds will be managed by the BEAC. '55% of revenue will be held on account for 20 or 30 years, to benefit the region. A further 10% will also be set aside for future generations. The remainder is intended for development and for poverty alleviation', the Bank's director, *Mahamad Ben Barka*, confirmed to us.

## How much is the crossing?

Bear in mind that all this is currently only on paper, since N'Djamena is awaiting the green light from Washington. Moreover, it will take a good three years to build the oil pipeline and to sink the wells. Meanwhile, the price for crossing the Chari, the river on which the capital stands, remains unchanged. This trip by dugout canoe costs CFAF 25. ■

T.G.

# 'There is no North-South problem in Chad!'

## An interview with Prime Minister Nassour Ouaido

*Originally from the Mayo-Kébbi area in southern Chad and a member of the governing party (MPS), Mr Nassour Ouaidou has held this post since 16 May 1997. Before that he was general secretary of the Office of the President. First of all, we asked him to give us his assessment of the work accomplished by the government he has led for two years.*



The Courier

I usually maintain that it's a difficult thing to talk about oneself – it's up to others to analyse my government's achievements in the context of the provisions contained in our constitution. On 4 June 1997, the National Assembly adopted our policy programme by a very large majority. This programme is based principally on the policies of consolidating the democratic process, setting up the institutions outlined in our constitution, decentralising power, reinforcing the multi-party system, etc.

*So, how do you view democratic progress?*

I believe it's a unique opportunity, not only for the political class but also for all my compatriots to make a break, once and for all, with all the violence Chad has experienced, and to turn resolutely towards peace. Yet exercising democracy is no easy task. Although a number of political parties existed in Chad prior to independence, 1962 saw the rise of the single-party system which lasted until the 1975 coup d'état and the military regime which ensued. Fundamental freedoms were suspended. Then, in 1979, there was civil war and a series of political/military regimes. The single party regained power in 1982 and it was not until 1990 that a democratic process was set up. There are currently over 60 recognised political parties, each responsible for its own organisation and for generating political debate. Nowadays, Chad is on the right road, although this democracy needs to be bolstered around the principal theme of consolidation of national unity and a shared desire to move the country up the development ladder.

*Some would say that Chad looks set to return to the single-party system, given that there are fewer and fewer members of the opposition. In fact, a number of so-called parties and leading figures have recently joined the ranks of the President's supporters.*

My reply is quite simple: everyone is free to set up a political party, but a party is like a business. You have to be able to manage its internal dynamics. This does not explain the existence of alliances, but as soon as you realise that you are all pursuing the same goal, you form an alliance.

This is not what you would call a union, in the true sense of the word, but the setting-up of a more widely based executive committee, so that ideas and the like are better expressed. As you know, there was a referendum and the opposition parties fought against it (the constitution was adopted by 69% of the vote). Then we held the presidential elections, where there were 15 candidates, two of whom dropped out in the second round. Then there were the legislative elections, where more than 3000 candidates

stood for 125 seats. Next there will be municipal elections – then you will see just how active our political system is!

*One of the principal opposition figures, Yorongar Ngarleiy M.P., was last June sentenced to three years' imprisonment, yet a few days ago he was released at President Déby's insistence. Is this a way of demonstrating that the President has power of life and death over him?*

The Yorongar problem has been the subject of interminable discussion. His arrest was described as a political act. Let's look at the facts: Mr Yorongar is a citizen and every citizen has both rights and duties. During a press conference, he accused the President of the National Assembly of having received backhanders from a company which belonged to an oil consortium – sums of CFAF 1.5 billion were mentioned. The President of the Assembly, himself a citizen, launched a complaint.

As regards his release, the President has the right to grant a pardon under the terms of the constitution. Mr Yorongar was therefore pardoned, making this no more than a correct sequence of events. If people wish to interpret it another way, then they, too, have the right to do so.

*One interpretation might be that it was only on account of pressure from donors that Mr Yorongar was released, amid protests about basic respect for human rights.*

I have no comment on that.

*Let's move on to another topic which is currently in the headlines: what exactly is going on in the Tibesti region? Rumour has it that there has been a well-supported rebellion and dozens of deaths. The government, however, is being particularly reticent and suggesting that a vehicle was blown up by a mine.*

There is indeed a rebellion, led by a former minister. On this subject, perhaps you would like

to refer to the communiqué issued by the Defence Minister. The situation is now stable again – there is no 'battle' going on in the Tibesti area. We are committed to our policy of national reconciliation, but sometimes that means we find ourselves on the very margins of peace.

*Let's turn now to the economy. At last October's round table conference in Geneva, what were the principal conclusions?*

Chad has been subject to a structural adjustment programme for the last three years, since 1 July 1995. In September 1997, the programme was suspended for a period of four months, then restarted and we are now coming to the end of our third year. The round table conference paved the way for an interim programme, also covering three years, to prepare a long-term development programme. This is why the round table conference called together all our bilateral and multilateral partners. The sectors to which we are giving priority attention are those of education, health, rural development and infrastructure. After the round table conference, we set up a high-ranking monitoring committee, chaired by the Prime Minister, and also a technical committee and subcommittees.

*One of the reforms concerns the privatisation of State enterprises, including the STEE (State Water and Electricity Authority) and the SONASUT (Chad National Sugar Board). Could you tell us something about this?*

We have already privatised a number of public enterprises, and now large companies, such as the SONASUT, remain to be converted. In the case of the STEE, the invitation to tender will be published in the next few days. Our programme of scaling down State involvement is therefore going ahead as planned, despite the fact that there were a number of problems and misunderstandings in certain sectors. Nevertheless, we are determined to pursue this policy to enable the private sector to take over.

*Is this the situation of CotonTchad? Needless to say, privatisation of that company will have certain repercussions – be they good or bad – on a very large section of the population which depends on cotton for a living. Is a dismantling of the sector on the cards?*

You are right in thinking that the government's prime concern is that Chad's interests should be safeguarded. We don't privatise State enterprises just for the sheer pleasure of it! We do whatever is in Chad's interests.

*Chad's economic future seems increasingly to depend on oil. Of course, any revenue from this will have to be distributed equitably and wisely.*

Oil is only one source of wealth among many. Chad is primarily an agricultural and pastoral country – we have approximately 39 million hectares of land that can be cultivated. Also, we have resources of water and one of Africa's largest national livestock herds. Everything we do is to enable us to survive. Even if we could cultivate only 30% of our land, we would still enjoy food security and would even have a

surplus to export. Oil will therefore be only a supplementary resource enabling us to consolidate our development. As far as the use of oil revenue is concerned, we have chosen four key sectors, as I have already mentioned: education, health, infrastructures and rural development.

*At the moment, however, the petroleum issue is still awaiting the go-ahead from the World Bank, principally because of a study into the environmental and socio-economic consequences of developing this resource.*

The World Bank is a partner; one talks to one's partners. Frequently, it is possible to arrive at solutions. Naturally, we are concerned about our own environment, particularly since the major part of our territory consists of desert. As you can imagine, we don't wish to create further environmental problems. Quite the opposite. In order to preserve nature, we have discussed the risks, conducted an environmental impact study and implemented an environment-management plan. All these ideas need to be refined in order to allow petroleum exploitation. At any rate, everything appears to be going well.

*Another major reform currently on the agenda is the reduction in and reintegration of the nation's surplus military personnel.*

In 1993 and 1994, our army was indeed over-staffed, and we received help in demobilising a great many soldiers under our cooperation arrangement with France. Our aim is to bring troop numbers down to 25,000. A structure has been set up for this purpose and is doing its job. We believe that this reform is on the right lines. The reintegration programme has now started, with World Bank financing, although, at the moment, it's a pilot programme which may be expanded at a later date.

*Finally, Prime Minister, in your view, is the North-South conflict myth or reality?*

It is no more than a stereotype. People have always made us into opponents – yet there is north, south, east and west in any country. When you talk to the people in these regions, such differences are not remotely apparent. On the contrary, there are many mixed marriages. Chad is a multi-ethnic country, something we regard as an asset. In terms of religious denomination, there are the two major revealed religions, whose members live together very harmoniously. You will find people from the north living in the south, just as you will find people from the south living in the north, even if they are on State duty. The main obstacle to this type of mixing is purely and simply that the country's road system is not up to the task. If we were able to travel all over Chad, this intermixing would be even more marked. When we are able to build roads all over the country, you will be able to see that this North-South problem no longer exists. In any case, Chad has no North-South problem: it exists only in the subconscious of those who would like there to be one. ■

Interview by T.G.

# Profile

## General information

Area: 1,284,000 km<sup>2</sup>

Population: 6.9 million (1997)

Population density: 5 per km<sup>2</sup>

Capital: N'Djamena (pop. approx. 600,000)

Languages: French, Arabic

Religions: Islam, Christianity, Animism

## Political structure

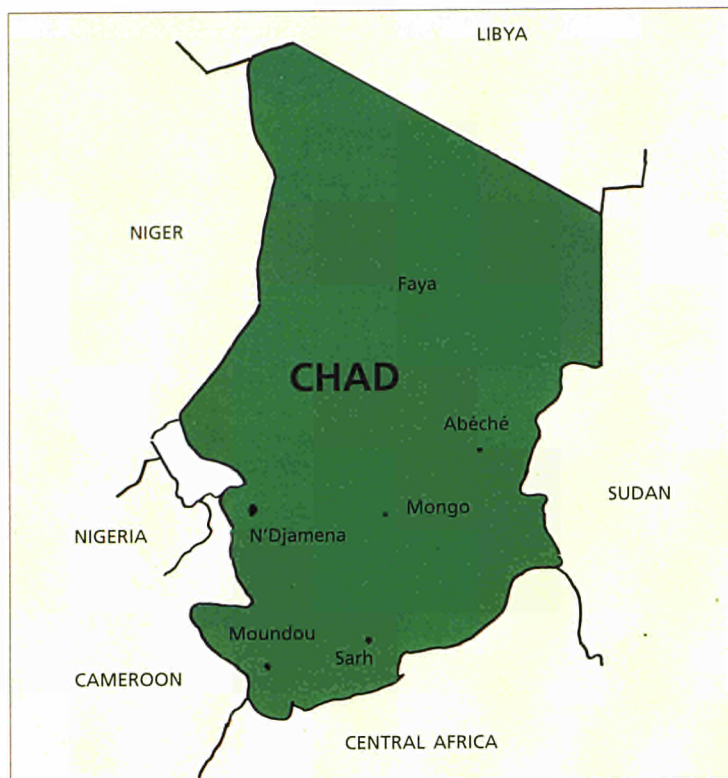
*System of government:* Parliamentary democracy. A new constitution was adopted by referendum in April 1996. The next presidential and legislative elections will be held in 2001.

*President:* Idriss Déby (since 1990; elected by universal suffrage in August 1996)

*Current composition of the National Assembly:*

- MPS (Patriotic Movement for Salvation): 65 seats
- URD (Union for Renewal and Democracy): 29 seats
- UNDR (National Union for Democracy and Renewal): 15 seats
- UDR (Union for Democracy and the Republic): 4 seats
- Others: 12 seats

The last legislative elections took place in January/February 1997



## Economy

*Currency:* CFA franc. 1 = CFAF 656

*External debt:* \$1,045 million (1997)

*GNP per capita:* \$180 (1995)

*GDP growth rate:* 6.5% (1997)

*Rate of inflation:* 6.6% (1995)

*Main exports:* cotton, livestock

*Main imports:* manufactured goods, petroleum products

*Principal trading partners (1996):* Portugal, Germany and Costa Rica for exports; France, Cameroon and Nigeria for imports

*Trade balance:* -\$97.0 million (1997)

## Social indicators

*Life expectancy:* 47.2 years (1995)

*Adult literacy:* 48.1% (34.7% for women and 62.1% for men - 1995)

*Population with access to clean water:* 29% (1990-1996)

*Population growth rate:* 2.5% (estimate 1995-2015)

*Infant mortality:* 92 per thousand (1994)

*Human Development Index:* 0.313 (163rd out of 175)



The Courier

Sources: Economic Intelligence Unit, UNDP Human Development Report 1998)

# Interview with Opposition member Mr Jean-Bawoyeu Alingué, 'The regime does not have a democratic culture'

*A former Prime Minister and also President of the National Assembly before the arrival of the MPS (Movement for Salvation) in 1990, Jean-Bawoyeu Alingué is President of the UDR (Union for Democracy and the Republic), one of the few genuine opposition parties in Chad. These days, he is an M.P. in the National Assembly. To begin with, we asked him for his assessment of the democratic process.*



The Courier

First and foremost, it is important to point out that democracy arrived amid a great fanfare and was received with great jubilation on all sides. Also, the process of setting up democratic institutions has begun. There was a referendum, a presidential election and then legislative elections, all of which enabled the democratic process to get under way. The current issue is knowing how to sustain this process in a country like ours, by which I mean a state which has been through thirty years of civil war and where free speech has always been a rare luxury.

Unfortunately, it has come to our notice that the government has recently made a number of departures from its blueprint for democracy in Chad. It has brought in several regulations which are completely in conflict with respect for human rights... instances of injustice, intimidation of the private press, etc. Moreover, parliament appears to be unable genuinely to perform its institutional role regarding matters of public interest. I am referring here to the oral or written questions addressed to the government but which are not answered. Also, the public media have obstacles put in their way, which prevents free expression of opinion. All these instances hold back the democratic process we should be consolidating.

*So, as a member of the Opposition, you are increasingly isolated?*

Admittedly, we are going through a difficult period. If an opposition is unable to establish itself in a country, there can be no democracy. Moreover, the fact that the elections took place in such disgraceful circumstances – there was a great deal of vote-rigging – has caused a number of activists and certain parties to lose faith. They believed that events would move forward under their own momentum. I, myself, have always said that democracy needs time, and that political activists cannot afford to rest.

Another problem stems from the fact that the government is attempting to force the opposition parties to throw their lot in with the MPS. Given the country's economic and social situation, and taking into account the opposition parties' difficult financial circumstances, it's

extremely easy to make an Opposition leader the offer of a post as a director or adviser etc.

More serious, on the other hand, is the fact that the President of the Republic did nothing to promote the cause of democracy in a statement he issued slightly less than a year ago. Within the context of Colonel Gaddafi's visit to Chad, President Déby clearly stated that off-the-peg democracy, by which he meant democracy imported from the

West, was not right for this country.

In a country such as Chad, where the socio-economic situation is so fragile, where democracy is in its infancy and where political activists still have a low profile, such things combine to hold back the democratic process.

As for the Opposition, we see our role as maintaining a presence in the Assembly and doing our work as members of that Opposition. If that were not our working principle, Chad's political system would immediately revert to that of the single party.

*Do you therefore share the opinion of the private press which maintains that there is a real danger of the single party re-emerging?*

Absolutely! But we will be carrying on our activities as an opposition party.

*Mr Yorongar, another spearhead of the Opposition, was released from prison the day before yesterday, despite having been sentenced to a full three-year term. How do you explain his release?*

The fact that his release was sudden amply supports the view I have held since the time he was arrested, that Mr Yorongar's imprisonment was purely political. Of course, a great deal of pressure was brought to bear for his release, both internationally and nationally, but by pardoning Yorongar, the Head of State is above all demonstrating the fact that he considers himself to be above the general fray, in other words that he has the power of life or death over all Chad's citizens. What else are we supposed to think if a president prosecutes an M.P. and then pardons him later on? As part and parcel of the pardon, Mr Yorongar has lost his seat, which raises many other issues.

*How do you read the government's silence regarding the Tibesti situation or the despatch of troops to the Democratic Republic of Congo?*

It merely illustrates the administration's lack of a democratic philosophy, as it obviously feels it has no need to inform the public. I, myself, raised the issue of Chad's troops being sent to the DRC at the most recent session of the National Assembly: our soldiers have been mobilised without backing from the Assembly, and I wanted the government to offer an explanation to its people. An order was immediately issued for the session to be held *in camera*, which was unconstitutional in this specific case! What it amounts to is a total refusal to inform public opinion. Furthermore, journalists from *L'Observateur* who also raised the issue were condemned!

*Yes, you have mentioned several times that the freedom granted the private press was nothing but a foil for international public opinion.*

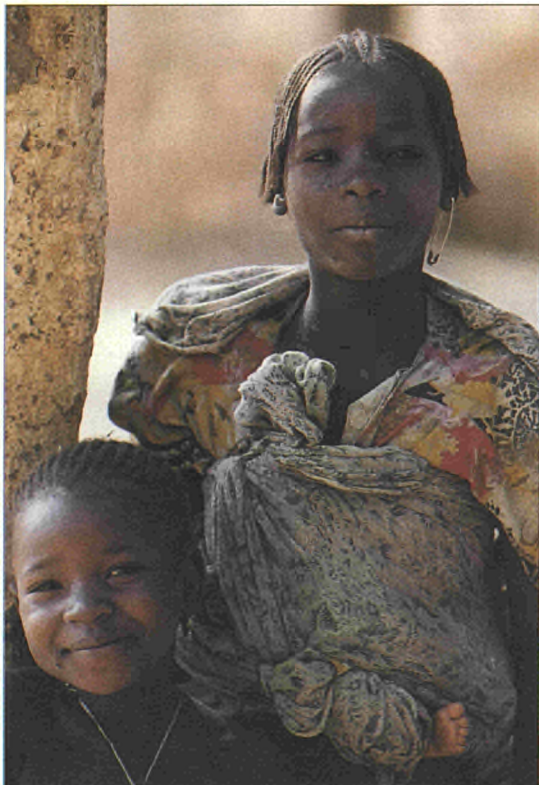
And so it is. The government uses the private press as an alibi for democracy. However, *N'Djamena Hebdo* is living under a suspended sentence. So is *L'Observateur. Le Temps*, also, is always being prosecuted. The regime allows journalists to have their say to make donors believe that there is real press freedom in Chad, whereas that is not the case. How can one speak of press freedom when editors are constantly being threatened?

*In your opinion, what should Chad's priorities be?*

As always, genuine consolidation of the democratic process. It's like a new-born child: you have to teach him about life gradually, and watch him as he grows day by day.

A second priority would be a consistent approach to economic and social development to allow fair distribution amongst the people of

'The democratic process is like a child...'



The Courier

the resources we receive from the international community and the resources we generate ourselves.

This would help Chad's citizens come to the gradual realisation that their experience of the last thirty years – the single party, violence, misery, etc. – is well and truly a thing of the past.

*Do you believe in development based on petroleum?*

I believe in petroleum, because it is a fact, and therefore a plus, but it is certainly not a panacea.

Nevertheless, income from petroleum must be distributed equitably to all Chad's communities and peoples. I have my doubts, however, that the current government is capable of managing petroleum revenue fairly. The eight years during which the MPS regime has been in power have taught us to believe the opposite, not only regarding flows of funds from donors but also income from the cotton sector or stock-rearing. The resources of *CotonTchad* and *Sonasut* have been completely squandered! The funds taken from their coffers did not end up in the economic or social sphere, I might add, and the same thing will happen again when we start to generate petroleum revenue.

*Do you believe in a united Chad?*

I do, indeed, because Chad's citizens have a tradition of communal living. What divides communities, however, is government policy, which thwarts attempts at establishing mutual understanding. State structures need to be adapted to suit Chad's multi-ethnic reality, and the sooner this problem can be solved the better.

The so-called North-South conflict is exacerbated and accentuated by all the injustices the country has known for more years than I care to remember. The MPS's policy further aggravates this conflict. Let me give you an example: of all the prefects, sub-prefects and directors-general who have been appointed, how many are competent managers? Far too many were given their job simply because they belong to one clan or another. The government is a past master at such abuse of the system.

Nevertheless, this conflict should not be brought back to two well-defined entities: there are indeed communities in the North which also feel they have been done down.

*Do you support the setting-up of a federal state?*

My party voted for decentralisation. Does this mean that the final structure will be a federation? I've actually no idea, but for the time being I would not advocate it and I support power being granted to the regions. That would suffice for a Chad made up of different communities and different ethnic groups. Each of these would be able to manage its own affairs as it saw fit. Chad's citizens favour such a solution and we will be campaigning for this at future sessions of the National Assembly.

Interview by T.G.

# A glance at the North-South conflict

*The North-South conflict – myth or reality?* This was the title of a collection produced by the Al Mouna Centre in 1996. In the introduction, it is stated that for some, there is no North-South conflict in Chad – the situation is simply the fruit of the imagination of certain discomfited politicians and intellectuals. It goes on to say that, for others, the North-South issue has played a major part in Chad's political evolution. So, who is right? The book's ten or so chapters do not really answer the question. What they offer is, rather, guidance for reflection, clarification of the various aspects of the country's history, and brief analyses of the origin and evolution of human, political and economic relationships. The impression is that the various Chadian intellectuals – inevitably from either the North or the South, perhaps despite themselves – who have taken up their pen must have had some personal involvement, sometimes objectively, sometimes less so. The reader is left to judge for himself. The fact remains, however, that this issue is a highly sensitive one in Chad, imbued with taboos which have proved difficult to shake off. So many things appear to be linked to it: from the nature of the state to the causes of the civil war; from disputes between farmers and stockbreeders to the geographical division of the towns and cities; from the way in which administrative appointments are made to the way in which history is interpreted. The situation is further exacerbated by the fact that two essential elements overlay this 'North-South dialectic', namely language and religion. This, then, is the current state of affairs.

Let us begin at the beginning. Are the North and the South fundamentally different? It should be stated, first of all, that this North-South distinction does not correspond to a geographical division of the territory into two equal parts. It is the Shari, a river rising in the Central African Republic, and flowing into Lake Chad, which separates the two 'halves', obliquely along the Sarh-N'Djamena line. Thus, at first sight, the South, known as the 'Sudanese' region, represents barely one-tenth of Chad's total area. However, South and North have substantially the same number of inhabitants.

Another fact: are the North and the South composed of two clearly distinct blocs, namely an Arabic-speaking, Islamic North composed essentially of stockbreeders and a South where farmers, either Christian or animist, have French as their common language? One is tempted to reply both 'yes' and 'no', too complete a dichotomy obviously being erroneous. Admittedly, for the vast majority of the population in the North, the predominant economic activity is stockbreeding and, in the case of the South, agriculture. It is also a fact that the religious

distinction is generally true and that different languages are in use. However, this does not rule out the existence of oases in the extreme North whose occupants are not nomadic and cultivate the land (gardening, date palms), or the fact that certain animist rites survive in some Islamic communities and that the North does indeed have a Christian minority. On the other hand, it would be totally false to claim that North and South constitute two blocs living in harmony, quite simply because the country contains some 100 ethnic groups with different vernacular languages and different social and cultural structures. Similarly, in a country where it is the extended family and, in a wider sense, the tribe and the clan which constitutes society's central element, do people really feel a deep-rooted attachment to a 'North' or to a 'South'? Finally, any impression of harmony is illusory because North and South are aware of their own internal divisions. Moreover, it suffices to review current events, if in need of further persuasion: the rebellion in the Tibesti region is led by *Youssef Togoimi*, who is from the North, as is Déby. This is not an isolated example.

---

## What are the roots of the conflict?

---

Here, we come to a second question which, in itself, generates considerable discussion: if conflict exists, whence does it arise? Some hold the colonisers primarily responsible, while others maintain that the roots of any conflict are much more ancient. According to the historians *Kodi Mahamat* and *Mahamat Saleh Yacoub* (North-South Conflict, Myth or Reality?), despite a series of violent acts perpetrated by Muslim sovereigns against peoples in the South, the collective memory has not retained an unattonable rancour *vis-à-vis* Muslims and the repercussions of this on current dissent should therefore not be exaggerated. Furthermore, North-South

Cotton was introduced into the South by colonisers







antagonism, if any, should be sought in the differing evolution of these two areas during the colonial period. There are many who share this point of view.

French colonisers undoubtedly had a major influence on North/South relations; firstly because, unlike the North, which was hostile, the South was much more receptive to colonial rule. This is why it was easy to introduce the teaching of French and therefore of French culture into the South, whereas the North rejected an education which did not include the teaching of Arabic or the Koran. Similarly, Christianity made numerous converts in the South, with its missions and the latter's influence on healthcare and education. Subsequently, the colonial authorities imposed the growing of cotton in the South, and this rapidly led to the South being called 'useful' and the North 'useless'. In brief, as *Bernard Lanne* explains so succinctly in his work *Conflits et violences au Tchad*, from 1920 to 1960, society in the North was content to remain faithful to the past and it experienced stagnation, its economy evolving very little. The South, on the other hand, attracted by the vices and pleasures of the modern world, overthrew its existing structures and propelled its youth towards a new era. As a result, when Chad obtained independence in 1960, North and South were not side-by-side, but face-to-face.

Since independence, another factor has come into play. North-South differences have been taken over, exacerbated and embittered by Chad's politics. According to *Gilbert Maoundonodji*, the North-South conflict exists insofar as politicians have used a number of sociological faults to cultivate differences which, elsewhere, are riches. Chad has been an independent nation for close on 40 years: 20 years of 'Southern government', 20 years of 'Northern government' – and 30 years of civil war! From

Stockbreeders are also found in the South

Tombalbaye to Déby, through Malloum and Habré, all politicians have made use of North/South sentiment – admittedly to varying degrees and with more or less serious consequences – with instances of social injustice establishing the gulf between the communities once and for all. Abuses have been such that it now appears impossible not to interpret one or another method of government as a practice intended to promote one community at the expense of another. This is true at all levels of power. Today, the nomination of a town's mayor, yesterday the conferral of diplomas, tomorrow the awarding of study grants. There is an ongoing feeling of frustration on both sides, in one place in terms of education (the South has much higher rates of literacy, as it was the only one to accept 'the white man's school'), in another the division of power and national wealth (now possessed by the North alone?).

---

## Falling back on identities

---

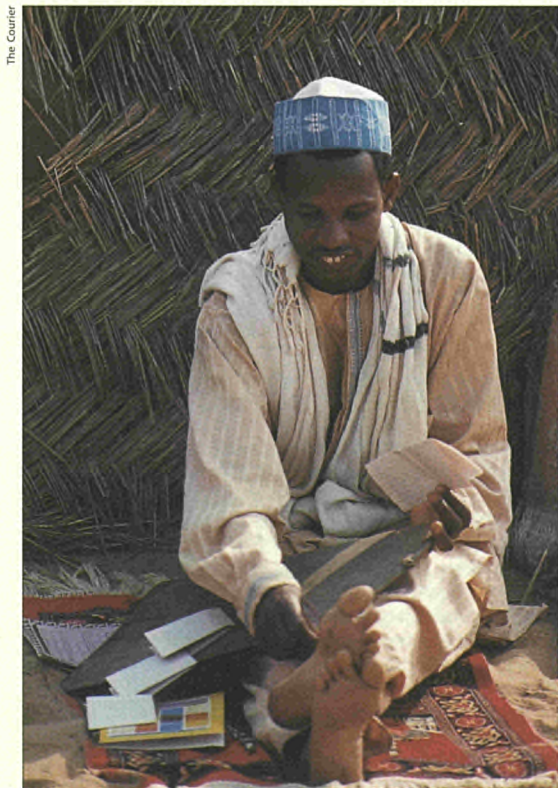
More than any others, two factors in particular form the core of the obstacle which prevents North and South living peacefully together: language and religion. As proof of this, the (bilingual) Al Mouna Centre organised its second colloquium, in 1998, to refine the work of the first, which took place in 1996. As before, the proceedings were published, this time entitled *Le contentieux linguistique arabe-français* (The Arabic/French language dispute). 1998 was also the year for conferences dealing with religion and the issue of secularity. Some hold that the language issue is even more sensitive than that of religion, although, as is to be expected, others think the opposite. Language

and religion are in any case very closely linked, Arabic being easily understood as meaning Islamic. The South's supporters, for example, fear the imposition of Arabic and thus of Islam, and the consequent loss of their own identity.

As far as language is concerned, a basic charter, published in 1982, announced that Arabic was to become the nation's official language. This decision was disputed by a sizeable, non-Islamic portion of the population, but the referendum on adoption of the 1996 constitution granted Arabic joint official status with French. Since independence, the respective position of one language or the other has often been a source of tension. According to *Henri Coudray*, when the North rebelled against the South's hold on power, the 'Arabic question' very quickly gained symbolic status and became central to the rebels' demands. Much later, during the 1993 national conference, the issue of the translation of the discussions arose – into Arabic, naturally, but *which* Arabic? Written Arabic or Chad's local version? Discussion quickly turned into violent confrontation, with the South, but also a major part of the North, opting for the second. This was the final choice, much to the chagrin of Arabists. However, debate on the respective status of French and Arabic in Chad shapes society's choices, obedience to government and the struggle for power, a struggle in which denominational references are invoked, for better or for worse. Arabists, for example, require Arabic to be given equal status with French in political, administrative and educational life.

The issues of language and religion are inextricably linked. Language is interpreted as the vector for a religion and a civilisation which the others are not ready to accept. Although evidence shows that Christianity followed on from colonisation (from 1920 onwards), the date

The *marabout* holds the keys to understanding the Koran



The Courier



The Courier

Many people attended the consecration of the new church in Fianga, close to the border with Cameroon

on which Islam arrived in Chad depends on the source consulted. According to a study carried out by the Panos Institute (*Between sand dunes and savannah... Chad and its environment*), the conversion to Islam of certain populations, notably those in the Sahelian region, significantly predates the arrival of the nomadic Arab tribes and can be placed in about the 9th century. Originating from the Middle East and from the Maghreb, Islam firstly, quite naturally, conquered the principal ethnic groups living in the Sahara and Sahel. Current estimates are that approximately 55% of the total population is Muslim. Some intellectuals maintain that Chad is the victim of 'creeping' conversion to Islam, a point of view which is far from being shared by all but which is nevertheless not without significance. According to *Nadia Karaki*, Director of the Al Mouna Centre, Islam, by its very nature, is not secular, and state and religion go hand in hand. Everyone therefore believes that if the Islamic faith advances, the state will lose its secular character whereas, for Christians, secularity is a safeguard against the North's power. Language and religion, and the North-South conflict, therefore, have as a backdrop a deeper concern for Chad's very system of government.

## What does the future hold for Chad's government?

While certain Arabists would willingly call the constitutional secularity of Chad into question, others, this time in the South, would opt, almost with their eyes closed, for a federation. Unthinkable, perhaps, but the issue is already under discussion. Could this be a temporary solution, eventually enabling a reunified state to come into being? Or, now that mutual antagonism is so deeply rooted, could this be a more likely final solution? Everyone's answer is different. Chad is a patchwork of languages, peoples and also of division. Certainly, the political conditions allowing understanding to develop between the different communities do not yet exist. Whether myth or reality, the North-South conflict is unavoidably always part of everyday life: history, religion, regionalism, politics, identity, language – everything is interlinked, according to *Nadia Karaki*, and everyone is involved by virtue of a deeply-felt attachment to his or her own, personal national identity.

T.G.

# N'Djamena – who exactly are you?

N'Djamena the Amazon. A Sahelian city cloaked in a sandy mantle; an intriguing city where, rumour has it, every man has a weapon concealed about him. Although not permanent, the feeling of insecurity never really leaves one. Latent violence fills the overdry atmosphere, hanging heavy. From Diguel to Farcha, from Am-Riguébé to Mour-sal, at the markets or behind the facades of the buildings, the gaze of the men is harsh, a testament to long years of fratricidal conflict. Even the silence bears witness to an under-current of feuding, particularly when the unlit streets seem just that little bit too dark. Gunshots sometimes ring out in the night, as they did yesterday when two customs officers were gunned down by smugglers on the banks of the River Shari. Many of the houses on the river bank bear the scars of past skirmishes – despite the mud bricks having been rendered with clay, not all of them are able to hide the bullet marks.

N'Djamena, has its masculine side. As a minibus makes a sudden appearance; a street urchin without his papers is challenged. The male smell of these 'red carpets', when police officers clad in blue and nomad guards in fatigues block off the city's main routes. They will have no hesitation in levelling their Kalachnikov at you, should they detect the least resistance. All this is usually over quite quickly, as the presidential cavalcade speeds past the city's landmarks. Nevertheless, even when one is used to this, a Kalachnikov still sends a shiver down one's spine.

N'Djamena, the 'dustbin city' to those who would describe your urban environment, particularly during the rainy season. You are the victim of your location, susceptible to flooding, of your lack of character, perhaps, and of the haphazard way in which your inhabitants have settled here.

Yet there is a gentle side to you, N'Djamena. The gently flowing water which carries dug-out canoes and provides fishermen with a catch, at the confluence of the Shari and Logone rivers. Many birds have taken up residence here, sometimes even hippopotamuses. A gentle way of life flows beneath the feet of the people crossing the Chagoua Bridge. Even the darkness is gentle, when children's faces glow in the light of oil lamps, when music can be heard as, sudden voices ring out from your Christian districts and the muezzin's call to prayer is carried by the hot Harmattan winds. By day, your avenues provide a welcome shade.

What of your feminine side, when a thousand different colours fill the markets or are glimpsed in a gated courtyard. In your hustle and bustle of fabrics and spices, you are female; female in the work carried out and the distance covered, female even in the names of the districts on the banks of your curving river – Sabangali, Farcha, Chagoua, Milezi.

Finally, N'Djamena, you are a paragon, beyond compare – Chad's melting pot of ingredients, a mixture of languages and customs overlooked by a majestic cathedral and the minarets of the Faisal Mosque. In 1965, Pierre Hugot described you as 'a city born of the human substance of the Sahel and of the cotton-growing area, but much more than the sum of the country's two major regions – N'Djamena has long been a separate, individual phenomenon'. You who were baptised Fort Lamy by soldiers seeking a conquest, with your seemingly paradoxical and ambiguous nature, you, the city little written of in books – exactly who are you, N'Djamena? ■ T.G.

*The central market*

The Courier



# Field doctors



Mongo Hospital, 10 a.m. About a dozen women are already waiting, sitting on the stone bench, each with a child on her hip. It is a colourful scene: the green doors, the brick-red walls and, most obviously, a veritable rainbow of fabrics. Veils, turbans, yellow *boubous* splashed with midnight blue, orange streaked with violet, and turquoise dotted with pink. There is also white, on the ceilings and as part of the posters on the right-hand wall. These present hygiene rules and advice, as well as the steps to be taken to ensure good nutrition. Child health is still a major concern here, just as it is throughout Chad. Finally, the door opens. 'Next!'...and a woman leaves the room, holding her infant in her arms.

A large, straggling village in the north of the Le Guera region, practically bordering Le Batha, Mongo is some 500 kilometres east of N'Djamena – just under 10 hours by road in the dry season (the issue of travel does not even arise during the winter season). Just like the health infrastructures in the seven other administrative districts in 'the North' (Batha, BET, Biltine, Kanem, Lac, Ouaddaï and Salamat), its hospital was recently overhauled and refitted. Proof of this is the freshness of the various cubicles and the pharmacy, as well as the medical and technical equipment it now has. The hospital's senior doctor told us: 'We have a 120-bed capacity. Patients are processed initially through the health centre,

where they have their consultation. It's only if they require more in-depth treatment that they are sent here'. And what of the cost? For an adult, CFAF 400, for a child, CFAF 200, payable at the health centre. In the event of hospitalisation, CFAF 1000 is the cost per week. The hospital has eight members of staff, including midwives.

Refitting and reconstruction, organisation and management, coverage of costs and medical cover, training... these are all different facets of a single large project initiated in July 1992 and allocated a total of €19.7m under the 7th EDF. Like the previous fund, its general aim is to 'develop health services at district health-authority level', in both quantitative and qualitative terms. To this end, work is structured so as to cater for four specific objectives:

- at central level, a contribution to the definition of the national health policy and to the process of decentralisation;
- at intermediate level, support for the development of a district health administration;
- at regional-hospital and health-district level, development of health services and improvement of the quality of care;
- at the level of all public health structures, a regular supply of essential medicines.

## Qualified research personnel

These objectives also include the training of doctors and of paramedics, an essential task, according to *Mahamat Louani Goadi*, Director General of Health, because Chad suffers from an enormous shortfall in terms of human resources, both in the numbers and the quality of the personnel. Very often, health centres have only nurses without any medical training. Trained solely on the job – 'manoeuvres' is the term used here – they sometimes even have to make a highly specific diagnosis and carry out prenatal examinations!

Within the context of training doctors, public-health grants have been awarded to seven doctors, enabling them to complete courses in public health and to commence (and, for some, even to finish) their research work. Other, younger doctors have benefited



The Courier



The Courier

through the training and assessment system. This is the case, for example, of *Abdoulaye Hassane*, whom we met in Ati, a village on the edge of the Sahel, on the borders of the Sahara. Qualified as a doctor of medicine in the former USSR, he took part in a number of training courses there and, after a positive assessment, has since been appointed senior doctor – and thus overall manager – at the hospital.

The project also includes training for nurses and health technicians, with ongoing training organised in the form of workshops. The responsibility for all this falls to the district administrative representative in consultation with the senior doctor. A number of nurses and technicians also receive specialised training – one nurse at the hospital in Ati has been trained as an anaesthetist.

Supervisory visits by whomever is generally responsible for training are made as often as possible, and provide an opportunity to give judicious advice, both to doctors and to nurses, and also to listen to what they have to say about any problems they may have. Dr *Charles Sani* has had this role since 1994: 'Doctors enter into a kind of contract with the Ministry, under which they make themselves available to EDF zone representatives for four years. In exchange, the EDF awards them a technical qualification. The fact that the doctors are responsible for the hospitals enables the representatives, freed from this burden, to concentrate on health coverage in a specific district'. He also emphasised the important snowballing effect of such training: 'We have been urging the Ministry to operate the scheme at national level and training courses are now obligatory for all Chad's doctors'.

## Medicine goes generic

Another major component of the project is the supply of medicines. A central purchasing pharmacy was set up in November 1996 to supply essential generic medicines to health infrastructures. Its role is 'to purchase and to sell medicines at a price the people can afford and in amounts that avoid items being out of

Water management...

stock'. The Project helped to set up this central purchasing agency and uses it to supply the health structures in the EDF zone's eight districts.

As part of the scheme to decentralise the distribution of medicines, district pharmacies have been built in the zone's eight administrative areas. The Project has also provided management training to promote the smooth running of these pharmacies, and training of laboratory assistants.

One pharmacist told us that the average cost of an item of medicine varies between CFAF 1000 and 1400 at the hospital. In private pharmacies, the cost may be as much as CFAF 8000 to 10,000. Furthermore, this system makes it possible to avoid the use of medicines bought at market (there is still a high degree of self-prescription of medicines). In the vast majority of cases, such medicines are often out-of-date and have been 'baked' in the sun, and are sold by traders who are totally incompetent to advise on their use. A great many medicines, therefore, are used for the wrong purpose.

Admittedly, it is not always an easy task to guarantee the stock of medicines, particularly in the more remote regions and during the winter season. Trucks transport goods from the capital, and district pharmacies purchase their generic medicines from the purchasing centre, particularly under the cost-coverage

Less than 10% of deliveries in Mongo are assisted



The Courier

Lomé Convention	7th EDF (€m)	Priority sectors	8th EDF (€m)	Priority sectors
National indicative programme	104.5	Roads Education Rural development Health Microprojects	141.5	Roads Health Water
Structural adjustment	27.4	Budget aid to priority ministries (health, education, transport)	16.8	Budget aid to priority ministries (health, education, transport)
Regional programmes	80.7*	Opening up the region, environmental protection, health		
Stabex	12	Maintenance of rural roads used by the cotton sector		
European Investment Bank	13.5	Electricity (STEE)	10	Electricity (STEE)
Emergency aid	2.0	Tackling cholera and meningitis Nutrition	1.5	Tackling flood effects and cholera
Food aid	2.0	Subsidised sales of rice and cereals		

\* Funds available for the whole region

system. Still in its infancy in most hospitals, dispensaries and other health centres, 'coverage' was born of the concept of community involvement (the Bamako initiative). Although, in former times, health services in Chad were free (they still are in certain regions which have not yet got used to the new system), payment for care and medicines does help local health structures remain independent. In Mongo, for example, where the coverage system is well established, the community has appointed a management committee responsible for managing funds via a post office account, with the money received being paid to the district pharmacy for the purchase of medicines.

Despite its advantages, this cost-coverage system is, nevertheless, limited, quite simply because the purchasing power of the local population is restricted. CFAF 1000 would normally feed a family of five or six people for a week. Many regret the passing of free healthcare, as a portion of the population no longer has access to medical services. 'Although, officially, the cost of medicine is fixed by decree, unofficially it is sometimes much greater...', Charles Sani acknowledges unhappily.

## Vaccination and awareness programmes are top priority

Other improvements are also being made at several levels. Dr Sani told us: 'Although the war destroyed the existing health infrastructure, the projects I've been telling you about have enabled us quite quickly to re-establish some kind of healthcare. Also, national policy is fairly well defined; for instance, there is clear geographical division and definition of the activities to be carried out. The problem arises, however, in the implementation of that policy. We lack staff, political abuse is widespread, structural adjustment has had a

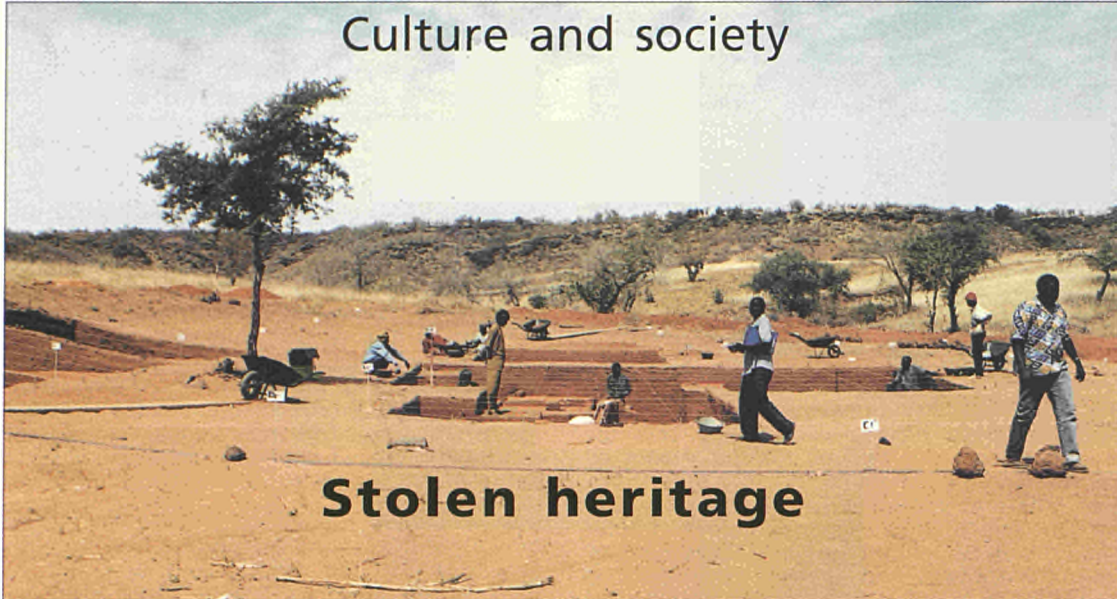
disastrous effect on recruitment, and there are problems of salary arrears and thus of motivation. The EDF health project is obviously making an enormous contribution to the eight districts in the North where, with the exception of Le Guera, only the EU is doing anything about health. Nevertheless, if we're to reach the point where hospitals are genuinely operational, we must have more qualified staff. The same goes for equipment and hygiene at welfare centres. We also desperately need mobile personnel'.

All of this is quite logical. So is the rate of death in childbirth – fewer than 10% of deliveries in Mongo are assisted, and two out of three pregnancies in N'Djamena are not monitored – and the infant mortality rate in Chad remains very high. According to the most recent statistics, 92 children in every 1000 die each year. In the opinion of a number of doctors we met, this trend looks set to continue, although with its ups and downs. More and more of the patients in the various hospitals and clinics in Chad are children suffering from malnutrition, respiratory disorders, epidemics (measles, cholera, tuberculosis, etc.) and, of course, malaria (particularly during the rainy season).

Unfortunately, such children receive too little – or no – benefit from mass vaccination campaigns. Awareness-promotion campaigns are also needed. A doctor in the capital told us that since 1991, cholera epidemics have been on the increase because 'no one explains to the people how to manage water, how to improve daily hygiene, etc.' Radio awareness-promotion campaigns have been implemented in the past... but there is also a shortage of radio sets. 'Child vaccination and the suppression of epidemics can only be achieved with the help of "mobile medicine".'

At Mongo Hospital, it is already midday. The stone benches in the waiting room alongside the paediatric department are still as full as ever. ■ T.G.

## Culture and society



The Courier

## Stolen heritage

*Researchers from both northern and southern hemispheres have spent many years collaborating in the fields of archaeology, exhibitions and museums. The result: over two decades of excavation and discovery throughout the Niger basin, leading to the 'Vallées du Niger' exhibition, a runaway success which has taken the heritage of African societies, in the form of 200 objects found in the soil, to Europe and Africa. Yet the price of success is looting. Works of art stolen from Africa turn up in the private collections of unscrupulous individuals. In Niamey, archaeologists working on the Bura site are calling for a halt to this slow drain on Niger's historical legacy so future generations may continue to enjoy their artistic and historical heritage.*

The Vallées du Niger exhibition, opened in Paris in 1994, took its treasures to Leyden, Bamako, Ouagadougou, Lagos, Nouakchott, Conakry and, finally, the National Museum in Niamey, the last stage of its journey, in 1998. The fruit of close collaboration between six museums and research institutions in Africa, France and the Netherlands, this collection helped heighten public awareness of the fundamental importance of archaeology in gaining knowledge about the past. Excavations have helped reconstruct the history of the African continent, about which, in truth, little is yet known. However, in order to reconstruct the past, the heritage which lies underground has to be protected and studied in minute detail.

---

### The necropolis at Bura

---

Burial of the dead has always been a human preoccupation. At *Bura*, in Niger, intact and dated tombs have enabled researchers to carry out important scientific work which is now in its final phase. These days, Bura is a quiet little village, some 145 kilometres from Niamey. As we passed through, women momentarily stopped working in order to cast an indifferent glance in our direction, whilst laughing children chased after us for a short distance. There was no way they could keep up with the four-wheel drive of Professor *Boubé Gado*, from Niamey's Human

Science Research Institute (IRSH), who is leading the dig. We turned down a track and very quickly left all civilisation behind. It is not difficult to imagine what this area must have been like in the past; the landscape must have been very similar centuries ago. About ten kilometres further on, the driver commented that the archaeologists were going to be taken by surprise by our arrival, as they were not expecting us. Indeed, a number of heads popped up out of the ground, as it were, to watch our approach. About ten men, their faces protected by masks, were moving carefully about a large open trench. After a moment's hesitation on our part, we responded to their enthusiastic welcome. Armed with brushes and buckets, they were engaged in a peculiar task – dusting off skeletons. The image was a striking one; the scene resembled for all the world a charnel-house, except for the fact that the dead were laid out with care, confirming that this had been a cemetery. The researchers were attempting to penetrate the mystery contained in the tombs.

The Bura site is a superb example of the possibilities offered by stylistic and laboratory analyses, demonstrating that previously formed ideas about the ancient history of the Niger Valley should be reexamined. As a whole, the necropolis occupied several hundred square metres, and the land has been excavated to a depth of two metres. All information relating to burials between the second and eleventh centuries has thus been uncovered and coordinated. Work on the site is divided into roped-off squares of land which makes it possible to establish the precise geographical and height coordinates of any items found. This site is one of a number in the middle valley (between Gao and the border with Benin), with a highly characteristic funerary statuary, and this is the first time, in this portion of the river, that such important information has come to light.

---

### Reconstruction of the archaeological sites

---

In the trench, students and volunteers are learning the procedures involved in scientific

excavations from their more experienced colleagues. One of them, *Doula Sandi*, does not have a European university education: he is from Bura itself, which he left at the age of 20 in order to go to the capital. He began work at the IRSCH as a driver, when research was still being supervised by the CNRS. It was there that he met Boubé Gado, in 1969. He continued to work with him, not only as a driver but also as an archaeological assistant, learning the trade 'on the job'. He proved to be a talented worker, since it was thanks to his assistance that everything got off the ground.

In 1976, his brother confided to him that he had found some statuettes. He showed him one of them; the other having been lost by his children who had been playing with it. He told us, 'Boubé immediately realised the importance of the find and we came back. We dug in this very spot, where Abdou collected the statuettes, and we sent two of them back to Niamey'. Boubé Gado did all he could to obtain meagre funding from the University of Niamey and from the France/Niger cooperation arrangement. The initial excavations were made in 1983, and archaeologists explored the site for five months. It quickly became obvious that a survey was needed. They dug further, consolidating the trench. What they discovered was beyond their wildest dreams – statuettes, pottery, jewellery, etc. Funeral urns originally supported the decorated figures, and these were placed on top of the deceased whom they represented. Between 1983 and 1985, excavation work was intensified, although interrupted by the rains. Stratigraphy revealed the objects which were to be included in the Valleys of the Niger exhibition. The jewellery, bracelets and necklaces are irreplaceable points of reference in studying the social, artistic and chronological aspects of the production of ancient terracotta. A magnificent piece was chosen to appear on the cover of the exhibition catalogue: the great Bura horseman, recreated from broken fragments and restored by the laboratory at the Museum of Arts from Africa and Oceania, in Paris. In the second stage,

the tombs were uncovered, obviously the first generation of burials.

At the moment, the archaeologists are very busy, work having been restarted two months ago. They are still concentrating on the ochre earth, in which they have uncovered three sectors – C2, C3 and D3, at a depth of 180 cm. Nevertheless, it is a hard job and progress is slow, because the skeletons are scattered about haphazardly. One of the specialists told us, 'Our aim is to dig down to unproductive earth, virgin soil, if you like, where there are no further levels of burials. The layer we're clearing at the moment has to be the first of four or five generations of burials, dating from about the 11th century. We're therefore hoping to find tombs dating from the 3rd century, which corresponds to the actual age of the site'. This means nine centuries of continuous use of the necropolis, enabling a range of conclusions to be drawn.

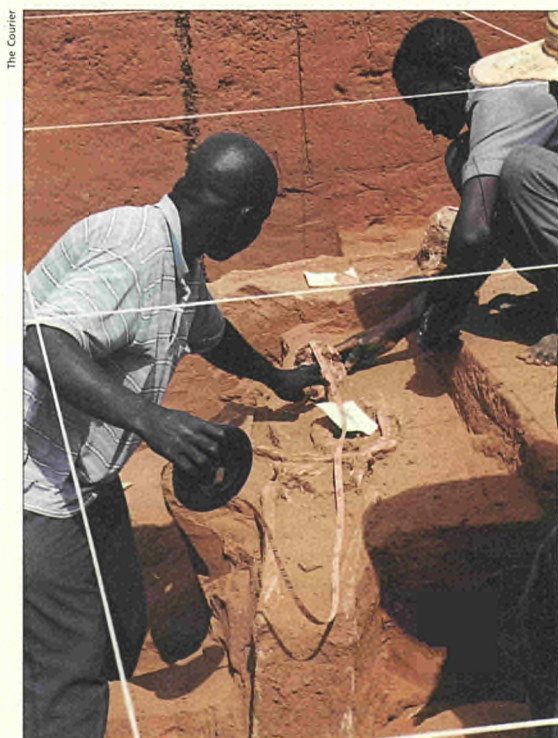
Researchers are trained on the site itself: they are taught how to use their brush, how to move around inside the trench, and how not to damage the skeletons, whose bones have become very fragile in the acid soil. 'Another thing we have to contend with is the reality of life in an underdeveloped country. We do not have suitable products, no hardening agent for example. We looked for *Rodopast M* everywhere in Niamey so that we could consolidate, but there wasn't any. So we're unable to consolidate and to uncover different areas progressively. If we had *Rodopast*, we would be able to move the skeletons. Without it, we will have to leave them where they are, study them as much as we can and then replace the earth on top'. Another solution would be to create a museum, which is the dream of Boubé Gado's team – they would like to continue work, to study living conditions and personal effects. The professor makes a sweeping gesture – one could dig practically anywhere at random and be sure of uncovering new sites.

## Respect for objects in their context

The principal problem the archaeologists are attempting to address is widespread looting, which is a major threat to the continuation of archaeological work in Africa. Every object taken from its context results in a total loss of the information it can offer. After removal, it no longer constitutes a historical, stratigraphic, chronological or cultural sign.

Initially, the discovery of artefacts was of no interest to anyone in the nearby village. The items predated Islam, and the local people felt the site did not concern them. Then the exhibition opened. Practically the day after the artefacts went on show in Paris, in 1993, revealing the existence of the necropolis to the world at large, the 'vultures' arrived. Most of the cemeteries were ransacked by locals, who quickly understood that such artefacts had a commercial value. The Bura site, guarded from the outset, is still protected – the tombs are of no interest to anyone at the moment, apart from the curious few who watch progress from a distance. In any case, Professor Gado's team has taken great pains to explain to local villagers that no one should come near.

'We're not quite so happy about the situation now', explained Doula Sandi. 'One day, a European arrived in Tera, a village not far from here. One of the villagers went out to fetch



The Courier



three stone statuettes and asked CFAF 5000 for them, which is the cost of the journey to Niamey. They go round the villages every year, asking for statuettes, but these traffickers have not yet reached us here, because the villagers are aware of the situation. And, anyway, when we leave for anything like a longish period, we cover up the site. Not far from here, there's a site which has been completely looted, and we ended up having to post two guards there in order to stop the theft'.

### Topo, another victim of looting

Professor Boubé Gado led us to this infamous, looted site, which has been christened Topo, after its principal raider. The latter, after selling the statuettes he had uncovered on his land, realised he had a regular goldmine, which enabled him to open up a small shop. He became a man of substance. Topo laughs at the archaeologists, pitying them 'with their little brushes and their pans', which they use to dig out the earth. He has gone to town on 'his' site - holes are dug anywhere, and pottery and statuettes are broken. For every item in good condition, how many are destroyed? The most recent purchaser arrived just the day before our visit in a bush taxi, to buy a statuette from a child. He paid CFAF 10,000, a veritable fortune as far as the child was concerned. It could bring him up to CFAF 50 million.

### Making life difficult for the middlemen

So, what can be done to stem the tide? Boubé Gado has set about this task. 'In the beginning, we were completely on our own, but we have gradually tried to make the press more aware of the situation. We've had meetings with UNESCO, to decide on an approach. At the time, there was no legislation to protect us, and the authorities were not very interested. We had to persuade the government to pass a law and an implementing decree to protect the country's



The Courier

Fragments of statuettes ready to leave for the laboratory

heritage. Some authorities don't see the point of making the effort and it's still extremely easy to take such pieces out of the country. At the airport, Customs just doesn't have the equipment to control trafficking'. Poverty is such that people will continue to sell for as long as they are able. A single sale may earn them the equivalent of a year's wages. One can understand why they do it, but one does not have to accept it. Furthermore, the international trade in stolen artefacts uses highly organised networks. Professor Gado is hoping to set up a system involving the villagers themselves. 'To an extent, the archaeologists are responsible. They have to learn how to behave - how to integrate with the local population, without trampling on moral values and local concerns. Local people have to develop an interest and become involved in the research, they should profit from any economic benefit'. First and foremost, the work has to continue and to grow. 'To take care of Topo, we're having to level everything to a depth of at least 50cm, clear the waste material and divide the area into squares, but we've still no idea when we'll be able to begin excavations. Our problem is lack of funding. The site ought to be excavated urgently and we have already located another site which is still preserved and looks very promising. We have to work fast because there's a risk of our continent's history just disappearing'. ■ A.K.

### Illegal traffic in cultural artefacts

Everyone has a part to play: an appeal has been sent out to museums, sales rooms, dealers and collectors by the International Museums Council (ICOM), asking them no longer to purchase objects of doubtful provenance. The ICOM, based in Paris and financed, in particular, by UNESCO, has set up AFRICOM, a programme covering museums in Africa. In this way, a set of projects is being implemented by the continent's museums. AFRICOM offers training and education modules, stages exhibitions and is setting up an African network. Regional workshops have been organised with a view to setting up cooperation between museums, the police and the customs service. In 1997, it reprinted *Cent objets disparus. Pillage en Afrique* [One hundred lost artefacts: looting from Africa], a reference work presenting a wide range of thefts of all types perpetrated on that continent. By virtue of the wide circulation of this publication, articles stolen from museums or looted from archaeological sites have been found on the art market, particularly in Europe. The ICOM is also working to mobilise those responsible for African collections, in Europe and North America, who, together with museums, share responsibility for worldwide promotion of Africa's cultural heritage. Aided by a network of professionals, the ICOM is receiving more and more reports of the existence of questionable artefacts on the art market. In this way, it has been possible to return certain items to the countries from where they were originally stolen. Finally, another weapon in the war, the *ICOM Red List* lists categories of archaeological objects which are particularly likely to be stolen. The list was drawn up during a workshop which, for the first time, brought together Africans, Europeans and Americans in Amsterdam in 1997.

*See also:* *Le Trafic illicite des biens culturels en Afrique* (ICOM, 1995, ISBN: 92-9012-220-x). *Manuel des normes: Documentation des collections africaines* (ICOM, 1996, ISBN: 92-9012-029-0). *Cent Objets disparus. Pillage en Afrique* (ICOM, 1994, ISBN: 92-9012-017-7)

Contact: ICOM, Valérie Julien, Tel: (+33 1) 47 34 05 00. Fax: (+33 1) 43.06.78.62. E-mail: julien@icom.org



Martine Franco/Béatrice Soule/Martine Voyeur

## Ousmane Sow on the bridge

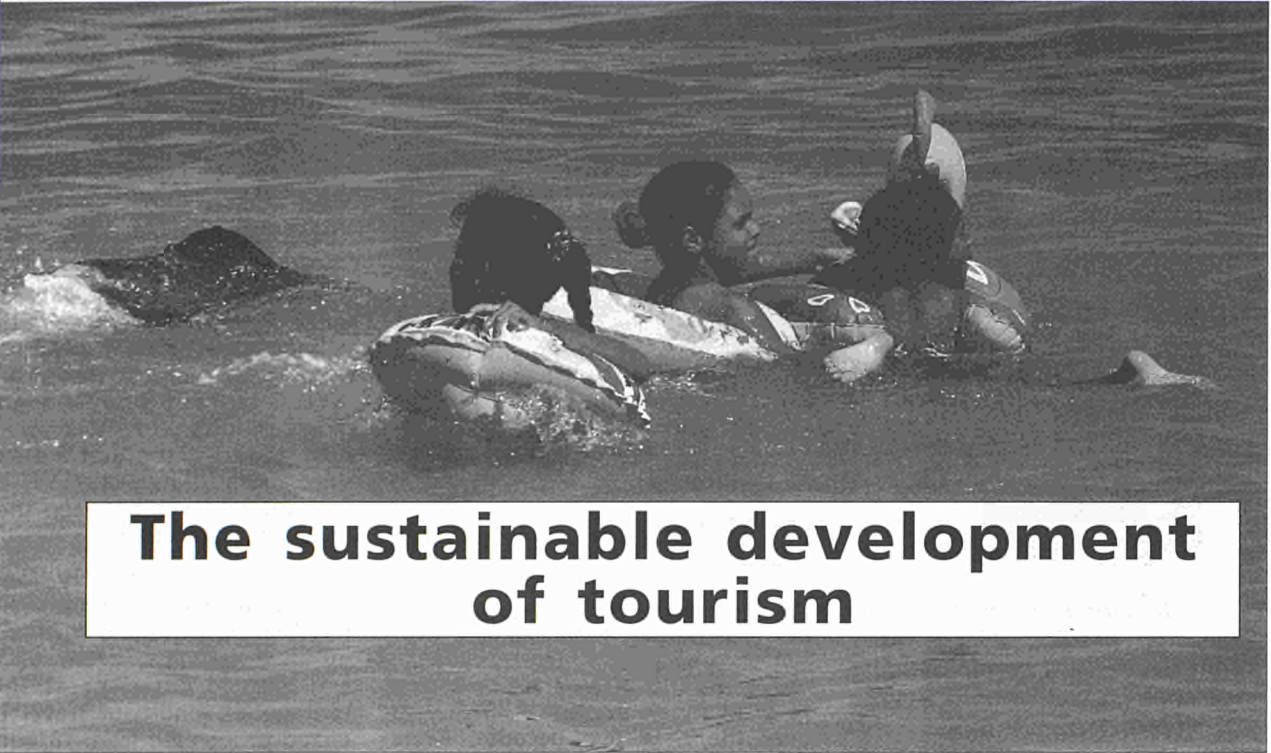
Sixty-four, sixty-eight and sixty-two: three numbers with a particular significance for Ousmane Sow, the African artist whose works have been on display on the *Pont des Arts* in Paris since 20 March. At 64 years of age, the Senegalese sculptor has become, perhaps somewhat against his will, the spokesperson for the continent's artists. They have grown tired of the critics' tendency to stereotype them as 'manufacturers of tradition'. Here on the bridge, you won't find any masks or 'typical' examples of naïve art. The 68 works on display are the successful outcome of a head-to-head struggle with the raw materials, the artist

having chosen themes from a much broader historical canvas. This was confirmed by Ibrahim Loutou, President of *Afrique en Créations* who explained: 'Ousmane Sow wanted this time to engage in a dialogue with America and its native peoples. This fact illustrates something that Africa has always insisted upon, namely to achieve an opening to the world based on the universal values that bring humanity together and, at the same time, contribute to its replenishment. The genius of Ousmane Sow gives us the pleasure of emotions shared intimately with the world as a whole. And it enables Africa to project its own excellence,

*nobility and courage... Thanks to the commitment of one of the greatest artists of his continent, and working with him, our aim also is to highlight the dynamic creativity that exists today in Africa. For it is a place of infinite and innovative cultural expression that is both linked to the present and challenging, and is destined to be better understood.*

The sculptor's representations of people and animals, due to be exhibited in the open air for 62 days, are sure to bring pleasure to passers-by – whether or not they are aficionados of art. ■ A.K.

*Photo: 'Family scene' by Ousmane Sow.*



## The sustainable development of tourism

Sustainable tourism development is about safeguarding and maintaining the resources that tourism is built on – economic, ecological, cultural and social. The aim is to ensure that these remain intact so as to benefit not just today's generation but also our children and their children, the stakeholders of tomorrow.

Over the last 50 years, tourism has gained increasing recognition as an important sector with enormous potential for generating economic growth and employment. Industry experts and visionaries already proclaim that tourism is the world's largest industry. In the 21st century, we are told, it will be the largest industry the world has ever seen. According to the World Travel & Tourism Council, in 1999, the sector will generate, directly and indirectly, 11.7% of world GDP and provide nearly 200 million jobs. The latter figure is forecast to rise by more than five million jobs a year over the next decade.

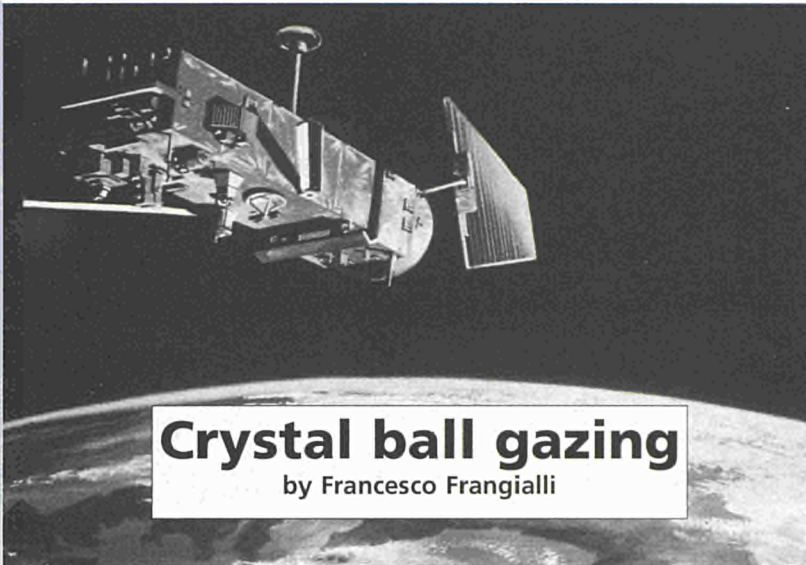
In its favour, tourism has numerous advantages over other industries. Being heterogeneous, it is seen to have many direct and indirect benefits for the wider economy. Employment is generated not only in the wide range of service sectors directly linked to

tourism but also in retail, construction, manufacturing, and telecommunications – all sectors with a future. High proportions of women and young people are employed by the small and medium sized enterprises that comprise much of the industry. It can even regenerate regions (rural or industrial) previously in decline. Compared to manufacturing, tourism has relatively less impact on natural resources and the environment. Being based on enjoyment and appreciation of the locations in which it takes place, there are strong incentives to protect and maintain those elements which attract tourists – such as the built and natural environment and the local cultural heritage and traditions. Technological advances are making travel easier than ever before and increasing numbers of people are travelling annually to consume ever more varied tourism 'products' in ever more far-flung destinations.

It is easy to see why many consider tourism an engine for future development offering numerous opportunities. Many ACP countries rich in tourism resources are increasingly recognising their wealth. For entrepreneurs large and small, those looking for employment, and communities wanting to promote their culture and

traditions, tourism is a relatively easy industry to enter. More and more people in Europe and North America, the major source markets, are seeking novel opportunities for rest and relaxation, or adventure. Tourism seemingly has something for everyone.

At the same time there are challenges which have to be resolved if the potential benefits are to be equitably shared out among all those who have a stake in the industry. There is an ever-present risk that the very *development* of the industry will lead to destruction and degradation. Unplanned and poorly managed tourism schemes are capable of defiling much in their wake: from fragile ecological habitats and their biodiversity to the livelihoods of the local host populations and their environmental and cultural heritage. 'Paradise' destinations can be laid bare for visitors and hosts alike. Thus, the challenge is to manage the growth of tourism, its consumption and the waste that it generates. This is vital to ensure that in the long-term, it remains a sector that is sustainable economically, environmentally and socially for all those involved. ■  
c.o.



## Crystal ball gazing

by Francesco Frangialli

Public Relations Division, European Space Agency

*The World Tourism Organisation predicts 21st century tourism will be the antidote to high-tech living. Here, the WTO Secretary General discusses their new report Tourism: 2020 Vision.*

The year 2020 will see the penetration of technology into all aspects of life. It will become possible to live one's days without exposure to other people, according to WTO's latest look into the future. But this bleak prognosis has a silver lining for the tourism sector. People in the high-tech future will crave the human touch and tourism will be the principal means to achieve this.

Tourism companies that manage to provide 'high-touch' products will prosper. Upscale, luxury services that pamper and spoil their customers have a bright future in the upcoming century. But WTO's report also predicts good prospects for low-budget destinations and packages. Self-catering holiday facilities, for example, which offer plenty of opportunities for socialising among families and friends. Opportunities abound at both ends of the spectrum and there will be plenty of them.

### \$5 billion a day industry

WTO's study, *Tourism: 2020 Vision*, predicts 1.5 billion tourists will be visiting foreign countries annually by the year 2020, spending more than \$2 trillion – or \$5 billion every day! These forecasts represent nearly three times more international tourists than the 625 million recorded in 1998 and nearly five

times more tourism spending, which last year topped \$444 billion.

Tourist arrivals are predicted to grow by an average 4.3% a year over the next two decades, while receipts from international tourism will climb by 6.7% a year. To factor in domestic tourism, WTO multiplies arrivals by 10 and quadruples receipts, which brings us to the grand totals of 16 billion tourists spending \$8 trillion in 2020.

Tourism in the 21st century will not only be the world's biggest industry, it will be the largest by far that the world has ever seen. Along with its phenomenal growth and size, the tourism industry will also

have to take on more responsibility for its extensive impacts. Not only its economic effects but also the impact on the environment, on societies and on cultural sites, all of which will be increasingly scrutinised by governments, consumer groups and the travelling public.

We hope that *Tourism: 2020 Vision* will be more than a useful marketing tool; that it will act as a warning signal for destinations – helping them recognise the need to prepare for the pressures of growth. WTO is advising destinations to implement long-term, strategic planning and to strengthen the partnerships, both strategically and at the operational level, between the public and private sectors.

*Tourism: 2020 Vision* indicates that tourists of the 21st century will be travelling further afield on their holidays, often to China, and even to outer space! The percentage of long-haul travel is predicted to increase from 18% in 1995 to 24% by 2020.

Tourism companies looking to cash in on this booming sector are advised to look towards Asia. China will be the world number one destination by the year 2020 and it will also become the fourth most important generating market. Currently, it does not even figure among the world's top 20 generating countries. Other destinations predicted to make great strides in the tourism industry are Russia,

### Tourism 'megatrends' for the 21st century

- Globalisation <=> Localisation.
- Electronic technology will become all-powerful in influencing destination choice and distribution.
- Fast track travel – emphasis will be placed on facilitating and speeding up the travel process.
- Customers will 'call the shots' through technology such as CD-ROM atlases, Internet inspection of hotels and other facilities, brokers offering discounted rooms on websites, last minute e-mail low fares etc.
- Polarisation of tourist tastes: the comfort-based and the adventure-oriented.
- The tourists 'shrinking world' – more tourists going to places that are 'off the beaten track' and the advent of near space tourism.
- Destination as a 'fashion accessory'.
- Targeted product market development (especially theme-based) oriented to one or a combination of the three 'E's' – entertainment, excitement and education.
- More destination focus on image as a prerequisite for diversification and expansion of drawing power.
- Everyone chasing the Asian tourist.
- Growing impact of consumer-led campaigns for sustainable tourism and 'fair trade' in tourism.
- Conflict between increased consumer socio-environmental consciousness and the urge for travel consumption.

Hong Kong, Thailand, Singapore, Indonesia and South Africa.

Short pleasure voyages to outer space will become a reality by 2004 or 2005, according to a study carried out by WTO Statistics Chief, Enzo Paci, in consultation with 85 governments and 50 tourism 'visionaries'. It is expected that space trips will last up to four days and cost, on average, \$100,000. NASA, the US space agency, has recently surveyed the travel industry for interest in space tourism and some US companies are already taking reservations and deposits from private citizens hoping to become the first tourists in outer space.

But while some travellers may be suiting up for extra-terrestrial voyages, the vast majority of the world's population will never leave their own countries, not even by the year 2020. The study concludes that only 7% of the global population will be travelling internationally by the year 2020, up from 3.5% in 1996 – but still just the tip of the iceberg.

### European trends

*Tourism: 2020 Vision*, which will be published next year in a series of detailed regional volumes, predicts that Europe will remain by far the leading inbound tourism region as well as the main generator of international tourists. International arrivals in Europe will reach 717 million by 2020 – more than twice as many as last year.

Overall tourism to Europe is predicted to grow more slowly than the world average; at a rate of 3.1% annually, though some countries will fare better than others. Central and Eastern European countries will become the new motor for Europe, feeding and being fed by other European and long-haul generating markets. Tourism to Central and Eastern Europe will grow by 4.8% a year and the former Soviet bloc countries will surpass 200 million arrivals by 2016 – a doubling in just 15 years.

The Eastern Mediterranean countries of Cyprus, Turkey and Israel are also expected to show good growth of 4.6% a year. Tourism to the United Kingdom is forecast to grow by 4% annually, just under the world average. Reflecting world patterns and increasing air travel, Europeans will be taking trips more frequently and further from home. Total outbound travel from

International tourist arrivals (in millions) and receipts (in US dollars)

	1989	1992	1995	1998
<b>World</b>				
arrivals	426.5	503.4	565.5	625.2
receipts	221.3 bn	315.1 bn	405.1 bn	444.7 bn
<b>Africa</b>				
arrivals	13.8	18.0	20.4	24.9
receipts	4.5 bn	6.2 bn	7.4 bn	9.6 bn
<b>Americas</b>				
arrivals	87.0	103.6	110.5	120.2
receipts	60.2 bn	85.5 bn	102.7 bn	121.2 bn
<b>East Asia/Pacific</b>				
arrivals	47.8	64.2	81.4	86.9
receipts	34.2 bn	47.4 bn	74.5 bn	73.7 bn
<b>Europe</b>				
arrivals	266.3	303.0	335.6	372.5
receipts	115.9 bn	168.2 bn	209.5 bn	226.1 bn

European countries is predicted to reach 771 million trips a year by 2010, again more than twice as many as last year.

Long-haul travel to countries outside Europe will grow by 6.1% a year in the coming decades to reach 15% of all trips taken by Europeans (or more than 115 million departures). Long-haul currently accounts for 12% of European outbound travel or about 42 million trips a year.

Since the typical European tourist who spends his holiday at the beach will more frequently be choosing Asian or Caribbean resorts, European beach destinations are advised to orient their product development and marketing increasingly to new tourist sources, especially Japan, the newly industrialised countries of Asia or the Americas. Mature European destinations will continually have to strive to seek product and market differentiation to avoid a tired or stale image in major generating markets.

While growth of the tourism industry will be unstoppable in the 21st century, increased benefits cannot be taken for granted. Competition among destinations will also become increasingly fierce.

The study *Tourism: 2020 Vision*, outlines a series of 12 'mega-trends' that will shape the sector, and offers advice on how better to compete. No destination or tourism operator can afford to sit back and wait for more tourists to arrive. They have to be won – and there will be winners and losers. To be a winner, there are a number of imperatives:

- Development focused on quality and sustainability;

- Value for money;

- Full utilisation of information technology to identify and communicate effectively with market segments and niches.

Product development and marketing will need to match each other more closely, based on the main travel motivators of the 21st century. *Tourism: 2020 Vision* calls these motivating factors the three 'E's – entertainment, excitement and education.

The study also highlights the importance of image in a tourist's selection of a holiday destination in the future. While an image of safety and security is already an important deciding factor for tourists, holiday-makers of the 21st century will be looking for places with a trendy image.

As *2020 Vision* points out, the next century will mark the emergence of tourism destinations as a 'fashion accessory'. The choice of location for a holiday will help define the identity of the traveller and, in an increasingly homogenous world, set him apart from the hordes of other tourists. Boutique destinations and space agencies beware! You are on the threshold of meeting the 21st century tourist.

# Leisure time squeeze will hit tourism

## For many people, working hours are increasing

by Colin Clarke\*

The Business Council of the World Tourism Organisation recently commissioned tourism, hotel and leisure industries consultancy, *Horwath UK*, to see whether, in an increasingly competitive world, leisure time is endangered and if so, how the tourism industry should respond. The startling conclusion of the study is that, far from leisure time continuing to increase throughout the world, the amount of leisure time available to many is likely to decline.

The effect of this squeeze will be to accelerate the trend towards shorter, more frequent holidays. It will also favour the expansion of quickly accessible holiday destinations in the same region or time zone. The research finds that reductions in the working week have slowed considerably in the last decade as the world economy has become more competitive. As a result, working time has become more flexible, and employment and pension arrangements less secure.

Traditionally it had been expected that economic advances would improve the quality of life and lead to a new *golden age of leisure*, but the study indicates that where work pressures are increasing and leisure time constantly being squeezed, the quality of life may be falling. For many employees, particularly managers and professionals, working hours have actually increased because companies are facing ever more intense global competition.

Competitive markets are forcing companies to downsize and to minimise employee costs,

of which holidays and pensions are among the most expensive. At the same time, technology is making employers less dependent on manpower and this cycle encourages workers to safeguard their jobs by working longer hours. In addition the more senior staff, who are most affected by this trend, do not usually fall within maximum working hours legislation and are not paid overtime.

The study, which surveyed leisure trends in 18 countries representing 73% of the world's tourism spending, found very few governments were considering reductions in the length of the working week, increasing paid holiday entitlements or additional public holidays. France, which is introducing the 35 hour working week, is an exception to this.

Instead, the countries surveyed are raising the age of retirement and considering increases in contributions to pension funds to contain rising social security and pension costs. Nevertheless, all the countries in the study, have an ageing population, with an increasing proportion of people over 60 years old. So, for the time being, the boom in the 'grey' travel market is set to continue. In these circumstances, the trade unions are more concerned about stabilising employment and maintaining income than pressing for more leisure time.

The study warns that the impact of these trends on the tourism industry worldwide could be significant. Although demand for holidays is unlikely to weaken, the current trend towards shorter holidays could continue at an even faster rate.

Longer holidays, which often need to be planned well in advance, may become more difficult to arrange, holidays will become shorter and, for many, more frequent as people find that more intensive breaks, often extended weekends, fit their schedules better. This is particularly the case in

America and Japan where employees typically take just ten days leave each year. Citizens of the European Union are more fortunate, with a legal entitlement of a minimum of twenty days, but they too are taking shorter breaks than in the past. New marketing opportunities are presented by the 'money-rich but time-poor' travel consumers identified by the study who will seek a portfolio of widely different holidays in easily and quickly accessible destinations. Those who have time constraints rather than money ones will be looking for highly efficient ways of selecting and purchasing holidays. These consumers will also expect holidays precisely tailored to their particular interests and requirements. They will not be content to put up with the delays and hassle which are too often associated with travel and, of course, they will expect first class services and facilities at the destination.

Working time is becoming more flexible, working hours are increasingly annualised to meet peaks and troughs in production requirements and more people work on a series of time limited contracts. These changes will reduce the traditional seasonal peaking of holiday demand and help reduce the pressure on destinations and transport systems.

To rise to these challenges and opportunities, the tourism industry must take a closer look at this changing pattern of leisure time and develop new, exciting products tailored to the needs of even the most time-pressed consumers. Products which they cannot resist and for which they will be determined to find time despite their heavy schedules. ■ cc.

\*A director of the tourism, hotel and leisure industries consultancy, *Horwath UK*, Chairman of the British Standards Institute Committee on Tourism Standards and a former director of the British Tourist Authority and English Tourist Board.

## A new EC strategy

Tourism has long been recognised for its dynamic character and economic potential for boosting trade and opening up regions that lag behind in their development. Over the coming decades, the expected continued expansion, coupled with changing demographics in the main source regions, point to many opportunities to create new niche markets and destinations. With distances shrinking daily, and new information and communication technologies, long-haul travel has never been easier. Tourism is an industry in which the private sector is the major player, small and large firms (Davids and Goliaths) operating side by side both locally and internationally. The European Commission's new tourism strategy seeks to use tourism as a tool for sustainable economic and social development in developing countries, helping them to tackle poverty and integrate into the global economy.

Strong potential tourism growth and private sector involvement have strongly influenced the most recent Commission communication 'A European Community strategy to support the development of sustainable tourism in the developing countries' (COM (1998)563 final). By providing an analysis of the specific features of the sector, and proposing an operational strategy for fostering sustainable development, the communication is intended to complement existing EC support for private sector development in the developing countries. At the same time, it seeks to promote cooperation schemes that dovetail better with the EC's development objectives, and to enhance the effectiveness of projects in the light of past experience. Other factors have also been taken into account. Since the Amsterdam Treaty, environmental protection must be integrated in the EU's other policies in order to promote sustainable development. Furthermore, future agreements with development partners will have more emphasis on fostering the emergence of a competitive, employment-generating private sector capable of assisting their shift towards open and competitive markets.

The Communication addresses five main areas:

- tourism as a factor of development;
- the challenge posed in trying to achieve sustainability in developing countries;
- past lessons;
- possible future objectives and areas for action;
- proposed basic principles for implementing the strategy and the importance of consistency, coordination and complementarity with other EC policies and strategies.

The industry's employment generating capacity across all levels, and multiplier effects in other economic sectors such as transport, construction, food supply and related services, are further reasons why it is being targeted. It also offers scope for the development of many small and medium-sized firms, including those active in rural areas and among social groups facing difficulties in the job market, such as young people, women and less-skilled workers.

### Challenges

Achieving sustainable tourism development is not without challenges. Tourism growth has its own in-built destruction mechanisms which, if left unbridled, can lead to incalculable economic, social and environmental ills. Eco-

nomie overdependence on this single industry can occur to the detriment of other traditional productive sectors. It can also do irreparable harm to the environment and local societies: burgeoning tourism eats up space and tourist influxes put extra pressure on the natural environment, transforms local cultures and drains often scarce resources.

ACP countries have reached different stages in their tourism sectors. Some (notably in the Caribbean), already have mature and fully-fledged tourism industries upon which their economies are highly dependent. They may even have suffered the adverse effects of unplanned tourism growth and have already been obliged to upgrade their product. Others have an emerging industry with steadily increasing tourist flows. Their success will depend on their ability to manage and control this growth. In the third category are countries which may have the potential for developing tourism and already attract a few visitors, but where the conditions do not really exist to enable the sector to take off.

Yet, developing countries still share common problems. Increased global demand is being matched by an increasing number of destinations and global capacity – so competition is becoming stiffer. Those with developed industries have to fight to retain market share by enhancing quality and diversifying products and markets. Emerging and potential destinations must find their own niche by capitalising on their 'uniqueness' while avoiding mistakes made by other destinations.

Obstacles to developing competitive tourism sectors are also common – for example, poor infrastructure, communications and human resources, and political or economic instability. Visitors from developed countries, demanding ever-higher quality, compound these problems further. Long-term benefit will only accrue to host nations if they are able to maintain the very elements that attracted tourists in the first place (the natural and built environment, local social fabric, cultural and historical heritage). Thus, there is often a choice to be made between the short-term economic benefits that the industry can provide, and giving due consideration to long-term protection of the environmental and social assets on which the sector is based.

### Past lessons

The EU has supported tourism in developing countries for some 20 years. While Lomé I and II hardly mentioned the subject, Lomé III specifically referred to tourism as an integral part of cooperation in trade and services, as part of regional cooperation, in social and cultural cooperation, and in the sectors supported by the European Investment Bank. In Lomé IV, Articles 121 and 122 (Chapter 3) are devoted to tourism. Support focuses on four main areas: human resources and institutional development, product development, market development, and research

### Council resolution

The Commission's Communication has since been backed up by a Council Resolution on Sustainable Tourism In Developing Countries which supports the development of tourism in the context of private sector development. It underlines the role that projects and programmes should make in this field:

- maximise tourism's contribution to the overall social and economic development of the country;
- minimise existing or potential negative effects of tourism;
- contribute to poverty eradication;
- aid governments in establishing legal and institutional frameworks capable of supporting tourism initiatives at all levels in an environmentally and socially responsible manner.

Through the private sector, cooperation should also help promote a growth in overall employment and competitiveness.

and information. Direct and indirect support has also been given through programmes in related areas such as infrastructure, the environment, human resources development, private sector development and health.

In practice however, past EC programmes have often been too general, with objectives too narrowly defined (usually 'to increase tourist arrivals'). As a result, promotional activity in source markets has been over-emphasised, without sufficient attention given to building environmental and social requirements into the tourism products offered, to strengthen their sustainability. Moreover, interlocutors chosen in developing projects tended mainly to be public bodies (such as national tourist authorities), without any real interface being created with other stakeholders (local government, civil society or the private sector).

### Future objectives and action

Against this background of experience, opportunities and challenges, the Commission's strategy for future assistance to developing countries in the field of tourism focuses on achieving sustainable development. Agenda 21, the action programme adopted by the UN's 'Earth Summit' in Rio de Janeiro in 1992 has also influenced this strategy.

Three main areas are addressed:

- fostering the sustainable development of tourism;
- helping public authorities in their planning, management and follow-up (supporting the development of the legal and institutional framework, human resource development, safeguarding the public heritage and infrastructure, and information and commercial organisation);
- consolidating the tourist industry in an open and competitive market economy (encouraging cooperation in the private sector and direct support for small and medium sized enterprises – SMEs).

Community support for tourism development should be possible for all developing countries benefiting from a cooperation agreement in which the sector is included. Tourism however, is not a panacea. Not all countries or regions have the right potential to develop a viable industry that is both sustainable and competitive.

The complex and dynamic nature of tourism, coupled with the different degrees of maturity achieved in the sector by different countries, mean that there are no typical problems or solutions. Thus, the kind and scale of support will vary according to the level of tourism development the country has already achieved, and specific local needs. In more mature destinations, operations focused on specific facets of the tourist product will be used – for example, redefining the current strategy. In countries with emerging tourism, more comprehensive schemes to establish an overall framework for future development will be more appropriate. In all initiatives and at all stages, rigour will be applied, tailored to the complexities of developing tourism, involving stakeholders and encouraging regional cooperation.

Sustaining the social and cultural fabric, as well as the natural and built environment, and promoting competitiveness and open markets, are seen as guiding principles for developing a viable sector with quality tourism products. Support for the private sector will target two levels: improving the partnership between firms and branches of activity connected with tourism and through cross-disciplinary measures for SMEs in general. If private sector provision is to flourish, the right administrative framework must be in place – especially as regards legislation and regional planning. Thus, support for governments will focus on establishing a legal and institutional framework, developing human resources and public infrastructure, protecting and developing the natural and cultural heritage, and modernising methods and instruments for marketing the destina-

tion. Moreover, tourist authorities in future will not be the only bodies identified as interlocutors. Close consultation will be promoted between existing public and private sector organisations in developing policies and strategies. Co-financing agreements will also be used to instil a stronger sense of 'ownership'.

Poor development can impact very negatively on local people. Thus, a partnership involving all stakeholders is required. Partnership embracing the private and public sectors and civil society is seen as necessary to ensure that the needs of the market and the local people are taken into account, along with the special features of the destination. Initiatives involving grass-roots economic and social 'players' may be encouraged, as it is at this level where one finds the greatest exposure to the negative impacts of tourism. With regard to sex tourism involving children, a Community action programme has already been put in place with a two-pronged strategy to reduce demand and attack the sources of supply.

Regional cooperation is also seen as beneficial to tourism development. Countries involved in such initiatives can benefit from economies of scale (in fields such as training and information gathering). They can resolve common problems jointly (for example, environmental protection). And they can benefit from the common promotion of particular tourism products.

The aim is to get a genuine commitment from public authorities and the industry to pursue viable policies compatible with the required environmental considerations. Tourism-related programmes will encourage initiatives to employ resources sustainably (cutting down on excess consumption and waste, promoting non-polluting forms of energy and transport, conserving natural and cultural diversity). They will also help integrate the sector into overall planning and, where appropriate, support local economies.

The strategy aims to achieve consistency, coordination and complementarity between community tourism development measures and action in related fields such as the private sector and environmental protection. Working with the EIB and EU Member States, rational tourism development will be used in destination countries to foster general development. ■ C.O.

### The future

Tourism is firmly on the international agenda for 1999. A debate on 'Tourism and its sustainable development' was held at the 7th session of the UN Commission on Sustainable Development, meeting in New York. This event brought together all the key stakeholders (donor institutions, local authorities, NGOs trade unions and the tourist industry). A key aim was to look at how the findings of Agenda 21 can be applied to tourism, what has been achieved so far and what has yet to be done.

A number of successful EC-supported tourism projects, highlighting the main principles of this new strategy were presented. In the framework of North-South cooperation, environmental protection and sustainable tourism development, two ACP projects were highlighted: the Namibia Tourism Development Programme and the Negril Marine Park, a project developed in Jamaica.

For information, please contact  
DGVIII/B/4: Private Sector Development and Financial Institutions Unit,  
European Commission,  
Rue de la Loi/Wetstraat 200,  
1049 Brussels.  
Tel: (32 2) 296 94 13  
Fax: (32 2) 295 70 45



# The human dimension of an expanding sector

by Dora Valayer\*

Nothing seems capable of halting the widespread advance of tourism in the world economy. While nine of the top ten destination countries are still in the northern hemisphere, more and more southern nations are becoming involved in the sector. Tourism undoubtedly helps certain regions to emerge from underdevelopment and dependence – but at what price?

There are four groups of actors involved in tourism: the states in the host regions; the tourist industry; the tourists themselves; and the host populations – which are too often neglected.

States define tourism policy and provide the infrastructure necessary for its development: airports and motorways, water supplies and development in the host areas. Such projects often require loans, and climatic or political uncertainty may complicate repayment schemes and schedules. When a regime is democratic, its priorities include, in principle, the economic and social development of its country's population. Conversely, under dictatorships, the foreign currency earned from tourism generally serves to strengthen the police and the military. In Myanmar, for example, whole populations have been displaced on account of tourism: women and children are organised into forced-labour brigades and huge numbers of refugees live far from their homes in precarious circumstances.

The second factor is the tourist industry itself. As with other sectors, it invests, purchases, sells and is subject to the laws of the market, to supply and demand, and to the rules of competition. It fore-

sees, anticipates and reinforces its clients' desires.

Thirdly, there are the customers, the consumers of tourism products. The bulk of their spending, in many cases, is on travel to the place of consumption. Once they have arrived, they may be content with frugal enjoyment of the landscape. They may even shamelessly take advantage of 'the legendary hospitality' of the local population. They spend more as tourists than they would over the rest of the year (accommodation, food, culture). Tourism equates with escape from the constraints of urban life, a break from the daily grind, compensation for the frustrations of the rest of the year. It represents the achievement of access to a dream, to the unknown, to 'high-level' cultural consumption, or indeed the fulfilment of more or less autonomous primitive desires (sun and heat, pleasure, sex, escapism, achievement, change of scene, experimentation), and of artificially created needs. It is 'idleness' in a 'charming' setting, where a high level of protection and of expense cover extreme risk.

Like Christopher Columbus, who marvelled at the qualities of the local people but obsessively sought gold, the tourist is in search of a good deal, a nice photo. Often, the tourist is just a child – for him, holidays represent Christmas every day, a fact of which local traders are well aware.

So the basic tourist market is governed, most of the time, by these three components: the state, the tourist industry and tourists as consumers.

Unrestrained pleasures and quests would be acceptable were it not for the fact that other peoples and societies are involved. Such people are 'at home' and do not understand what is going on. Sometimes poor, they are, nevertheless, culturally wealthy in terms of their own past and their own civilisation, and merit their own identity. Different to the point of being fascinating, their penury and their new

dependence makes them, in their turn, 'consumables'.

These people in the host country are the fourth and final element in the tourism equation. They are involved at three levels: they are sometimes part of consumption itself – their rituals, customs, costumes and crafts. Certainly, tourism contributes to the survival of customs which are gradually being abandoned, but in order to be preserved, they have to be made more attractive, better adapted to tourism. Intermittent traditional dances are shortened to make them more appealing to visitors. Craft articles are mass produced and ritual objects are converted into gadgets.

## Local people work in tourism

The local people also carry out the work of tourism, in the lower echelons of the system, as waiters, kitchen staff, guides, and so on. They then have to adapt to Western ways, to Western notions of time, space and relationships to others, which are foreign to them. The same individual may be torn between an obligation artificially to maintain local customs and an obligation to live at the pace of the tourist and of the latter's demands; between, for example, the shanty town where he lives with his family and the luxury of the grand hotel where he works.

However, inhabitants in a region cornered by the tourist market have been its occupants for centuries, sometimes millennia, often in symbiosis with their land, linked to it in a mysterious and vital way which is incomprehensible to visitors. Although such lands appear suitable, in terms of the first three groups (the state, the tourism industry and the tourists themselves), for tourist developments, self-sufficient local populations will simply be expelled, and will receive very limited compensation. The destruction of a series of villages, as took place on certain coasts in India or in the Calabarzon region in the Philippines, and in many other places, creates a detrimental and irreversible situation. Golf courses are the most insidious. This magnificent pastime, enjoyed over large expanses of land in countries with plentiful rainfall, is prejudicial in the tropics. Villages are displaced and land confiscated, con-

\* President of *Transverses* (Association for Reflection, Information and Action on North/South Tourism), 7 rue Heyrault, 92100 Boulogne, France. Fax 01 49 10 90 84.

siderable water is consumed and there is dangerous use of pesticides.

The most vulnerable populations are the indigenous peoples, the 'threatened civilisations'. In South America and certain parts of Africa and elsewhere, tribes or nomads have been deprived of their lands. The displacement is regulated in such a manner that they are no longer able to live according to their ancestral experience of land or water.

Generally speaking, inhabitants of host countries in the southern hemisphere are often no more than ill-informed, unconsulted labourers. When tourists arrive, lacking any kind of reference, such people lose their own cultural, social and political references. When a 'virgin' region is coveted by tourism promoters, contracts are signed between the latter and the state. It would be too complicated a task to consult the sometimes illiterate population. Local inhabitants are unaware of the fate awaiting them and are unable to prepare for it.

This dark picture is not exceptional. Although tourism is now irreversibly expanding in an ever larger number of regions, could the situation be modified? Could certain harmful trends be reversed?

The answer is yes, because there are places, and there are local, national and international bodies, where the situation is already understood and under examination, where experiments are being carried out and texts proposed. It would be desirable for these to be better coordinated and for all those involved to make a contribution. Such initiatives must not remain on the fringes of the issue.

What is needed first is an assessment of such instruments as do exist: key documents such as the Sustainable Tourism Charter, the Manilla Declaration, the forthcoming world code of tourism ethics and the guide for local planners. Consideration of such texts must lead to

new practices and new legislation. The aim should not just be the protection of customers, profit for the industry or benefits for the host states – when the latter have not, in their practices, taken account of their own population's welfare.

Above all, it is essential to involve local people in projects as soon as possible, so that they can become responsible players. It is not enough simply to offer training in tourism trades so that they can become mere labourers. They must no longer be condemned to being tourism's 'flunkies'. They must be

away part of their dream, but rather renewing and preserving it. They have to be made more aware while they are doing their research and when they express their desires, before they choose their holiday.

The ECPAT campaign against child prostitution linked with tourism has been creative and effective, but child prostitution is only the most dramatic tip of the iceberg of disorder which is too often created by tourism. Such creativity must manifest itself throughout the tourism sector and throughout the world.

It is essential to list, publicise and support often small and struggling, but courageous, travel companies which – in both the host countries and in those from which tourists originate – create a kind of tourism which respects local circumstances and the environment. We have to listen to travel agencies prepared to risk converting this new system of ethics into a sales argument and to envisage the creation of a tourism watchdog.

Tourism education must be given a direction which takes all the above into account and makes its students aware of the issues.

International bodies should take greater account of the effects of tourism and the work of the World Tourism Organisation in this field. Some of the WTO's documents should be better publicised and attract more attention. The IMF and the World Bank should not encourage certain countries to embark upon too great a development of their tourism sectors and of their infrastructures without taking account of the medium- and long-term human and ecological consequences.

In this way, the tourism industry as a whole will evolve, because supply and demand will change and the interests of local people will become the interests of all. ■ D.V



Buying souvenirs in Bali, Indonesia.  
*The interests of local populations must become the interests of all.*

present and heard at the highest decision-making levels.

The media must no longer separate political and human information from tourism information, which does not take account of such realities.

Childlike potential tourists should be made aware in advance and helped to become responsible tourists. After all, they are often responsible citizens in their own country. This does not mean taking

# Why NGOs have a stake in tourism

by Patricia Barnett\*

*'Tourism is the world's largest industry, affecting the lives of millions of people. While it can bring benefits, these are seldom spread evenly. People in many tourist destinations are now counting the cost of development that has failed to put their interests and rights on a par with their visitors. Livelihoods are being lost, religions and cultural traditions debased and environments degraded.' In order to find constructive responses to these problems, Tourism Concern, a UK-based NGO, was set up in 1989 as a membership network. Its raison d'être is to look at the way tourism affects the people and environments in tourism destination areas and campaign for a tourist industry that justly yields benefits which are fairly distributed, involves local people in its development and management, and puts long-term social and environmental benefit before short-term gain. In this article, Tourism Concern's Director gives an overview of what sustainable tourism means from an NGO perspective and introduces the idea of 'Fair Trade Tourism'.*

It takes a while to develop a strong supporter base for NGOs campaigning for issues that are not obviously to do with poverty, health, animal welfare and natural disasters. Raise tourism as a development issue, and talk about how it impacts on people's cultures, environments, economies, and human rights, and even the most committed supporter of environmental and human rights causes would think at least twice before deciding that this could be a problem that needs their support. Taking a holiday has, after all, now become a right for all those in the European Union and not many of us would begin to think that this might exacerbate already difficult and fragile problems, let alone contribute to the loss of basic rights as outlined in the Declaration of Human Rights. Tourism has an effect on far more than the green environment; it impacts on people and their environments. Very often, these impacts are not obvious or visible.

It is because these problems are sometimes so profound that NGOs have become involved. Organisations have been set up both in the South (India, Gambia, Thailand, Kenya, Malaysia, Sri Lanka and elsewhere) and in the North (North America, Italy, France, Germany, Switzerland, Belgium, the Netherlands and Australia). Those in the South challenge an industry over

which they feel they have no control and in which they seek a voice, while the Northern NGOs are advocates for those who are currently voiceless – both groups and individuals. For ten years, Tourism Concern in the UK has been challenging the might of the tourism industry rather in the way that David challenged Goliath, but now, very importantly, the whole world has sustainable tourism on its agenda. It is

being discussed at the UN in New York as part of the Commission for Sustainable Development (CSD), the body that was created to follow up the Earth Summit at Rio de Janeiro in 1992. Perhaps this is the stone that David would have put into his sling.

The discussion at the UN does not simply view the move towards sustainable tourism development as an environmental matter, but recognises a very wide range of interlocking issues. Few from the South would argue that the tourism development their countries are encouraging is free of impacts on their cultures and their societies. Even the economic rewards they seek are often lost through leakages. Such leakages are inevitable with larger tourism developments which are generally externally financed and owned, and given food, beverages and facilities are often imported rather than sourced locally. Southern governments will be asking how they can acquire a healthier share of the profits and find more appropriate ways of developing the industry. Tourism is a massive export item and subject, as a service, to the GATS agreements. Many countries view it as a relatively inexpensive way of bringing in badly needed foreign exchange and, in any event, such development can often be a

## Tourism Concern: why fair trade in tourism

*(Taken from the NGO's Internet pages)*

Fair trade means a better deal for producers in the South – the so-called 'developing nations' – who otherwise suffer because they lack the economic muscle to compete with rich Northern businesses.

Existing fair trade schemes and concepts deal mainly with commodities – tangible, physical goods such as coffee. They don't address the different issues of service industries. Yet worldwide, the service sector is outgrowing manufacturing. Tourism (which is really a whole range of different services) is now one of the world's largest industries.

We believe that tourism industry practices must be re-examined: tour operators must acknowledge responsibility not just to shareholders and clients, but also to their Southern trading partners.

Tourism Concern is working with Southern organisations to ensure that their voice is heard in defining fair trade in tourism. Key issues include prices and working conditions, controlling how a destination is marketed in the North, and transparency.

*Social auditing:* Some progressive businesses now conduct environmental audits. We believe there needs to be a similar system of social auditing that looks at the impact of a project on people and communities.

*Defining fair trade in tourism:* The University of North London, Voluntary Service Overseas (VSO) and Tourism Concern are working towards a definition of fair trade in tourism that can be used by both the tourism industry in the North and by organisations in the South.

*Transparency:* Transnational corporations affect millions of people's lives, with little accountability. Transparency means making it easy to obtain information about the activities of these huge and powerful corporations.

\* Director Tourism Concern (Web Page: <http://www.gn.apc.org/tourismconcern>)

part of structural adjustment planning.

Through our work, which brings us into contact with many people in destination areas, we know that residents of localities where tourism has arrived from 'out of the blue' often ask why they had no say in such developments that have a major impact on their lives. They also ask why, if forced to accept the new situation, regardless of their opinions, they are not at least getting a fairer share of this seemingly unstoppable industry.

They will be interested to know that the CSD is likely to be discussing how local people can be recognised as stakeholders and involved in the planning processes. This is an integral component of sustainable tourism.

There are, of course, countless ways for people with some entrepreneurial energy and capital to find ways of cashing in on tourism. There are also a multitude of jobs available and new employment possibilities. But the reality is that most of these jobs are menial, poorly paid, seasonal and not unionised. Few would dispute that, with occasional exceptions, the economic benefits of tourism are rarely channelled back into local development. Tourism Concern, and other similar organisations, view tourism as a development issue and argue that it should not be treated as if it were an isolated 'cash crop'. If it is genuinely an appropriate industry to develop in a particular area, it can and should offer excellent opportunities for appropriate and sustainable development, whether in a poorer Southern country or on the periphery of a wealthy European country.

Our interest in Fair Trade stems from our vision of a more just and sustainable form of international tourism. The fair trade movement has demonstrated that Southern producers can receive a fairer deal through international trade, if certain standards and principles are adhered to. The growth in the market share of products like Cafe Direct<sup>1</sup> in the UK indicate that consumers in the North are also keen to support people-friendly as well as environment-friendly goods. Of course, tourism is a rather more complex product than tea or coffee, but this should not deter us from working towards some answers.

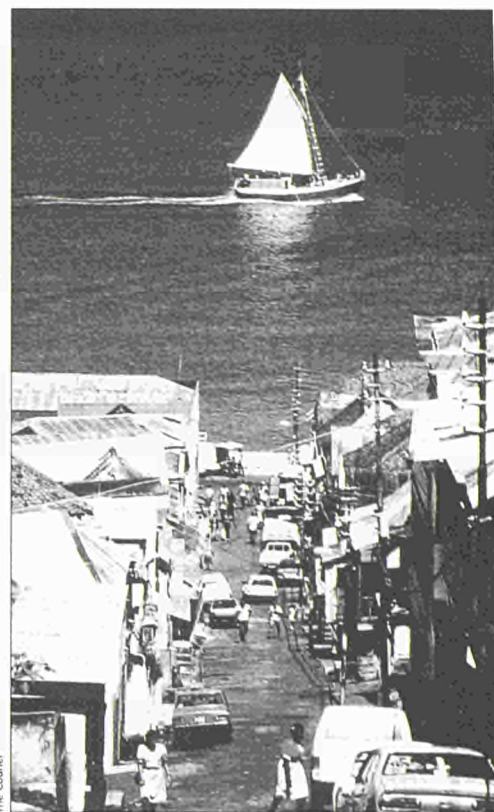
Policy considerations need to include stakeholder partnerships, the creation of social, cultural and economic benefits for host destinations, the integration of tourism into other sectors and policy areas such as agriculture, transport and fisheries, a commitment to transparency, an emphasis on ecological sustainability and a respect for human rights.

We believe that Fair Trade in tourism must be commercially viable. It should not be seen as a niche product driven solely by social values, or be used as a marketing ploy. It should be inherent in any trading process in international tourism, particularly with less developed economies. It may start off with a small market, but it is intended to build up models of good practice

<sup>1</sup> Cafe Direct is a small, non-profit making company set up by four organisations in the UK. Equal Exchange, Oxfam Trading, Traidcraft and Twin Trading. The price Cafe Direct pays to coffee growers is always above the world price with a 10% premium for development purposes. There are now producer groups in seven countries – Peru, Dominican Republic, Mexico, Costa Rica, Nicaragua, Uganda and Tanzania. Sales began in 1991. By 1993, products were on sale in Scottish supermarkets where consumer pressure was strongest. National expansion followed and, in 1994, instant coffee was introduced. The sector now has 3% of the British coffee market. Cafe Direct products carry the Fair Trade mark.

### Fair trade conference

Over the past two years, a research project involving a partnership between Tourism Concern, the University of North London and Voluntary Service Overseas, has studied the application of fair trade principles to the tourism sector. A conference is being held on June 9 at the University of North London to disseminate the findings of various strands of research to a wider audience, and to draw on the experience of other researchers active in this field. The aim is to gain wider acceptance for fairly traded tourism and identify ways and means to implement such principles through replication of examples of good practice, indicators and codes of practice. The one-day conference is for the travel and tourism industry, development, conservation and social welfare NGOs and those interested in tourism and fair trade as a central component of sustainable development. Details are available from *Debbie Baines, Conference Officer, Fair Trade in Tourism Conference, CELTS, University of North London, 277-281 Holloway Road, London N7 8HN. Tel: 0171 607 2789 email: d.baines@unl.ac.uk*



*Residents of localities where tourism has arrived from 'out of the blue' often ask why they had no say in such developments*

which could influence mainstream tourism and be used as a tool in future campaigning or lobbying for fairer international tourism.

The EU's Development Education department and the British Department for International Development (DFID) are now supporting us in our work to establish an international network of NGOs, local groups, multinational organisations, the private sector and UN agencies, which will help not only to develop and refine the concepts of fairly traded tourism, but to put these on the agenda of international trade organisations and into the public arena.

In our work, we have to ensure that we do not opt simply for identifying how smaller, community-run projects can be fairly traded, but actually seek to identify how larger systems might be developed in a fairer, more just and participatory way. ■ P.B.

## 'Made by Tourism'

'Made by Tourism', is an international quality label, that Dr Ralf Corsten, Chairman of the Executive Board of TUI (*Touristik Union International*), would like to see become the *leitmotif* for sustainable tourism development across the whole sector.

Reconciling the massive growth in holiday travel (predicted by bodies such as the World Tourism Organisation) and the industry's potential for creating jobs and economic development on the one hand, with the challenges and threats this may pose for the environments of tourism destinations (often in developing countries) on the other, was the central theme of the 8th annual 'TUI Environmental Forum', staged during the recent tourism trade fair in Berlin.

Based in Germany, Europe's largest source tourist market, the TUI group is a market leader. It publishes 30 million brochures annually and caters for some five million tourists travelling to destinations in more than 150 holiday regions. Keen to maintain its pole position, TUI has long been aware that the environment is the key asset upon which their entire economic operation is based. It is the essential element for good vacations and tourist satisfaction. No other branch of the global economy is so keenly dependent on an intact environment (unspoilt nature, clean water and beaches, pure air) undamaged by the ravages of industry and mass transport.

Recognising that ecological management is a form of value or asset management, TUI was among the first operators to establish a corporate department dedicated to environmental issues. This department reports direct to the executive board – an indication of the priority given to the issue. Over the last decade, environmental know-how has been systematically developed and applied to all stages of product development: planning, programme design, development, hotel contracting and catalogue information. The objective has consistently been to reduce to a

minimum the ecological impacts arising from tourism. TUI sets ecological quality targets for their holiday hotels and tourist destinations. Their environmental checklists, evaluations and practical presentations have become internationally renowned.

Ecological quality development has since been enthusiastically taken up by others in the sector, and internationally recognised standards have indeed been established. In an ever-more competitive field, where customers no longer want just *sun, sea and sand* but also *security, sanitation and satisfaction*, the pressure is on operators, hoteliers and carriers to respond. The challenge for them is to ensure that the attributes of performance, quality and eco-efficiency are linked to their own brand names.

As a market leader, TUI takes its global role seriously. In addition to addressing 'green' issues, it has turned its attention to other areas. In 1998, working with EU institutions, Dr Corsten chaired a high-level group to examine how tourism can contribute more to growth, stability and employment in Europe.

### 'Natural allies'

According to Dr Corsten: 'An intact environment and tourism are natural allies. And in the long-term, the growth forecasts and increased employment in the industry will only be realised if resources are used sustainably.' He adds: 'Fishermen can make a much better living by taking tourists on boat trips to watch whales than they ever could by hunting them.'

TUI's Environmental Forum focused on the *social* as well as the ecological challenges of tourism. The aim was to have a dialogue with destination representatives, and national and international experts to assess how balance can be achieved between economic

success, social responsibility and environmental conservation.

What clearly came out of the Forum was that destinations/holiday resorts are getting left behind. These places bear the brunt of tourism's negative impacts. In these circumstances, they should be getting a higher proportion of the positive benefits. In a globalised economy, expectations of what a growing tourist industry can deliver are increasing. People see it, among other things, as a source of economic development, jobs, innovation and social modernisation. Yet there is little evidence to suggest that tourism has helped close the widening economic gulf between North and South. In the longer term, this situation threatens both the global environment and international tourism itself.

Increasingly, the onus is being put on big concerns like TUI to shoulder more responsibility for ensuring a more equitable distribution of the benefits. Forum participants recognised this as a key challenge of sustainable development. Social standards and accountability, it was felt, should become integral to future quality standards in the same way that ecological standards have done.

Aware that this issue has still to be addressed by tour companies, TUI expressed willingness to work with the UN Environment Programme to support a 'Joint Tour Operators Initiative'. This would involve holiday companies committing themselves to concrete, binding measures in favour of ecological and social sustainability. Sustainable tourism development can only be achieved collectively, and must be built on strong and credible 'ecological alliances' involving the industry, public institutions and partners in host destinations. *Solar energy, solidarity and sustainability* may one day replace *sun, sea and sand*, as tourism's key words – but there is still a long way to go. TUI's commitment to making 'Made by Tourism' an international quality label for sustainable development is just the beginning. ■ c.o.

## 'Once in Africa, always in Africa'

Does Africa ignore its most important markets? According to the experts attending the Africa Forum in Berlin, despite its obvious wealth of flora, fauna, natural and cultural heritage, the continent still has far to go in promoting and marketing its riches in the major source markets. In 1998, World Tourism Organisation figures showed that Africa's respectable growth rates (an 8.2% increase in international tourist arrivals and a 10.3% increase in tourism receipts) belie the fact that, compared to the rest of the world, demand on the continent remains weak. Africa only attracted 4% of the 626 million international tourist 'arrivals' recorded in 1998 and received just 2.1% of the \$445 billion spent on tourism globally.

A poor image, ill-conceived marketing plans, poor communication strategies, insufficiently developed private/public sector partnerships and a lack of funding for promotion were some of the causes listed by experts for Africa's weak performance. Prohibitively expensive airfares and insufficient air routes further reduce competitiveness. However, not all the blame can be laid at Africa's door. Negative media images in the developed world still portray Africa as the 'Dark Continent' – war-torn, and famine ridden. These perceptions neutralise many of the positive images promoted at great expense by African governments. *Michael Afeidi Gizo*, Ghana's Tourism Minister summed up the problem. 'When a crisis hits one African country, the media implies that all of Africa is affected. Yet this is not the case in Europe. Berlin is not considered in the same context as Kosovo despite the relatively small distance between them.'

Despite the Forum's downbeat tone, Africa does have success stories. Zimbabwe, which attracts a million visitors annually, is the second most visited country after South Africa. *Givemor Chidzidzi* (Director, Continental Europe) and *Rose Mukogo* of the Zimbabwe Tourist Authority (ZTA – Webpage <http://www.tourismzimbabwe.co.zw>) gave us some insights into that country's marketing activities.

The basic problem, we were told, was not a lack of enthusiasm but how to maximise the benefits given limited resources. The key, it seems is an

effective public/private sector partnership. 'Neither party can do it alone'. The ZTA promotes destinations and facilitates tourism development but does not actually sell anything. The private sector has the products to sell but cannot do this in the absence of awareness about the destination.

According to Ms Mukogo, tourism is now clearly recognised in Zimbabwe as a major engine for economic development. 'The large hotel chains aside, most of our tourism operators are locals thus reducing leakage' (the phenomenon where tourism receipts do not remain in the country). 'In terms of visitors, we do not want to promote mass tourism, given the fragility of our resources. Zimbabwe is not closed to any visitor, but the ideal would be to attract a few high-spending tourists taking long holidays. Unfortunately, it is usually the high spenders who have the least time.'

Mr Chidzidzi noted that to market Zimbabwe's attractions, the right message needed to be communicated to the various customers. 'The private sector has to share in this,' he stressed. 'It is they who provide the services and mobilise the tourists. Jointly we communicate to the public what visitors can expect in Zimbabwe.' Trade fairs are a focal point. Various contacts are possible at such events: with potential visitors who can learn about the destination; with tour operators who are looking for tangible products to sell as packages; and with the media. He added that the Internet was increasingly becoming an invaluable tool.



An example of successful marketing. The Victoria Falls, Zimbabwe's largest single tourist attraction... are actually in Zambia

Zimbabwe's unique selling points (known as USP in the trade) cater to various tastes according to Mr Chidzidzi. 'Victoria Falls and wildlife are our top attractions. 13% of the country is devoted to national parks and reserves. Zimbabwe also has a very good track record for wildlife conservation thanks partly to our highly trained guides, who are reputedly the best in Africa. Zimbabweans themselves are another important element.' He pointed out that it would be futile to focus on tourism if the host population was hostile. Other factors mentioned were easy accessibility, the country's level of development and infrastructure, 'low crime rates' and its communications network. These, we were informed, come as a 'pleasant surprise' for visitors. 'Indeed, 50% of our tourists are repeat visitors – which bears out the saying "Once in Africa, always in Africa".'

Tourism promotion is an ongoing and long-term activity. A lot has been done through the Regional Tourism Organisation for Southern Africa (RETOSA) to create a perception of the region as a single destination. Visitors to Zimbabwe are encouraged also to visit other SADC states: (such as Botswana, Malawi, South Africa or Namibia). 'While we may all be competing for tourists today, there are long-term gains in this approach,' insisted Ms Mukogo. This year's visitor to Botswana may come back to the region in a couple of years to visit Zimbabwe.' She also pointed out that tourism products tend not to be substitutable. 'If you want to see Victoria Falls, another waterfall will not do.' ■ c.o.

# Hunters – 'the ultimate ecotourists'?

by Emanuel Koro, Juan Ovejero and Julian Sturgeon\*

*For many, the idea of going to Africa to kill wildlife for sport is shocking. Hunting is increasingly viewed as 'politically-incorrect'. The authors of this article, however, argue that sport hunting can be good for conservation and represents a valid form of sustainable tourism. They also underline the importance of local community involvement in tourism ventures in Southern Africa.*

The Ecotourism Society defines ecotourism as 'tourism that conserves the natural environment and wellbeing of local people through responsible travel'. It therefore has two substantive elements, which differentiate it from regular tourism – conservation of the environment and benefits to local people. In living up to these ideals, ecotourism must:

- create jobs and training opportunities for local residents;
- stimulate local economies directly through the influx of tourism revenues (this should have a multiplier effect, boosting secondary activities such as food supply, transport and accommodation, and underpinning informal, traditional activities, such as the production of local arts and crafts);
- promote awareness of the environment and conservation in the host communities;
- bring in significant amounts of foreign currency;

## Ecotourism as a development tool in Southern Africa

Southern Africa is not alien to the ecotourism debate. Recently, great emphasis has been placed on the role that 'community ecotourism' can play in the region's social and economic development, as well as in helping to conserve biological diversity. International tourism trends indicate that today's traveller wants a more enriching experience than that provided by the conventional 'sun and sea' vacation. Southern Africa is well placed to take advantage of this trend. There are a great many opportunities for communities to engage in tourism, given their wildlife resources, attractive landscapes and cultural heritage. There is also an increasing recognition of people's rights to benefit from their resources and to develop enterprise opportunities.

Recognising such potential, on behalf of the SADC Natural Resource Management Programme Consortium, the Africa Resources Trust (ART) convened a workshop on community tourism in Windhoek, Namibia in January. The event attracted 50 participants from eight SADC countries, including

traditional leaders, elected community representatives, NGOs, community-based organisations (CBOs), academics, wildlife authorities, practitioners, senior government officials and the private sector. The main recommendations focused on:

- better research and planning of projects including community involvement and awareness;
- facilitating communities' access to services such as feasibility studies and planning, institution building, negotiation, contracting and management of small businesses;
- more attention for issues of tenure over land and resources (often, national policies do not support community efforts);
- facilitating joint ventures between communities and the private sector;
- developing practical marketing policies.

In order to guarantee a fair and equitable sharing of benefits derived from the sustainable use of natural resources, including ecotourism, it was recognised that the private sector and NGOs should try to foster partnerships between marginalised rural communities and the private sector in environment and development programmes.

For ecotourism to contribute successfully to sustainable rural development, it must be well regulated and managed by the local communities receiving direct benefits from tourists. With its unique landscapes and abundant wildlife resources, Southern Africa is determined to use its natural resources as an engine to promote rural development. This means going further than simply creating 'national parks'. Rural communities need the means to develop capacity so that nature-based tourism schemes can act as a catalyst for sustainable rural development on communal lands. It is true that many communal areas, due to their remoteness and inaccessibility, are not suitable for game viewing. Moreover, rural communities often lack the funds to provide the high quality infrastructure demanded by the luxury tourism sector. Constraints on tourism development in communal areas include a lack of secure land tenure and the prohibitive cost of establishing the basic infrastructure required for tourism (roads, accommodation and telecommunications). This means that sound socio-economic and environmental assessments, as well as private sector and donor assistance, are much needed. Such assessments should also consider the structural problems associated with ecotourism, including financial 'leakage' (the amount of tourism revenue that does not stay in the host country), the depletion of natural resources and soil erosion due to over-utilisation of parks.

## Ecotourism options

Ecotourism has proved to be an important means for local communities to capture the economic value of their natural resources. Photo-tourism, often

\* Africa Resources Trust. NGO based in Harare whose objective is rural development through the sustainable use of natural resources. European Liaison office, Rue Jules Lejeune 32, 1050 Brussels.

classified under this heading, is one of the fastest growing 'industries' in Southern Africa, as elsewhere on the continent. But this is not a panacea. Nature-based tourism initiatives in the region have evolved over the years, and have diversified to include non-consumptive forms of tourism (such as photo-safaris) and consumptive forms like sport hunting.

The physical setting is all-important in the tourist market, which puts a premium on scenic beauty and abundance of wildlife. There are many such places in Southern Africa, but much of the wildlife habitat consists of miles and miles of less scenic woodland or semi-arid savannah. Photo-tourism, also requires infrastructure (transport and communications) and we need to recognise that it can impact negatively on rural communities. What is marketed is an idyllic Africa which exists only in brochures. Tourism can leave a large cultural footprint.

On the other hand, consumptive forms of tourism, such as recreational or sport hunting, can be a high-value, low impact tool that directly empowers and enriches rural communities. Safari operators and their clients tend to take risks, and are prepared to venture to places most photo-tourists would avoid. In many of these areas, consumptive tourism schemes can have a real economic impact. Not surprisingly, in Southern Africa, sport hunters are now being hailed as 'the ultimate ecotourists'. Recent studies report that over 90% of income earned by rural communities from wildlife comes from foreign trophy hunters who are there to hunt elephants, buffaloes or lions. Hunters tend not to demand high standards of accommodation or transport, and usually travel in smaller groups. They also pay higher fees, which can be used to fund local development projects. In addition to contributing financially to rural development, hunting has added benefits for conservation. For most rural Africans, there is little incentive to preserve wildlife. Large animals like buffaloes, elephants and lions prey on their livestock; trample their crops; pose a serious threat to their livelihoods and sometimes threaten their lives. However, given a steady income from trophy hunting, they have the incentive to conserve the natural ecosystems that make wildlife a competitive form of land use.

Many community-based natural conservation and development programmes in Southern Africa are already marketing eco-tourism. Pioneered first by Zimbabwe, with its *Campfire* (Communal Areas Management Programme for Indigenous Resources), a programme that combines sport hunting with photo-safaris, other countries have followed. In Botswana, communities have formed trusts, such as the *Chobe Enclave Conservation Trust*, established in 1992. By 1997, revenue from sport hunting and tourist campsites in this area reached \$150,000. 85% of the money was reinvested in other income-generating activities. In Namibia, many local communities are starting to involve themselves in tourism through the establishment of campsites. The current growth trend, plus recent research, indicates that many more communities are interested in setting up tourism enterprises but do not fully understand how to go about it. In response to the growing needs of community-based tourism operations, the *Namibian*



Africa Resources Trust

Sport hunters in the Caprivi district of Namibia. Fees can be used to fund local development projects.

*Community-Based Tourism Association* was officially launched in October 1995. In the western province of Mozambique, wedged between the Cabora Basa Dam and Zimbabwe, the '*Tchumo Tchato*' *Community Programme* is having a profound impact. In Zambia, the *ADMADE* and *Luangwa Integrated Resource Development* programmes are now consolidating, while in South Africa, a traditional eco-tourism destination, community-based schemes are mushrooming, especially in Kwazulu-Natal and the Northern Province.

### The way forward

To realise the full potential of ecotourism as a tool for sustainable development, several important steps should be considered:

- land tenure and natural resource-use rights must be restored to local communities;
- local communities must be encouraged to participate in designing ecotourism management plans in their regions (this entails training in environmental management, tourism and sustainable development);
- international guidelines for ecotourism must be developed and adhered to;
- safari hunting must be recognised as a legitimate form of ecotourism.

As regards specific ecotourism projects, it is essential that tour operators, lodge and hotel owners, and local communities give primacy to the sustainable aspect of the operation. Degradation of the resource beyond certain limits should result in penalties. Legislation or by-laws to protect natural resources may be necessary in such a context and local authorities should have an important role here.

A government objective should be to prolong the high-paying/low-volume phase of ecotourism. The establishment and enforcement of high standards can be used to achieve this. Since joint ventures between operators and communities will almost certainly be the most common form of management, there should be some basic guidelines drawn up for such ventures. Profit margins also need to be sustainable, and where there is a risk that this will not be the case, the project should be scaled down.

Local participation poses complex questions. Communities should be clearly identified, with their legal access to the resource recognised, and there should be a fair distribution of the revenues. Schemes should include a capacity building element for local people with the latter being given priority for jobs. Finally, the role of local authorities is crucial. They need to be given regulatory and monitoring powers.

E.K., J.O. & J.S.



# Information technology as a strategic tool for sustainable tourism development

by Dr Dimitrios Buhalis\*

Developments in Information Technologies (ITs) in the 1990s are revolutionising both the global economy and enterprises around the world regardless of their size, product and geographical coverage. At the macro-economic level, ITs are increasingly seen as instrumental in regional development and the long-term prosperity of regions. There is therefore an emerging need to enhance the competitiveness of both enterprises and regions, based on the new information society and the knowledge-based economic powers. The competitiveness of regional economies and enterprises will, to a great extent, depend both on the conditions of utilisation and on the development and application of these technologies. This will be critical for regions in the Third World as well as peripheral areas located well away from the main centres of economic activity.

The integration of a series of high capacity communications channels involving the Internet (the 'Information Superhighway'), telecoms and other technologies, has increased interactivity between consumers and suppliers. ITs have enabled the provision of tailor-made information and marketing material to meet the needs of individual tourists. They have become the single most important

determinant in bridging tourism demand and supply, as well as in facilitating the operation of the tourism industry. Since the beginning of 1995, the World Wide Web has emerged as the fastest growing area of the Internet, enabling the distribution of multimedia information. As textual data, graphics, pictures, video, and sounds became easily accessible, it rapidly became the flagship of the IT revolution providing an innovative platform for the efficient, real and timely exchange of ideas and products. Consequently, there have been unprecedented and unforeseen ramifications prophesied by futurists and the media about the future of marketing, consumer behaviour and even societies.

## Changes in tourism due to information technology

Tourism has inevitably been influenced by the restructuring experienced in business as a result of the technological revolution. Information is the travel industry's life-blood. Therefore, as we approach the 21st century, effective use of technology is fundamental to the tourism sector. By enabling efficient cooperation and offering tools for real globalisation, the IT revolution has profound implications for the management of the industry. There are few other economic activities where the generation, gathering, processing, application and communication of information is so important for day-to-day operations. Hence, with the rapid development of both tourism supply and demand, and the increasingly important role of data in tourism marketing, distribution, promotion and coordination, IT has become the industry's key partner. The use of the Internet and the World Wide Web for tourism distribution



Computer room in the Hotel Training College, Nassau, Bahamas.  
*The IT revolution has profound implications for the management of the tourism industry*

provides unprecedented opportunities. Due to the Web's interlinkages, an extremely vital service is provided by incorporating similarly structured information and enabling the packaging of a wide range of diverse products and services. However, it is recognised that the information currently available on the Internet is still chaotic, mainly due to its immaturity and the lack of any type of standardisation. Nevertheless, it is becoming increasingly evident that the Web offers the infrastructure for unprecedented changes in

\* Senior Lecturer in Tourism at the University of Westminster (NW1 5LS, London, UK) and visiting faculty in several European Universities. Dr Buhalis is also Chair of the Association of Tourism Teachers and Trainers and Committee Member of the International Federation of Information Technology and Tourism. He has chaired the ENTER 1998, 1999 and 2000 conferences and is a consultant to the World Tourism Organisation.

tourism, in terms of the methods used to market and distribute tourism products and services.

### Systems and networking

Computerised networks and electronic distribution have spearheaded the dramatic structural changes taking place in the tourism industry. Indeed they are central to the distribution mix and strategy (i.e. how tourism services and products are requested by and reach the client). Computer Reservation Systems (CRS) and the Internet are regarded as largely responsible for transforming travel marketing and distribution systems. The rapid growth of both demand and supply in recent decades gave rise to the need for powerful computerised systems capable of managing the industry. While the airlines were the pioneers of this technology, international hotel chains and tour operators, realising their potential, quickly followed by developing their own centralised reservation systems. Thus, the need for IT has been generated by both the demand and supply, as well as by the expansion of the tourism industry in recent decades.

On the *demand* side, the number of travellers has grown

Example of a webpage showing tourist facilities available in Namibia. By clicking on one of the underlined texts, potential tourists with Internet access anywhere in the world can find out about the facilities available in the country

rapidly. The result has been a huge increase in the traffic of tourism-related transactions and processes. This, in turn, has propelled the use of powerful ITs and other systems. ITs satisfy the consumer need for easy access to transparent and easily comparable information on a wide variety of destination choices, holiday packages, travel, lodging and leisure services, prices and the availability of services. They also provide immediate confirmation and speedy documentation of reservations providing more flexibility and enabling prospective travellers to book at the 'last minute'. Moreover, improved access to information on all aspects of tourist activities has provided the framework for offering personalised services at price levels comparable to those of standard packages. Increasingly, tourists' satisfaction depends on the accuracy and relevance of tourism information as well as on promptness in responding to requests.

*Tourism suppliers* use ITs to manage their inventory and dis-

tribute their capacity. ITs have facilitated and managed the bold global expansion of tourism enterprises and destinations. It can be characterised as the 'circulatory system' of the tourism product. ITs enable providers to control, promote and sell their products globally, while assisting them to increase their occupancy/load factor levels and reduce the effects of seasonality. By enhancing numerous business functions, the technology contributes to their profitability and long term prosperity. In addition, ITs often charge competitive commission rates in comparison with other distribution options, while enabling flexible pricing and capacity alterations - designed to adjust supply to fluctuations in demand. They also reduce communication costs (international e-mail costs far less than an international fax), while providing invaluable managerial information on tourism demand patterns or competitors' position. The development of the Internet has enabled the distribution of multimedia information through user-friendly interfaces and, consequently, made information held in CRSs much more accessible for both the industry and individuals. In short, there has been a revolution in the collection and assessment of information on the demand and the supply side of tourism.

### Information technologies for small and medium tourism enterprises

Similarly, a wide range of opportunities and challenges are emerging for smaller and medium-sized tourism enterprises (SMTEs) and destinations. The vast majority of tourism suppliers are small and they face enormous difficulties marketing their products globally and competing with larger counterparts. Multinational organisations took advantage of the emergent technologies earlier than smaller firms to expand their operations globally. Some SMTEs were absorbed by larger organisations while others were obliged to enter franchising agreements with consortia to gain visibility in the marketplace. However, the devel-

opment of the Internet has empowered even tiny tourism organisations and destinations, giving them representation in the electronic marketplace and the ability to network with consumers and partners alike. ITs facilitate the amalgamation of independently produced products and thus enable the delivery of seamless tourism experiences by networks of small providers. Innovative entrepreneurs who appreciate the power of the new media and design their presence accordingly in the electronic marketplace will gain benefits. They can also achieve competitive advantages by positioning themselves as niche operators offering unique and authentic products. Cooperating, rather than competing, with other local entrepreneurs will enable them to develop their virtual size and compete on an equal footing with some of their larger competitors.

### IT for the sustainable management and marketing of tourism destinations

One of the latest IT developments in the tourism industry is the proliferation of destination-oriented systems. Destinations are recognised as 'the *raison d'être* for tourism' and as amalgams of resources, products, facilities and services comprising the 'total tourism product' or the 'travel experience'. Destination Management Systems (DMSs) provide complete and up-to-date information for a particular destination and, at the same time, facilitate the reservation of local tourism products. These complete databases ensure that smaller establishments, as opposed to international hotel chains and other land services associated with travel are included. DMSs are a strategic management tool which enable enterprises at the micro level and destinations at the macro level to enhance their competitiveness and economic benefits by managing both tourism demand and supply. At the destination level, maximised use of tourist facilities and increased *per capita* expenditure are vital for the local economy, as they determine

both public and private sector income, employment, multiplier effects and foreign currency benefits. DMSs can also be used to enhance the promotional and distributional mix of destinations by disseminating information on attractions, activities, local festivities and events, while at the same time facilitating reservations and sales.

The concept of *Destination Integrated Computer Information Reservation Management Systems* (DICIRMSs) takes the DMS idea a step forward and proposes an integrated strategic tool for the planning, management and marketing of destinations. This strategic tool will enable SMTEs and peripheral destinations to enhance their competitiveness and boost their profitability. The ultimate aims for DICIRMSs are threefold: optimisation of benefits emerging from tourism; satisfying the varying needs of new, experienced, sophisticated or demanding tourists; and the enhanced prosperity of the host destinations and societies. DICIRMSs can assist destinations to achieve competitive advantages by enabling product differentiation and customisation to satisfy consumer needs. They can also support cost competitive advantages by restructuring the communication and promotion processes as well as the information-seeking and reservation functions, enhancing efficiency and minimising costs and time required to perform these actions. As far as economic benefits are concerned, DICIRMSs provide a key information-sharing platform permitting tourism firms to integrate diagonally at the destination level. In other words, they enable firms performing complementary functions to link up. This leads to cost reductions through 'economies of scope' (the lower costs associated with the joint provision of products or services), synergies (the benefits accruing to the management, operation and organisation of interrelated activities, where each activity can generate benefits that reinforce the others) and system gains (the benefits or economies derived from linkages between different activities – for example, the use of a common database for the design, manage-

ment, production, marketing and distribution of tourism products). Moreover, they assist firms to get closer to their consumers by catering to their particular needs. DICIRMSs reduce the role of the 'middle-man' and empower the actual tourism providers in the dealings that they still have with intermediaries (such as travel agents or tour operators).

In this sense, DICIRMSs stimulate tourism activity and enhance the travel experience, attracting valuable tourism expenditure in order to maximise economic benefits and contribute to the sustainable development of destinations in the long term. Thus, the development of information technology and the Internet in particular, can serve to empower the marketing and communication functions of remote, peripheral and insular destinations as well as small and medium sized tourism enterprises. It can provide them with a way of communicating directly with prospective clients and of differentiating their product according to their customers' needs. Information technology also introduces several new tools for managing and redeveloping economic, socio-cultural and environmental resources, and hence can contribute to the sustainable development of regions. It is increasingly evident that the competitiveness and prosperity of both enterprises and destinations in the new millennium will depend on the degree to which these new strategic tools provided by the information technology revolution are used innovatively. ■ D.B.

# Partnerships for sustainable tourism

## The perspective of the International Hotel and Restaurant Association (IH&RA)

by Kenneth F. Hine\*

Today's hotel experience is not what it used to be: fresh towels daily only if requested, recycling of 'grey water' from baths, showers and washing machines, solar-heated water and energy-saving key cards which automatically turn off the lights when the guest leaves the room. It is probably safe to say that no industry has a greater stake in safeguarding environmental resources than travel and tourism. A well-preserved environment is both critical to the quality of life in general and to the quality of the travel experience in particular.

At the beginning of the decade, most hotels were unfamiliar with the benefits and principles of sound environmental management. Now, thanks to the efforts of organisations such as IH&RA, the International Hotels Environment Initiative (IHEI), the United Nations Environment Programme/Industry and Environment (UNEP-IE), the World Travel & Tourism Council (WTTC) – and the pioneering efforts of a core number of hotels – the greening of our industry is well underway.

The message to hotels is two-pronged: not only do green operations ensure an attractive, sustainable environment and the future of the local community, they also make sound business sense. The IH&RA actively promotes environmental awareness and industry self-regulation, encouraging voluntary initiatives by hotels and restaurants worldwide. As a result, hoteliers across the globe are now increasingly aware of the bottom line benefits to be gained by conserving and recycling resources.

The IH&RA's annual Environmental Award programme, sponsored by *American Express*, was launched in 1990 to acknowledge outstanding examples of leadership by hospitality professionals in planning and implementing environmental actions. Over the years, the award has attracted more than 280 applications from hotels and hoteliers all around the world. All demonstrate a laudable degree of personal and corporate commitment to the environment. In 1998, the IH&RA's 'Green Hotelier and Restaurateur of the Year' award was themed to coincide with the 'Year of the Ocean'. For the first time, special emphasis was placed on the industry's efforts to reduce water consumption, recycle and re-use water and diversify the 'energy mix' through use of renewable energy sources.

The award scheme has identified many innovative and imaginative ideas for monitoring and controlling the environmental impact of hotel operations. In Nairobi, the *Inter-Continental* re-used the condenser from discarded liquid chillers to install a flash steam heat exchange unit. The policy of *Hotel Mocking Bird Hill* in Jamaica is to employ local resources to the maximum, purchasing locally-made furniture and food. In Hong Kong, *Hotel Nikko* installed a calibrated water system controlling the flow and temperature balance of each tap or shower. The roof of the *Inter-Continental* in Sydney has been converted into a nursery to propagate

seedlings for community tree planting, while *Canadian Pacific Hotels* has launched a programme aimed at adopting endangered Beluga whales in the St Lawrence seaway.

This is all highly encouraging, but much remains to be done. Hoteliers still face many challenges, including greater awareness of siting and design issues, the need for environmental impact assessments and audits, improved integration of green programmes into day-to-day operations, better monitoring procedures, and increased communication of environmental performance to guests and other stakeholders.

The hospitality sector has enormous potential to bring about more sustainable forms of development. A sign of the increasing recognition of tourism's importance was the UN Commission on Sustainable Development's decision to focus on this sector for the first time, at its seventh session in New York in April 1999. IH&RA, with the WTTC, played a key role in organising business and industry participation in the associated two-day *Multi-Stakeholder Dialogue* which brought together representatives of trade unions, local initiatives and NGOs as well as UN member states. A business and industry paper on the four themes of the Dialogue was circulated prior to the meeting and is available on the Internet at the following address:

[www.un.org/esa/sustdev/report99/bakdoc99.htm](http://www.un.org/esa/sustdev/report99/bakdoc99.htm)

It describes industry initiatives, identifies problem areas and proposes solutions as well as agents and partnerships for change. The four themes are: Industry Initiatives for Sustainable Tourism; Influencing Consumer Behaviour to Promote Sustainable Tourism; Promoting Broad-based Sustainable Development through Tourism while safeguarding the Integrity of Local Culture, and Protecting the Environment.

WTTC and IH&RA pressed at the meeting for a genuine 21st century public/private and voluntary sector partnership. This is the thrust of Agenda 21 for Travel & Tourism, drawn up in 1992 by WTTC with the World Tourism Organisation (WTO) and the Earth Council. This action plan for all enterprises – from the smallest to the largest – and for all levels of government, is also a plan for partnership, voluntary initiatives, fair regulation where needed and, above all, local implementation. It is worth noting that tourism is the only industry to have applied Agenda 21 directly to itself. ■

K.F.H.

\* Director General, CEO, International Hotel & Restaurant Association.

# The General Agreement on Trade in Services

by Dale B. Honeck\*

The author believes that the GATS, although containing no provisions explicitly promoting sustainable development, is perfectly compatible with national policies in this regard and is relevant to the tourism debate.

The General Agreement on Trade in Services (GATS) is one of the major achievements of the Uruguay Round negotiations, together with the creation of the World Trade Organisation itself. For the first time, services trade was brought under legally binding multilateral rules (extensive information about the WTO, the GATS and the other Uruguay Round trade agreements is available on the WTO/OMC Internet site at <http://www.wto.org>). Despite an initial reluctance to permit services negotiations to be included in the Uruguay Round, developing countries were subsequently fully involved in the creation of the GATS. They also participated actively in the negotiation of market access and national treatment commitments in services, as recorded in their GATS schedules.

Already, there is 100% developing country participation in the GATS, due to the requirement that all WTO Members must have a GATS schedule. Flexibility has been shown by allowing developing countries to open fewer sectors, liberalise fewer types of transactions, and progressively extend market access in line with their development situation. Tourism is the services sector with the highest number of GATS commitments, due to its popularity with developing countries. In a few cases, this was the only sector in which countries made commitments.

The benefits for developing countries of making GATS commitments in tourism extend far beyond simply satisfying the demands of trading partners. As explained below, the transparency and predictability of trade policies are also important factors. In this regard, the upcoming round of services negotiations, mandated to begin in January 2000, presents new opportunities for developing countries.

## Contents of GATS schedules

The legally binding commitments made by a country in its GATS schedule are organised by the services sector concerned, the means by which the service is supplied, and the type of measure. The WTO Services Sectoral Classification List is divided into 12 main categories, with Tourism and Travel Related Services as category 9.

The GATS recognises four means by which services can be traded: cross-border supply (e.g.

computer reservation services); consumption abroad (e.g. tourists travelling overseas); commercial presence (typically foreign direct investment); and the presence of natural persons (i.e. individual service providers). Each of these potential modes of supply must be addressed when making services commitments. In addition, measures affecting services are considered to be one of three types: market access (i.e. conditions under which market entry is permitted); national treatment (treatment *vis-à-vis* domestic services suppliers); or 'other'.

In its GATS schedule, a country indicates exactly for which services, and for which modes of supply it wishes to make commitments. Also carefully specified are the level of market access (e.g. number of foreign suppliers and scale of permitted activity) and national treatment (e.g. access to domestic subsidies not allowed for foreign suppliers) a country agrees to provide. GATS commitments are expected to be further liberalised over time, and are subject to negotiation with trading partners.

## Existing tourism commitments

As part of the information exchange activities in preparation for the next round of services negotiations, the WTO Secretariat prepared 20 background papers in 1998 on specific services sectors, including tourism (the papers are publicly available on the WTO website in English, French and Spanish). The background papers provide a description of the sector, and summarise its economic importance, the regulatory structure, relevant trade restrictions and existing GATS commitments.

For tourism services, the Secretariat paper (written by the author) indicates that, as of September 1998, 112 WTO members have made commitments in tourism under the GATS. This level is greater than for any other services sector, and indicates the desire of most members to expand tourism and increase inward FDI as part of their efforts to promote economic growth.

In regard to the level of market access and national treatment provided within member schedules, commitments by mode of supply vary widely for the tourism sector. The number of commitments made also varies widely by sub-sector. Hotels and restaurants (sub-sector A) shows the greatest number, with 112 members (i.e. all) making commitments. This is followed in order by travel agencies and tour operators services with 89 commitments, tourist guide services with 54, and 'other' with only 13 commitments.

\* Member of the WTO Secretariat since 1992, and a Counsellor in the Trade in Services Division since June 1997. The views expressed in this article are those of the author, and not necessarily those of the WTO or its Members.

**Summary of ACP and EU GATS commitments in Tourism, September 1998**

Countries	09.A.	09.B.	09.C.	09.D.
Angola	X			
Antigua/Barbuda	X			
Austria	X	X	X	
Benin	X			
Botswana	X	X		
Burkina Faso	X	X		
Burundi	X	X	X	
Cameroon	X	X		
Central African Rep.	X	X	X	X
Chad	X	X		
Congo	X	X	X	
Congo R.P.	X	X	X	
Côte d'Ivoire	X	X	X	
Djibouti	X			
Dominica	X			
Dominican Rep.	X	X	X	
European Community	X	X	X	
Fiji	X			
Finland	X	X	X	
Gabon	X	X		
Gambia	X	X	X	
Ghana	X	X		
Grenada	X			
Guinea	X		X	
Guinea-Bissau	X			
Guyana	X	X		
Haiti	X			
Jamaica	X	X		
Kenya	X	X	X	
Lesotho	X	X	X	
Malawi	X	X	X	X
Mali	X			
Mauritania	X	X	X	
Mauritius	X	X	X	X
Namibia	X	X		
Niger	X	X	X	
Nigeria	X	X	X	
Papua New Guinea	X			
Rwanda	X			
St. Kitts & Nevis	X			
St. Lucia	X			
St. Vincent/Grenadines	X			
Senegal	X	X		
Sierra Leone	X	X	X	X
Solomon Islands	X			
South Africa	X	X	X	
Suriname	X	X		
Swaziland	X			
Sweden	X	X	X	
Tanzania	X			
Togo	X	X	X	
Trinidad & Tobago	X	X		
Uganda	X	X		
Zambia	X	X	X	X
Zimbabwe	X	X	X	

Source: WTO document SIC/WI/51, 23 September 1998, pp. 23-24.

**Legend**

- 09.A. Hotels and restaurants
- 09.B. Travel agencies and tour operators
- 09.C. Tourist guides
- 09.D. Other

Among the most common restrictions appearing in schedules, the cross-border supply of hotel and restaurant services is often indicated as unbound due to lack of technical feasibility. An economic needs test is frequently required for opening new bars or restaurants; citizenship requirements are sometimes imposed for liquor licenses and tourist guide licenses. In regard to commercial presence, market access is often guaranteed only for hotels in excess of a certain size, e.g. 50 or 100 rooms, with access for hotels below that size subject to an economic needs test. In some cases, licences are required for commercial presence, and in other cases, commercial presence is restricted to fixed equity limits.

**Benefits of GATS commitments**

The purpose of making GATS commitments in tourism, as with making commitments in any other services sector, is more than merely satisfying the demands of trading partners for market access. In many cases, the listing of tourism commitments is an important part of national development plans for this sector. By giving specific details of a country's tourism policies, in the form of market access, national treatment and additional commitments, the GATS schedule of a country serves an important transparency function *vis-à-vis* both foreign and domestic investors and other interested potential services suppliers.

Even more important, the listing of legally binding commitments also provides predictability: investors and other services suppliers are given a guarantee that investment policies and other tourism-related regulations will not suddenly be reversed or otherwise worsened. This predictability serves to enhance a country's attractiveness for investors, thereby improving growth prospects for the domestic tourism sector.

Other general benefits of GATS commitments are: improving overall economic efficiency by providing access to internationally competitive services, especially such crucial infrastructural services as telecommunications, transport and financial services; and helping to overcome domestic resistance to change by establishing internationally binding commitments which cannot easily be altered.

**Opportunities from new negotiations**

A new round of services negotiations is due to begin in January 2000. In addition to opportunities for negotiating with trading partners for increased market access in sectors of interest to developing country exporters, the new talks offer a chance for countries to 'lock-in' their own development policies, as discussed above, in respect of tourism and infrastructure-related services. The negotiations also provide a highly visible, global forum where developing countries, both individually and as a whole, can draw the attention of both trading partners and services providers to their development policies and plans for trade liberalisation.

D.B.H.

## Combating child sex tourism...

as part of the general contribution of the European Union to the fight against the sexual exploitation of children

by Jean-Claude Eude\*

The European Commission has been aware for years both of the extent and seriousness of the problem of child sex tourism and of the fact that European public opinion in general, and tourists and the tourism industry in particular, are becoming increasingly sensitive to this problem.

The specific proposals for action to be found in the Commission's Communication of 27 November 1996 on combating child sex tourism (OJ N° C 3 of 07.01.1997) are part of the European Union's general contribution to intensifying the fight against the sexual exploitation of children.

The Commission's Communication provides a reference framework for Community action to combat child sex tourism, placing it in a medium and long term perspective. The overall strategy set out in this document is twofold:

- on the one hand, reducing demand, in cooperation with the tourism industry and the NGOs concerned (coordination of information and awareness-raising campaigns, strengthening of the industry's codes of conduct and self-regulatory mechanisms, etc.);
- on the other hand, addressing the sources of supply in countries of destination, using all appropriate means, including the Community's external relations and development cooperation policies.

The European Parliament's Resolution of 6 November 1997 (OJ N° C 358 of 24.11.1997) and the (Tourism) Council's Declaration of 26 November 1997 have revealed a broad agreement on the main

features of the Commission's Communication.

This support has since been reaffirmed by the creation of a new budget line B7-663 (€500,000 for 1998, €1 million for 1999), with these funds intended for campaigns in the European Union to counter the development of child sex tourism.

The implementation of the proposals for action against child sex tourism started in 1997, focusing on a limited number of targeted objectives responding to the need to deter and punish child sex abusers, to stem the flow of child sex tourists from the European Union, to help to combat child sex tourism in third countries and to encourage Member States to take a united stand against this phenomenon.

### Deterring and punishing abusers

In this respect, reference has to be made to the joint action of the Council of 24 February 1997 concerning action to combat trafficking in human beings and sexual exploitation of children (OJ N° L 63 of 04.03.1997) which opens the way to more effective laws and law

enforcement, including extraterritorial criminal laws.

It has to be mentioned also that the Commission, through the STOP programme and the DAPHNE initiative respectively, gives support to officials and professional workers as well as non-governmental organisations and voluntary organisations active in the fight against the sexual exploitation of children.

Nevertheless, responsibility for the apprehension and prosecution of offenders is a matter for the law enforcement and justice authorities of the Member state concerned.

### Stemming the flow of sex tourists from EU countries

It was decided in 1997 to launch an initiative designed to reinforce the coordination, at a European level, of the national information and awareness-raising campaigns against child sex tourism. The two projects already selected for co-financing have been successfully implemented in 1998. Complementary projects should be supported this year also.

As part of the 23rd Brussels Travel Fair, which took place from 24 to 26 November 1998, a large

The aim of the **terre des hommes project** (E-mail: terre@t-online.de) is to make air travellers aware of the problem of child sex tourism. To this end, an information and awareness-raising spot produced by *terre des hommes* is being shown in aircraft during long-haul flights. *Deutsche Lufthansa* is the first airline to have decided to show such a spot during its long-haul flights. Talks are under way with other airlines in order to ensure the widest possible distribution of the message. The **Groupe Développement/ECPAT project** (E-mail: 100636.3360@Compuserve.com) has two objectives:

- to inform travellers by distributing a 'luggage tag' accompanied by an information leaflet. Travellers are invited to put this 'luggage tag' on their cases to show their commitment to the fight against child sex tourism. 300,000 leaflets were handed out in 1998 to travellers in Germany, France, Belgium and the Netherlands;
- to train those in the industry by developing teaching tools for lecturers in travel and tourism. The ECPAT teams in Belgium, Germany and the Netherlands have drawn on experience in France in developing their own teaching tools.

By its nature, the project is intended to be extended to other countries of Europe.

\* Administrator, DG XXIII (Enterprise Policy, Distributive Trades, Tourism and Cooperatives), European Commission.

## Europeans and their views on child sex tourism

*Extracts from the executive summary*

- A large proportion (85%) of those questioned were 'aware' of the problem, which they regarded as 'widespread' (63%) and 'on the increase worldwide' (55%).
- Although the phenomenon also affects EU territory, it is seen by the majority of Europeans as particularly acute in Asia (83%), Latin America (69%), Central and Eastern Europe (68%), and Africa (67%).
- Child sex tourism is generally seen in Europe as being linked to poverty (72%), child sex abuse (55%), international trafficking in children (49%), social exclusion (37%) and extreme forms of child labour (25%).
- There was almost universal moral condemnation (92%) of the practice, which was deemed 'illegal' by 88%, with a slightly smaller number (74%) including acts committed outside the territory of the Member States in the definition.
- A small but significant proportion of those questioned (4%) claimed to have encountered the problem of child sex tourism on their holidays.
- Learning that one of their holiday destinations is known to be a place where child sex tourism occurs would be enough to put half the European Union population (54%) off going there, while a larger number of Europeans (69%) would demand that services offered are in no way linked to this practice, and an even larger number (74%) would be especially careful if they went there.
- To combat child sex tourism, seen as a largely 'avoidable' problem by 63% of European respondents, priority is given to punitive measures (38%) and prevention (36%), ahead of help for the child victims (22%).

area was provided for the European Commission to present initiatives in the field of combating child sex tourism. The 'First European meeting of the main partners in the fight against child sex tourism' was also held in the context of this professional fair, with the participation of many experts and prominent personalities. This 'event', organised at the initiative of the European Commission, was a genuine first, a far-reaching demonstration that kept pace with the increasing sensitivity shown by European public opinion with regard to the perversion of tourism that is child sex tourism.

In this respect, it has to be noted that a Eurobarometer survey on the issue of child sex tourism was carried out between 7 April and 27 May 1998. The results of this survey (16165 face-to-face interviews all over the European Union) are being widely disseminated<sup>1</sup>. They constitute useful points of reference for all those involved in the fight against child sex tourism. Made available to the main partners in this fight, they should help to clarify the choices in terms of strategy development.

Last, but not least, particular attention is being paid to encouraging the drawing up and

application of standards of conduct likely to eliminate practices which are not in line with the tourism ethic.

### Helping combat child sex tourism in third countries

The Community's external relations and development cooperation policies include programmes to uphold human rights under which funding is available to combat the sexual exploitation of children. These programmes frequently involve partnership with NGOs and voluntary organisations active in the third countries concerned. In this context, particular attention is being paid to rationalising methods for action and co-ordinating the Community resources available for the protection of children who are victims of sex tourism.

As part of the European Community strategy to support the development of sustainable tourism in the developing countries, efforts should continue to ensure that the matter of combating child sex tourism is addressed as part of a structured political dialogue with the countries most af-

ected, particularly at regional level<sup>2</sup>.

Of particular concern to the Commission is the alarming rise of cases of sexual exploitation of children in the countries of Eastern and Central Europe which, in some cases, involve cross-border trafficking. Within this region, the PHARE, TACIS and LIEN programmes in particular, work towards the prevention of sexual exploitation and the recovery and reintegration of child victims.

The need to include the issue of child sex tourism on the agenda of EU enlargement with the Eastern and Central Europe countries, and in the dialogue with other regions of the world (Asia notably), is highlighted in the Economic and Social Committee's Opinion of 2 July 1998 (OJ N° C 284 of 14.09.1998).

### Encouraging EU Member States to take a united stand

In its communication, the Commission considered it highly desirable that the Council should define its position, and called upon the Member States to dispel any doubt as to their willingness and ability to combat this affliction.

The above mentioned (Tourism) Council's Declaration of 26 November 1997 constitutes a first step in this direction, together with the (Development) Council's Resolution of 30 November 1998.

Finally, it is worth recalling that the Commission intends to produce a report to the European Parliament, the Council, the Economic and Social Committee and the Committee of the Regions, on the implementation of the measures planned and the progress made in combating child sex tourism in 1997 and 1998. ■ J.-C.E.

For further information, consult the Internet site:

<http://europa.eu.int/en/commdg23/index.htm>

or write to:

European Commission  
Directorate-General XXIII - Tourism  
Directorate  
Rue de la Loi, 200  
B-1049 Brussels

<sup>1</sup> European Commission - Directorate General XXIII, *Europeans and their Views on Child Sex Tourism, Executive Summary of a Eurobarometer Survey, July 1998*, 29 p.

<sup>2</sup> See the Commission's Communication on *A European Community strategy to support the development of sustainable tourism in the developing countries*, COM(1998)563 final of 14.10.1998.



## Promoting health and mobility

### A World Health Organisation/World Tourism Organisation initiative

by Dr Volker Schulte\*

While tourism offers opportunities for economic and social development, it can also bring with it a range of negative factors, many of which are related to health and the environment. The environmental impact of travel and tourism has gained increasing attention in the wake of the global environmental movement. Responses from the tourism industry have included a wide range of environmental and social awareness programmes as well as the development of holistic approaches such as 'healthy ecotourism'. In considering the issue of sustainability in tourism, it is important to consider the role tourism can play in promoting health, the marketing of destinations in terms of health benefits, and the use of tourism in the context of medical treatment and therapy.

From a tourism perspective, health issues will become more important as tourism expands and the number of international travellers increases. The industry is already very large. In 1997, more than 600 million international travels took place, and by 2020, it is estimated that this figure will rise to 1600 million, given a projected average growth rate of 4.2% *per annum* (a conservative estimate). Inevitably, important health issues are raised.

The World Health Organisation (WHO) and World Tourism Organisation (WTO) have agreed to place a similar strategic focus on health issues arising from the

increase in international tourism worldwide. The physical, economic and social dimensions of the environment are all-important to health, and ideally each aspect of the environment and its sustainable development should contribute in a synergistic way to the promotion of health.

The conceptual background for considering health in the context of tourism is the 'settings approach' – this is the notion of creating 'supportive environments for health'. In recognition of the complexities of the health risks confronting individuals and communities today, a number of major initiatives have already been pursued by WHO within this framework: Healthy Cities, Healthy Islands and Healthy Villages are just some of them. Within these broad contexts, focus has been placed on institutions to develop health-promoting environments: healthy market places, health promoting schools etc.

#### Healthy tourism and mobility

WHO and WTO representatives have started an initiative to provide guidelines for future action, with an emphasis on the importance of working with the main stakeholders involved in, and affected by, global patterns of tourism.

The suggested programme aims to make a constructive impact on tourism to ensure the avoidance of health problems and the promotion of health among travellers and tourists and those associated with and affected by, tourism, in receiving countries.

The programme aims to:

- establish a healthy tourism networks with representatives of the private sector and developing countries
- define priorities for action
- select specific pilot initiatives

The WHO/WTO initiative focuses on developing practical initiatives for healthy tourism

The Courier



\*For further information, please contact: Dr Volker Schulte, Healthy Travel and Tourism Initiative, Health Promotion Department, Social Change and Mental Health cluster, World Health Organisation, 20 Avenue Appia, 1211 Geneva 27, Switzerland, Tel.: +41 22 791 2259 Fax: +41 22 791 4186, schulte@who.ch

– establish health as an important factor for tourism (on a par with the environment and social dimensions)

### Focusing on practical initiatives

We are focusing on practical initiatives under two headings: information and standards.

#### Healthy Tourism Information Campaign

One major problem when dealing with health issues is the communication and dissemination of information. We have to focus on ways to implement in practice what is already known. WHO and WTO have produced brochures which give simple, practical advice as means of helping tourists to better inform themselves. The key issue is getting the message through.

WHO and WTO will provide information on health and protection for travellers and the host population. The healthy tourism programme will have its own pages within the WHO website, providing information to health professionals and to travellers themselves who have access to the Internet. Later on, this website will be linked to other travel health associations, consumer organisations and NGOs, which cover the whole range of social and environmental protection.

#### Standards and Guidelines

It is important when developing standards that information on existing standards is gathered together and that the programme builds on what has already been achieved. Health standards in the tourism context are already recognised as useful and important.

They could be made binding through contracts reached between commercial organisations. Individual tour operators already produce some guidelines which could serve as a model. Priorities include food hygiene, sanitation, accidents and sexually transmitted diseases. We are only at the beginning of the Healthy Tourism initiative but already, increasing worldwide mobility is posing new questions, which require answers.

V.S.

## Human resource development vital for the Caribbean

by Jean S. Holder\*

*Sustainable development is a concept that often seems to marry two conflicting ideas: development and sustainability.*

Development has often been closely allied with growth and expansion: higher Gross Domestic Product (GDP), higher *per capita* incomes, more infrastructure, more facilities, in short, more of everything. On the other hand, *sustainability* implies conserving, equity and survival, and suggests balanced growth through the prudent management and use of human, financial and natural resources so that the resources remain intact and available for succeeding generations. The greatest challenge for developing states, hungry for capital investment, is acquiring the ability to choose projects and programmes that reflect *their* long term interests. In tourism, much of the development has traditionally been foreign-led and dictated by external priorities.

The Caribbean, which has many small island developing states (SIDs) with fragile ecologies, is four times more dependent on tourism than any other region of the world. The area is becoming increasingly dependent on tourism as its main engine of economic development because of threats to other traditional sectors such as export agriculture, mining and textiles. As a result, it is imperative that the planning process in our countries take on board sustainable tourism strategies and management practices that ensure a healthy outlook for the industry in the medium to long term.

The Caribbean Tourism Organisation (CTO), a regional body whose mission is 'the development

of sustainable tourism for the economic and social benefit of the Caribbean people', recognises its responsibility to foster 'responsible' tourism. For us, sustainability can only be achieved by 'the optimal use of natural, cultural, social and financial resources for national development on an equitable and self-sustaining basis to provide a unique visitor experience and an improved quality of life through partnership among government, the private sector and communities.'

In this context we recognise several 'factors of sustainability' that are necessary conditions for the survival of the tourism industry. One of the most important is the development of human resources needed for idea formation, policy creation, strategic planning and the implementation of plans. Without this, we can never really take control of our most vital economic sector. To date, we cannot be said to have laid a solid foundation in tourism education and training, at either the public or the private sector level.

In the past 50 years, the economic achievements of tourism have been phenomenal. Yet there is probably no other economic activity which has raised so many questions, not just among the public at large, but even within the political authorities responsible for it. The questions, which are many and varied, relate to the social, economic and environmental impacts of tourism, its durability and its value as a career option. The sector is expert at selling its products but less so when it comes to selling itself. Even in regions like the Caribbean, where the business of providing holidays is pervasive, there is still strong resistance to the idea of teaching the subject of tourism within the school and university systems.

CTO believes that there must be a sea change in these attitudes if the industry is to be transformed to meet the chal-

\* Secretary General, Caribbean Tourism Organisation.



The Courier

Purpose-built tourism training centre in the Bahamas.  
*The best way to invest in the future is to have a well-educated and enlightened population that is capable of planning and managing the tourist industry on its own*

lenges of the next century. This is why it has moved to establish a Caribbean Human Resource Development Council which is intended to preside over the introduction of new approaches to training and education in the Caribbean. Its first challenge will be to help to shape the new thinking in order to influence changes in behaviour. The building of awareness, knowledge, skills and new attitudes has to take place at a number of levels:

– *At the local/community level*, via education, training and specific policies aimed at encouraging indigenous businesses and community participation. We must develop entrepreneurial skills within the community and encourage more indigenous business ownership so that the benefits are more evenly spread within the host country.

– *At the level of the consumer (the visitor)*, we must seek to heighten visitors' awareness of the need to behave responsibly, and try to mitigate any harmful environmental and social impacts of their holidays. Various mechanisms should be employed here – specific literature in hotels, tourism information centres, brochures, and media campaigns. We should even be looking at the way we package and put over our messages about the destination.

– *In our own tourism business*, we need enlightened man-

agement putting forward strategies that take account of economic, social and environmental goals. Business enterprises must also see the need to train staff in the principles and practices of sustainable tourism management. The adoption of voluntary codes of conduct, and participation in certification programmes (for example *Green Globe*), where companies can demonstrate that they are addressing environmental and sociocultural issues, are important steps in the right direction.

– *At the governmental level*, decision makers will have to take part in intersectoral planning activities to ensure that important linkages with other sectors are maximised and to make certain that the industry fits into the framework of the country's overall development thrust. Governments also have an important role in regulating the industry. In doing this, they must understand how to use the indicators employed in monitoring sustainability in areas such as water quality and beach erosion. Continuous research, and environmental impact assessments are also critical, while businesses that deploy sound sustainable

tourism practices need to be given recognition.

– *In schools, colleges and universities*, we need an enlightened public policy giving top priority to human resource development in tourism. Local and aid resources should be deployed on a strategy that addresses the need for systems, institutions and relevant curricula at every level in the educational stream. Our tourism curricula must address environmental, social and cultural issues as part of the education process. We need to find ways of attracting the brightest students into the industry so that we develop a cadre of excellence to service the industry. Our institutions must also prepare and disseminate case studies which promote 'best sustainable tourism practices'.

In conclusion, at different levels, using a variety of approaches, the key stakeholders in the industry have a vital role to play in enhancing the prospects for sustainable tourism development. Our challenge is to manage the development of tourism so as to maximise the benefits in terms of jobs, revenue and investment, while safeguarding the integrity of local cultures and protecting the natural environment. At the end of the day we must not forget that the ultimate goal of the host country in developing tourism is to *improve the quality of life of the local population*. The best way to invest in the future is to have a well-educated and enlightened population that is capable of planning and managing the industry in its own best interests. ■ J.H.

# The meaning of sustainable development

by Auliana Poon\*

By sustainable development, we mean the use and exploitation of today's resources in such a manner that these resources will be available for use by future generations. In other words, consumption today with tomorrow in mind.

The tourism industry can be described as the sum of persons, activities, events, places, facilities and businesses that are involved in satisfying or servicing travellers from one geographical region in another. In other words, everything from car rental to sleeping accommodation, currency exchange, safaris, food and drink and much, much more.

Tourism is more dependent on the environment than any other industry (perhaps with the exception of extractive industries such as mining). Tourism depends on the environment for its own sake (it must be clean and safe to attract the interest of travellers). Tourism is also a major user of the environment. Almost all of its activities – walking, diving, rafting, golf, fishing and so on, are based in and around the environment.

Two key forces are driving the development of sustainable tourism: the new tourists, and new private sector initiatives. The new tourists are waking up to the calls of NGOs, local governments and the media, as well as to the hard reality that things cannot go on the way they used to. The private sector, in a new enlightened approach, is heeding the demands of the new tourist for a safer and cleaner environment and more contact with locals.

Both the new tourists and the new private sector are good news for sustainable tourism.

\* Economist and tourism expert. The author led the team that developed the tourism policy and strategy for the new South Africa in 1996.

## New tourists

The demands of the tourists for a quality environment and contact with locals is a major force for sustainable tourism development. The case of the German market clearly bears this out. A 1997 survey by *Studienkreis für Tourismus und Entwicklung* found that 40% of Germans are willing to pay €1 per day on holiday to help save the environment in their holiday destinations – giving a potential total of €608 million. The study also found that:

- for 80% of those surveyed, an intact environment is important in choosing their holiday destination;
- Nearly 55% would like to experience nature first hand while on holiday;
- 71% found a desolate landscape a 'turn-off';
- 34% enjoy watching wildlife;
- 32% enjoy nature and visit national parks;
- 17% are angered by environmental destruction; and,
- 67% would like to receive environment information through travel companies.

The travel preferences of German tourists increasingly demonstrate that travellers in the future will be won over by clean, healthy and intact environments. German visitors to the Maldives

are so environmentally-conscious that they take their rubbish back home with them! Shortly before landing at Male, LTU's passengers are provided with bin bags in which they deposit their suntan lotion bottles, batteries for walk-mans, razors and other refuse that are difficult to dispose of in the Maldives. LTU flies the refuse back to Germany. According to LTU, 80% of its passengers participate in the programme, which was launched in 1994.

Another important development in the German market is the growing interest in local culture and contact with locals. This aspect of German travel behaviour is often not documented. In the same study, 76% of respondents said that respect for the traditions, culture and lifestyle of the local populations was important in their holiday experience. Effective market demand for local culture, and the experience of local traditions and lifestyles, opens an important opportunity for local people to become more involved in the tourism industry.

## New private sector initiatives

New private sector initiatives are also a key driving force in the development of sustainable tourism. Two excellent examples are the *Curtin Bluff Hotel* in Antigua (see box) and the *Umgazi River Bungalows* in South Africa which was featured in issue 171 of the *Courier* (p. 83)

These examples from Africa and the Caribbean shed some light on the issue of sustainable development. This is not only the

## Curtin Bluff Hotel, Antigua

*This is a shining Caribbean example of local community involvement. The hotel is located in the poorest part of Antigua, on two beautiful beaches. Because of the initiatives of the hotel's owners and managers, ensuring that the local community benefits from tourism, there is no need for keys to the guest rooms. Curtin Bluff's clients are free and safe in an environment that is also friendly to the local community. According to the manager, Rob Sherman, 'we take care of the village and they take care of us'. The hotel operates at 85% occupancy annually and is one of the most successful tourist accommodation ventures in the Caribbean. Curtin Bluff financed the overseas education of five local children from its village fund (at a cost of \$100,000). Every year, it sends 15 of its staff abroad for training. Employees are well-paid and, uniquely, have a pension fund. Turnover of staff and management is low (some have been there for more than 30 years) and the hotel has 75% repeat business. Curtin Bluff also encourages the local community to undertake activities that save and beautify their environment. Young people are encouraged and rewarded for every tree they plant. The hotel uses its facilities to train youths from the village to play tennis – many have become tennis coaches at the hotel and the community provides the island's main tennis 'stars'.*



Touch the Wild (Pvt) Ltd., Zimbabwe

A significant proportion of 'new' tourists enjoy watching wildlife

government's responsibility; it is not just about the new tourists, national parks and park animals. It is also about the local people and the partnership between the private sector and local communities.

Much of the focus of sustainable tourism development has been on the building of national parks and protected areas (the development of so-called eco-tourism), saving endangered plants and animals, birds, bees and fish. These actions are *necessary*. However, they are not *sufficient* to deliver sustainable tourism. It is vital, in addition, to involve local people. It is important that efforts are placed on ensuring that locals are meaningfully involved in, and benefit from, sustainable tourism initiatives.

Nature is not destroyed by itself. Much of the destruction is person-made (to use the politically correct expression). Sustainable tourism can only be guaranteed if those who have benefited from the destruction of nature benefit instead from protecting and conserving it. Too often, undue emphasis is placed on the tourists (the beneficiaries of the good, clean environment) and the animals (now they can roam free and their meals are secure as everything they feed on is also protected). Insufficient attention is placed on ensuring that the benefits from conservation flow down to local people and the communities that

are in close proximity to the natural resources exploited for tourism.

Unless this delicate balance is achieved, unfortunately, park animals will remain a good source of protein, valuable trees will still be an important fuel source and tourists a quick source of easy money. Sustainable development, therefore, is as much about the local people as it is about conserving nature. It is also about an equal distribution of the benefits of conservation. In this regard, benefits cannot only be for future generations, but also for the current generation – especially the local people who are often marginalised from the process of sustainable development.

To summarise, Curtin Bluff and Umngazi are examples of the types of initiative that sustainable and responsible tourism are made of. The key mission must be to create a 'new tourism' where the examples cited are not merely examples but indicators of 'best practice'. Partnerships between the public and private sectors, NGOs, local communities and even donor agencies are critical in order to ensure that this new 'best practice' becomes a reality. ■ A.P.

## Sanddollars and white crystal

by Jacob Langvad\*

Lamu is Kenya's oldest town and one of the historic ports of the slave trade that stopped only 92 years ago. Today, tourism is the only major trade left. So far the exquisite island of Lamu has managed to save its unique Swahili culture. But mass tourism and overpopulation threaten its appeal to the choosy traveller.

Few places on the East African coast breathe history like the island of Lamu. The 14th century town of stone houses with

open drainage running through the narrow streets is Kenya's oldest. Since the 1970s, Lamu has attracted a mixed crowd of tourists, trendy hippies, backpackers and gay men rubbing shoulders with affluent rock stars and deep-sea fishermen attracted by the tasteful luxury of the Peponi Hotel. Some bring their families to savour the deserted beach that stretches for miles, littered with starfish and thousands of *sanddollars*, the flat white sea urchins that resemble the faces of sleepy cats.

Lamu's remoteness, way up north on the coast, has been diminished by the airport on a neighbouring island, but in spite of modernity creeping in here and there, this is still a quiet one-car island, and its unique Swahili culture remains largely intact. Until the arrival of tourism in the 1970s, the island languished as a result of

the belated abolition of slavery in 1907. Back then, the slaves were the basis of a strong economy, humans serving both as objects of commerce and cheap labour. Arabs from Oman ran the business. Having settled on the coast, they controlled the slave trade for centuries, bringing the Muslim faith with them. This past reads like an open book in the faces of the Lamu people with their blend of Arab and African blood. Most women are covered top to bottom in black cloth, but unlike their sisters on the Arabian peninsula, their faces remain unveiled, suggesting the more liberated African version of Islam.

The key to the island's history is the monsoon winds that permitted long distance commerce in humans, ivory and mangrove poles. The *dhow* is the vessel that brought Lamu in touch with places as distant as India and China. This low wooden boat, distinguished by its proud sand coloured sail in the shape of a shark's fin, is still made on Lamu today.

\* Brussels correspondent for the Danish newspaper, 'Berlingske Tidende'.

From Lamu down to Zanzibar, the trade in humans lingered for decades after its demise in West Africa. Despite the smaller numbers involved, by a strange twist of fate, the slave trade here was to play a dramatic role in the history of the continent. When the cunning King Leopold II of the Belgians planned his colonisation of the Congo, his first move was to organise the 1876 Geographical Conference in Brussels. Presenting himself as a philanthropist, he invented a noble pretext for the occasion. He proclaimed that a civilised presence was urgently needed to do away with the heinous Arab slave trade that still prevailed on the East African coast. Coming only a decade after the American abolition of slavery, this was an important moral disguise that brought momentum to the Brussels-conference and made it a turning point. It quickly triggered the 'Scramble for Africa', and two decades later, European colonisation of the 'Dark Continent' was complete.

Slavery is a thing of the past, but the dhows still sway on the tide, now carrying another human cargo – romantically-inclined tourists on sunset trips. But all is not well on this side of paradise. Foreign money is buying up small hotels en bloc, opening noisy discos to make way for large scale tourism, and Lamu's population is growing too fast for the old



Roque Barroca

city to house its new children. Dependence on tourism is increasing and too much ends up being up for sale. The porcelain from China and spices from India that the dhows brought back in past centuries have been replaced by less innocent goods.

On the square in front of Lamu Fort, the softspoken Yuseef invites tourists to his house for a dish of home-cooked crabs and fish for a few hundred shillings. Once confidence is established over lunch, he pulls out offers like rabbits from a top hat. *How about a visit to the ruins on Paté Island?*

The dhow is the vessel that brought Lamu in touch with places as distant as India and China

*Snorkelling off the coral reef? Or some Banghi? (the local marijuana) Or some White Crystal? (cheap heroin shipped in from Karachi via Mombasa).* There is no major drug scene here, but the readiness to supply the occasional tourist has had a nasty spin-off and you can now find a sad handful of drug-addicted locals.

While queuing to change dollars at Lamu's only bank, you will come across men like *Jean Claude*. The sporty French pensioner has driven all the way here in his old Land Rover, finding spare parts in every corner of the continent, and he is as happy as a clam. By his side is a beautiful, moody young girl, not a day over 18. One might reckon her to be the daughter of an African friend. But when asked if the girl is Kenyan, the short answer vibrates with such enthusiasm, that even a starry-eyed journalist gets the picture: *'Oui, elle est superbe!'* (Yes, she is superb!) The Nike-sneakers and orange coloured shorts place her as a cool city girl from the Christian Highlands around Nairobi, rather than a Moslem from the coast. But sitting deadly quiet on the bench while her benefactor gets his cash, she seems immersed in an air of shame. Not letting anybody catch her eye, she knows that anyone, who cares to think twice, will realise that she is a companion, on a brief holiday, all expenses paid by the contented Frenchman. It is a very old story, and it's not really romantic. ■ J.L.

### 'Take nothing but photographs, leave nothing but footprints'

Advice found on the Internet – some questions to consider as you are planning your trip:

- Why am I taking this trip?
- What environmental impact will I have on the country I visit?
- What natural resources will I consume getting to and from the country?
- Will I be supporting a repressive regime by travelling to this country?
- Is my tour operator committed to strong ethical and environmental standards?
- Who owns the hotel where I will stay?
- Will my tastes increase the demand for food, goods and services from my homeland?
- What will I leave behind?
- Will my purchases support the local economy?
- Were local people forced out to make room for tourist development?
- Have I educated myself about local customs and culture?
- Does my presence create or improve local jobs?
- How will my presence influence young people?
- Will I have an opportunity to involve myself in the local community?
- After I return home, what will I do with my experience?

# International mergers in the hotel industry

## Opportunities and challenges for tourism in the developing countries

by Dr Karl Wolfgang Menck\*

An international race is on for the best possible hotel sites. The developing countries play a direct part. Either they are selected as a destination or investors from these countries cooperate in international investment projects, and thus either hold shares or even majority stakes in corporate ventures. The aim of the hotel groups and investors is to participate in the anticipated profit growth in this area of industry and to achieve returns higher than those in other sectors. However, hotels with an international brand name also represent trademarks whose effect is to act as a stimulus to the tourism industry, with possibilities for growth and reactions in the employment market far beyond the immediate significance of the enterprise itself. If the developing countries are to take advantage of this situation, then the respective governments need to establish the necessary framework which will encourage foreign investments. This is made easier if foreign enterprises cooperate with local companies and adapt to the laws of the country in question.

### Worldwide expansion

Since the mid-1990s, mergers have been taking place in the international hotel industry at breakneck speed. In 1994, the only

\* Senior researcher on development cooperation and policy at the Hamburg-based Economic Research Institute, HWWA. A trained economist, Dr Menck has visited much of Africa and Asia and has been a regular contributor to the ITB Africa Forum in recent years. This article is reprinted with the kind permission of the Press Department, Messe Berlin GmbH. It was distributed as a paper at the 1999 International Tourism Fair in Berlin.



The Courier

big story was a link between ITT/Sheraton and Ciga, but 1996 saw the mergers of Granada and Forte, Doubletree and Red Lion, and Holiday Inn and Bristol. In 1997, the news was of joint ventures between Starwood and ITT Sheraton, Promus and Doubletree, Marriott and Renaissance, Starwood and Westin as well as Patriot and Carnival.

The types of joint venture operation are many, such as joint franchising, bilateral marketing agreements, joint buying contracts and cross shareholding. Joint ventures have reached dimensions which make a mockery of the ideas one had decades ago of the capacity limits in the hotel industry. *Hospitality Franchise System*, the largest provider, has more than 5000 hotels and approximately 500,000 beds. They are followed by *Best Western* with nearly 3500 hotels and 280,000 beds, and *Choice Hotels International* with around 2900 hotels

Since the mid-1990s, mergers have been taking place in the international hotel industry at breakneck speed

and close to 250,000 beds. Other placings are occupied by *Accor* with about 2300 hotels and almost 270,000 beds as well as by *Holiday Inn Worldwide* with in excess of 2000 hotels and 370,000 beds. The group consisting of *Hilton Hotels/Hilton International* and ITT has more than 270,000 beds in almost 800 hotels.

Most of the enterprises have their seat in the USA, with the exception of *Accor* whose head office is in France. Japanese enterprises are placed further down the list among the 30 largest hotel groups. Investors from the Middle East and the Southeast Asian threshold countries have also, virtually unnoticed, acquired holdings in hotel groups in Europe and North America. It is rumoured that emirates from the Persian Gulf have acquired holdings in the *Four Seasons/Regent* and *Fair-*

mont hotel groups. It is said that certain families in Brunei have substantial holdings in the French hotel group *PA Holdings France SA*. Individual luxury hotels in European and North American cities are owned by rich families from North Africa and the Middle East as well as East Asia.

### The economic idea behind the joint ventures

The investors are following a traditional economic route. Traders from Hong Kong and Thailand have gained holdings in hotel groups. While to date, monied Chinese families have been keen to augment their wealth and protect their capital by an increasing number of land purchases, and by acquiring holdings in banks and industries both in Southeast Asian and industrialised countries, their interest has turned now towards investing in the worldwide hotel industry. As a result of this participation in international groups, investors are anticipating high profits, and due to the size and geographical distribution of the properties in question, expect the risk of capital loss to be low.

The motives for hotel groups purchasing enterprises and acquiring holdings are also easily recognised. Operating rather than building hotels would currently seem to be an extremely profitable investment. In 1997, hotel turnover worldwide was \$250 billion, which ranks as the largest single amount as far as expenditure in international tourism is concerned. According to surveys by *American Express*, companies in the USA spent \$156 bn for hotel overnight stays in 1996 with a growth rate of 4% expected for 1997. At present, the assumption is that top-level hotels will be able to demand high prices for overnights and other services. Following cuts to middle management in international companies, traditionally frequent travellers, the members of top-level management have taken over this role. They have higher *per diem* rates for hotel bednights and services than were previously afforded to the middle management.

In addition, for economic reasons, it suits the purpose to combine hotels into groups under one name. The assumption is that

the services on offer effectively constitute a standardised product, judged by the consumer on the basis of cost and quality received. Sales of bednights and related services are no longer a family affair or the domain of a small enterprise, with a personalised owner-guest relationship providing satisfaction for the customer. Rather, a new kind of customer has emerged with a disinterested view of the performance on offer by a hotel. Under these circumstances, optimum hotel sizes grow far beyond the scope of an individual operation.

Larger enterprises are more capable of ensuring stable earnings, and can equalise losses made in individual countries and regions.

Globalisation in economics and travel requires hotels to establish their presence worldwide. Sales and takeovers on a global scale take the mobility of the customer into account. Many observers have noted that brand names whose presence is not worldwide are not received as well by the customer as the hotel groups, in spite of offering good prices and quality. Providing the same, locally adapted services worldwide is expedient, offering the customer security, comfort, and reliability, and reducing the time expenditure for bookings and reservations.

Large hotel groups consider themselves to be at an advantage, because administration and booking can be reduced to a minimum. This allows hotel management to provide more customer support and to increase efforts in an aim to restructure hotels as focal points for a variety of services. This enters a domain which extends beyond the scope of conventional hotel activities, with the intention of bringing the travel location in question closer to the customer with the entire bandwidth of services available. The ability to transfer discounts and other privileges is another advantage associated with marketing hotel groups and enterprises whose presence is worldwide.

A factor not least to be taken into account, and recognised by some, is that hotel pur-

chases and mergers reduce competition.

On the other side of the economic advantages are the expenditures which occur as a result of coordination between individual locations. Initially, it is necessary to invest in local management, as any type of cooperation needs to take into account different laws and the resultant effect on hotel operations in different countries. Continuous quality control is necessary to maintain uniform standards. If individual locations are unable to fulfil the demands made of them, then they will be required to adapt, and in the last resort, wearying negotiations will ensue for the purpose of cancelling the contracts.

### Opportunities and challenges in the developing countries

Developing countries will be able to view international cooperation with hotels in a positive light if they develop their tourism industry, and also if economic growth, social progress and protection of natural resources can be guaranteed.

From the point of view of governments and the people of developing countries, cooperation has its advantages because the presence of globally organised hotel groups will spark an influx of visitors to the country, because capital and know-how can be provided for successful management, and because it then becomes easier to market tourism. In many developing countries, both management know-how and the necessary capital for large investments do not exist. Marketing local tourism is frequently very difficult here because providers are not in touch with the market in industrialised countries. International groups want to operate their hotels at a profit and need to fill capacities. For this reason, it is fundamental to their success to make potential customers at home aware of the possibilities the groups can provide in the developing countries, with the aim of inviting these customers to travel there.

Effects such as these will only register in the developing countries if hotel groups and own-





The Courier

ers of capital consider the climate for investment to be good and effects on interest and capital to be advantageous in the long term. In addition, a good infrastructure, plus what is on offer to travellers from industrialised countries must strike a chord with potential customers.

It is therefore necessary that developing countries provide the same conditions for both foreign and local investors. Enterprises should be secure in the knowledge that decision-making is supported by the laws of market economics. Governments should also regulate their income and expenditures in a way that ensures a secure economic foundation for investment. Independent fiscal policies must provide the basis for stable prices and interest rates. It would be useful to liberalise foreign relations and to protect transactions from short-term intervention by the government. Unhindered transfer of earnings and capital should be legally guaranteed.

The ability to invest is proportional to an infrastructure favouring tourism. To this end, air and sea ports must be adequate and operate properly, a transport infrastructure which meets travellers' needs is required, proper access to places of interest must be available, and areas must exist to allow tourism, the environment

When hotels are combined into groups under one name, the assumption is that the services on offer effectively constitute a standardised product, judged by the consumer on the basis of cost and quality received

and social structures to co-exist. The non-material infrastructure consists of trained hotel personnel as well as of flexible negotiating partners inside the governments and tourism offices of the developing countries.

The greater the positive effect on local tourism and on the economy, society and natural resources alike, the more the developing countries will provide positive conditions for investment by owners of foreign capital. In return for being offered such conditions, the individual enterprises can play their part by complying with the interests of the developing nation. It is fundamental to observe the laws governing employment and employment security, those on the protection of natural resources and laws upholding fair competition. The state of the developing countries can be improved by foreign investors making an effort to improve local employees' qualifications and by entrusting them increasingly with management responsibilities. If foreign investors can also succeed in giving contracts to local suppliers and gain their confidence as partners, then governments will

reciprocate and cooperate closely with foreign enterprises in the creation of the economic framework conditions.

The governments of developing countries should not only assist foreign investors by implementing supportive economic measures but should also provide conditions for establishing and expanding local companies to allow these to provide their services as partners of foreign enterprise.

It would seem that the outlook for the developing countries for offering their locations for cooperation with international hotels is at present not at all bad. Political and economic reforms during the 1990s in countries, which for a long time barred foreign capital and know-how from their shores, now provide a suitable climate for attracting foreign investment. These countries are visibly making an effort to improve their tourism offer. In the present world economic climate, it would seem that the traditional focal areas preferred by foreign investors in the Third World, such as the Southeast Asian threshold countries, have lost their attraction for international investors, due to current difficulties in securing economic growth and ensuring social progress. The lower levels in earnings in these countries, as a result of declines in prices, at present provide no attraction for international hotel groups. Other developing countries must go about providing good conditions for investment and must pursue economic policies with an eye to improving their enterprises and their tourism offer, and exploiting the present conditions as best they can. ■ K.W.M.

## Dossier

# Ethnic products: a niche to develop

*Under the name of 'ethnic products' are food products whose origin is clearly identifiable and that are consumed abroad mainly by expatriates - from ACP countries. This range of products excludes fresh products and exotic fruit.*

The Caribbean, for example, constitutes a favourite destination for travellers attracted by warm seas and breathtaking scenery. Various countries from this region have understood the marketing potential represented by this power of attraction that could enable them to valorise certain local products, including a series of specialities produced by small businesses whose production secrets lead to original products.

### Multicultural consumers

Success in the marketing of these products first began in the United States, then in Canada, where the expatriate communities are larger and more varied. It

crossed the Atlantic to gradually gain a foothold in Europe. The countries having had colonies have become multicultural societies that are favourable for the marketing success of ethnic products from, among others, ACP countries. Why this craze for ethnic products? Because people feel a growing attraction to 'somewhere far away' and search to add variety to their diet, sometimes with a concern for authenticity and/or dietary benefits. We can determine four categories of the components considered: prepared dishes, ingredients, snacks and drinks. The majority of these ethnic products is found in various heavily generalised types of cuisine such as Indian, Chinese and Tex'-Mex' (Texan-Mexican). Is there room in this consumption sector for ACP products? There is reason to believe so because studies carried out in France indicate that 40% of households have already purchased ethnic products other than pizza and paella. African cuisines are, to a certain degree, little known. But taste for Caribbean cuisine is growing.

### Who produces and imports ethnic products?

The supply of ethnic foods has two sources: imports and local production in Europe. The production sector is shared by food-industry multinationals and SMEs, including family businesses. If the former have specialised in local production, the latter are both producers and importers. In addition to the producers' brands, distributors add their own brand names.

### Where can ethnic products be found?

We can divide the ethnic product distribution network into three segments: (1) supermarkets and department stores; (2) grocer's shops (ethnic or delicatessen); (3) restaurants and caterers. The chal-



G. J. J. J.

lenge consists of getting out of the distribution aimed at specific communities to achieve large-scale distribution and the sector of delicatessen products, for example the specialised shops (Delicatessen) in Germany. In Great Britain, the market for ethnic products emerged thanks to the efforts made by a few independent distributors that serve the some two million residents belonging to ethnic minorities.

African products are absent from large-scale distribution in France. Yet, some companies are attempting to launch a few African dishes such as chicken with peanut sauce. In Belgium, two African products are found on the shelves of certain supermarkets: saka (manioc leaves) and moambe (spicy sauce with palm oil). But these are produced in Asia and distributed in Belgium under distributor brand names. The distribution of most African foods and ingredients takes place in the grocer's shops. However, this type of food does not appeal much to non-Africans because it is not well-adapted to the requirements and



# CDI

The Centre for the Development of Industry (CDI) is a joint ACP-EU institution created in the framework of the Lomé Convention linking the European Union with the 71 ACP countries (Africa, Caribbean, Pacific). Its objective is to support the creation, expansion and restructuring of industrial companies in ACP countries. To this effect, the Centre promotes partnerships between ACP and European companies. These partnerships may take various forms: financial, technical and commercial partnerships, management contracts, licensing or franchise agreements, sub-contracting, etc.

#### Editor:

Mr. Surendra Sharma  
 Director of the CDI  
 Avenue Herrmann Debroux, 52  
 B-1160 Brussels, Belgium  
 Tel.: +32 2 679 18 11  
 Fax: +32 2 675 26 03  
 e-mail: director@cdi.be  
 Internet Website: www.cdi.be

expectations of European consumers. The lack of specialised African businesses in ethnic products destined for Europeans and the overly discreet presence of African restaurants contribute to the lack of success for this rich and diversified cuisine.

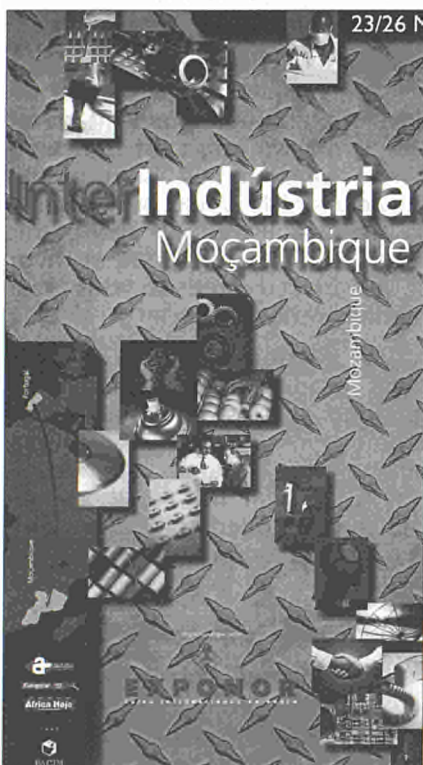
Caribbean cuisine is characterised by a judicious mixture of spices and local sauces that accompany common food products. The word 'Caribbean', as if it were magic, suffices to attract favourable attention from consumers. The production and marketing efforts have a promising foundation upon which to build.

### Creating a marketing policy

The existence of an emerging market for ethnic products raises a few very important issues:

- the awareness of the economic potential of the various cuisines concerned;
- the perspectives for ACP producers of various products;

Publicity for a trade fair in Mozambique featuring, among other items, local food products. There is a need for effective promotion.



- the possibility of developing companies specialised in production for export;
- an additional channel to valorise traditional marginal agricultural products in international markets;
- the chance to develop traditional agri-business techniques;
- the additional means of teaching traditional techniques in agri-business schools in ACP countries;
- the possibility of building on this market to develop the ACP countries' own food industry;
- the opportunity to consider a traditional culinary practice as an exportable service;
- the creation of jobs and the improving of income for the producers of the various ingredients used in the production of local dishes.

What should be done in ACP countries to promote effectively? First, it is necessary to study in more detail the European market and its receptiveness for ethnic products to orient thought toward the manner - rather, the multitude of ways - of favouring production in these countries and consumption in Europe. The consumption monitors are beginning to take an interest in this type of food. In 1997, the French market for ethnic products represented turnover estimated at FRF 1.4 billion, compared with 933 million in 1995 and 1 billion in 1996. The annual growth appears to be 10%. If this rate is maintained, turnover should near FRF 2 billion in 2003. In 1998, nearly 60% of French households bought at least one ethnic product. A study carried out in 1998 for CDI reveals that, in Great Britain, the 'exotic' cuisine that appeals most is Indian (45%), followed by Chinese (31%) and Mexican (11%); Thai cuisine is gradually emerging and is well ahead of cuisines from the Caribbean, Indonesia/Malaysia and Japan. Another study carried out in 1998 for CDI shows that continental Europeans prefer Oriental food with Tex'-Mex' and Indian cuisine coming in second and third. The products sold include appetisers, groceries, catered products, frozen products, pre-cooked dishes and alcoholic beers. Professionals from the sector ensure that pre-cooked dishes account for more than 50% of the market. The sauces account

for the second highest share of sales volume.

The table illustrates the distribution of the Belgian market for ethnic products. The Belgian market totals BEF 600 million (€14.9m).

Products	Annual Turnover (€m)
Oriental	7.50
Mexican	2.50
Indian	1.25
African	1.00
Israeli	0.50

### The impetus of ethnic restaurants

A consumption vehicle that should be welcome is a strong presence of ACP cultures in each European country: clothing, tourist offices, art objects, music, etc. Large efforts must be made to foster a positive image of each ACP country because this image will encourage the consumption of products coming from these parts of the world. As food has a large impact on people, the multiplication of specific-type restaurants that offer good, exotic cuisine, including the hotel restaurants in ACP countries, can only amplify the craze Europeans have for the ethnic products that are invariably associated with this cuisine. The industry professionals agree that ethnic restaurants have played and will continue to play a major role in the development of the market for ethnic products. As an example, in France there are 16,000 Oriental restaurants, 3000 Italian restaurants, 980 Tex'-Mex' and only 300 African restaurants.

### Informing the consumer

Consumers increasingly search for original and authentic dishes that are easy to prepare. They demand:

- that the taste be adapted (example: not spicy);
- that the labelling meet European standards in terms of weight and content;

## Walker's Wood restaurant in London

Since 1974 in Jamaica, Walker's Wood has been producing a range of typical products – jerks, sauces, jams, etc. – that it successfully exports to the USA, UK and continental Europe. The company has benefited from CDI support on a number of occasions in the fields of quality control and the search for new markets.

The idea of opening a restaurant in which only Caribbean dishes are served sprouted in the minds of a few enterprising partners. The motivations were to create greater awareness of the Caribbean and profit from an excellent local market for ethnic products from the region. Walker's Wood serves menus representative of all Caribbean countries. In addition to the meals served in the restaurant, take-away dishes are available such as grilled chicken with jerk sauce. All the typically Caribbean products are imported from that region.

Walker's Wood opened on September 24, 1997 with 30 seats and two teams totalling ten employees, all Caribbean expatriates: Barbados, Jamaica, etc. (the current chef is from Saint Lucia). The décor was carefully designed to be reminiscent of the Caribbean, and the atmosphere aims to put all budgets at ease. Turnover should reach £4000-5000 per week by the end of 1999.

The promotion of the restaurant is carried out through the distribution of pamphlets in mailboxes and, occasionally, by advertising in the traditional media. Much-appreciated support was given by the Sainsbury chain of supermarkets (Nr 2 in Great Britain): One day, 11 of its managers dined at the restaurant. Convinced by the quality, Sainsbury organised a 'Caribbean Food' day followed by an information campaign in four large UK newspapers (including The Times) on Walker's Wood and the ethnic products of that region.



**At Walkerswood we have some spicy secrets... keep them in your kitchen.**

The owners of Walker's Wood hope to open similar restaurants, first in Belgium and the Netherlands, then in France and Germany.

CDI Contact: Acquah Dodet Malenge

- explicit recipes to reassure consumers;
- quick preparation, with preparation time indicated;
- information available at point of sale.

The tourism-cuisine combination previously mentioned appears nearly indissociable. It is, however, vital to accompany the products sold by adding recipes illustrating their many culinary possibilities: in many cases, the ingredients for sale will not be purchased if the customer is not informed about how to use them. Tasting and demonstration activities in large supermarkets, for example, constitute a very useful means of moving the consumer from the stage of casual interest – or even desire – to that of pur-

chasing a product with the high probability that he will renew the process based on his genuine satisfaction. It is wise to consider that the use of products culturally accessible to Europeans (chicken, rice, etc.) favours their becoming a consumption habit. This explains the recent success of dishes combining exotic and familiar tastes: by using exotic recipes with products that are part of European food habits, there is a better chance of attracting the consumer toward dishes that are more and more exotic/ethnic.

### 'Exotic' snacks and drinks, and gourmet products

In addition to pre-cooked dishes, ingredients and drinks, the snack market can be considerably

developed by taking advantage of the growing habit of snacking (while watching television, at the movies, etc.) It would be advisable to make a list of all the ethnic products that correspond with or could be adapted to this vast market niche.

Although many ethnic food products are experiencing growing success, the market for ethnic drinks – alcoholic or non-alcoholic – remains little developed. In Great Britain, the situation has changed somewhat with the introduction of an Indian beer and a line of exotic fruit juices. The availability of Caribbean and African beer can also be included in this group.

Another very profitable market segment involves gourmet products, which require special



handling and packaging. An example of the possible success is provided by Busha Brown in Jamaica, a company that received CDI assistance in marketing operations.

The specialised shops in Germany mentioned above are a very effective sales channel, especially since most of these points of sale are often associated with a fast-food service.

### A priority for CDI

The import of food products from ACP countries is subject to the laws of each European country, to European hygiene standards and to the agreements made between the EU and the ACP countries. Starting in 1995, CDI and the German cooperation body (GTZ) began supporting Caribbean gourmet products. In 1996, a mission of consultants supported by CDI and GTZ went to six Caribbean countries (Barbados, Belize, Dominican Republic, Grenada, Jamaica, Trinidad & Tobago) to study the possibilities of exporting gourmet products to Germany and, in

general, to Europe. The experts selected 25 companies whose high-quality and varied products should interest importers. They met with companies already exporting, mainly to the US, and who had mastered the requirements of international trade. This procedure led to the presentation,

in Wiesbaden in March 1997, of 145 products to importers, distributors, and restaurateurs. Following that meeting, 16 companies joined forces under the same pavilion at the 1997 Anuga International Fair to



## Promoting Caribbean gourmet products in Germany

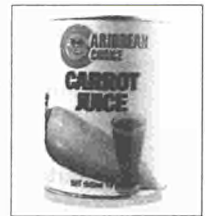
The action described here constitutes phase two of the intervention presented in Issue 166 of *The Courier* (p.99). During the Anuga International Food Fair organised in late 1997 in Cologne, CDI (with co-financing from GTZ, the German Technical Cooperation body) managed to gather about 20 small companies for a grouped presentation of 'Caribbean Products' to German buyers and foreign buyers from all over the world who visited this major fair. Following the fair, a few companies, including Walker's Wood, were able to enter certain continental European markets on a very small scale.

In early 1999, CDI launched a second phase in conjunction with GTZ and the Caribbean companies (above all from Jamaica and Trinidad & Tobago), as well as regional market-promotion organisations (JAMPRO, CEDA, TIDCO). In addition to a new, highly-effective marketing consultant recruited by CDI, this phase involves German professionals: a large importer specialised in ethnic products – presented in groups by geographic origin to globalise and reinforce the brand image – and a large distribution chain.

In May 1999, two weeks of promoting Caribbean products will take place at some 50 points of sale in about 10 large German cities. Some 20 Caribbean companies will offer approximately 80 products with the goal of having 20 of the products become a permanent part of wide-scale distribution. The ambition is to achieve preliminary orders totalling €180,000 for the Caribbean exporters. Entertainment will take place around the stands: the organisers have obtained the participation of Miss Jamaica. Competitions will be staged, bands will play local music and chefs straight from the Caribbean (including a renowned chef) will have visitors taste their finest dishes as well as simple dishes adapted to the mass-consumption market.

CDI Contact: Paul Chotard

propose a range of judiciously chosen products. A work session organised by CDI after the fair confirmed the genuine market interest for these ethnic products. In 1999, this action of promoting Caribbean products on the German market will continue (see box). Now, however, is the time to see to what extent the same approach can be extended to other ACP countries.



In addition to certain steps already taken, CDI is examining the methods to help some companies adapt their products to European tastes – the imperative search for ease in preparing dishes will often require that changes be made to recipes. CDI also provides assistance in bringing their products up to European hygiene and legal standards. It enables them to work on packaging and labelling to enhance the exotic character of the products and highlight their origin. It multiplies the marketing promotion actions, including fairs and other gatherings. Finally, it supports the efforts undertaken by the promotional bodies that exist in both ACP and European countries.



CDI Contacts: Paul Chotard and Acquah Dodet Malenge

## In the sectors

### Mining sector in Namibia Rationalisation of European aid

In the SADC zone, Namibia is a country known for its mining potential (precious metals, industrial minerals, natural stone: marble and granite). To stimulate and expand this sector, CDI mobilised financial means joined with those of other support procedures to European Union projects: Sysmin and the FACT Fund.

#### Sysmin

The goal set by CDI is to set up a framework agreement with Sysmin to reinforce support to the Namibian mining sector. The financing agreement for Sysmin was concluded in March 1993 between the Republic of Namibia and the EU, in the context of the Lomé IV Convention and the 7th European Development Fund. The programme aims to reverse the unfavourable course of activities in the mining sector, and to consolidate and improve employment and economic activity levels in the sector.

With CDI and Sysmin support, a portfolio of 12 mining projects has been carried out since 1997. The cooperation between CDI and

Sysmin can be qualified as fruitful, to the extent that a similar procedure is underway in the Dominican Republic.

#### The FACT Fund

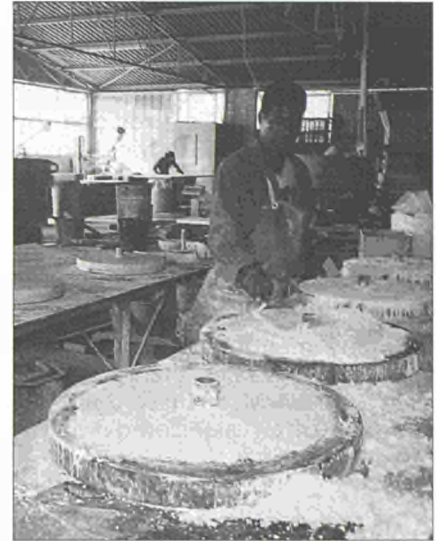
The FACT Fund, created by the European Commission (DG VIII) and approved by CDI in late 1996, has the objective of supporting the development of ACP companies having taken part in one of the sectoral meetings organised by the EU. The sectors concerned by the FACT Fund are agri-business in West Africa, construction materials in Central Africa and mining products in SADC, ECOWAS and UDEAC countries. Since 1997, 48 projects have benefited from the fund, with co-financing from CDI.

Two mining projects in Namibia perfectly illustrate the collaboration among CDI, Sysmin and the FACT Fund: Okurusu Fluorite Mining Co. Ltd. and Peralin Limestone.

#### Okurusu Fluorite Mining Co. Ltd

This company, whose current investment is €4 million, operated a

Fluorite mining with Solvay at the Okurusu mine



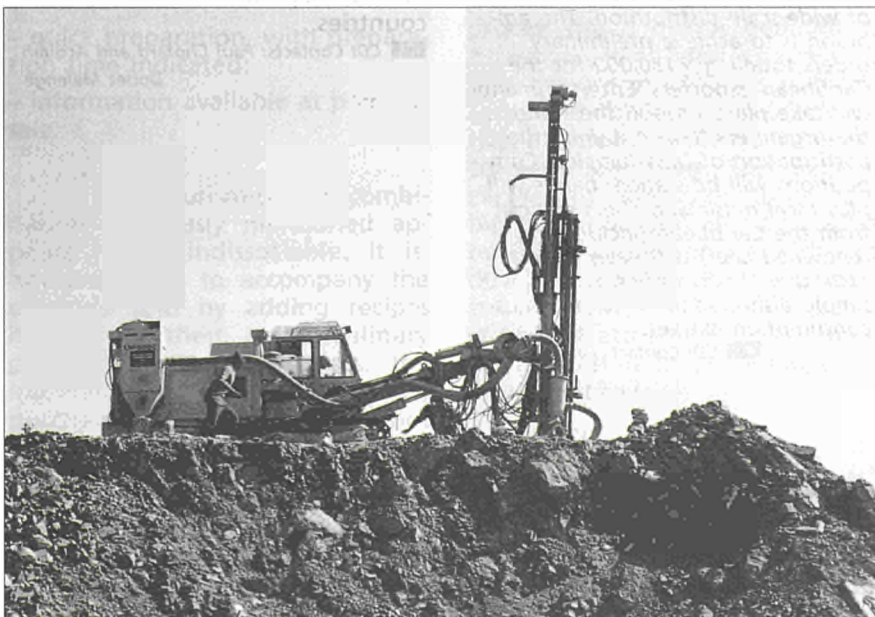
Calcium carbonate production at Peralin

fluorite quarry. Fluorite is a mineral with high value and is mainly used to produce fluorhydric acid. Monthly production is 2500 tons. Solvay, a European partner, buys Namibian fluorite for the South African and European markets. Okurusu is now mastering the know-how of extracting and producing fluorite. On the other hand, the company wishes to rationalise the operation of its quarries. In this context, CDI, Sysmin and the FACT Fund financed the geological studies and the topographical surveys that led to the development of an operation plan for the quarries. The environmental aspect was given particular consideration. Additionally, CDI, Sysmin and the FACT Fund financed a management training programme for the implementation of the mining plan.

#### Peralin Limestone

Peralin Limestone operates a limestone quarry whose product is destined for the industrial production of calcium carbonate. This raw material has local and regional demand for the production of paints and glues. CDI Sysmin and the FACT Fund jointly financed the analyses of raw materials, the research for adequate transformation processes and the on-site assembly of the unit. Currently, in addition to support in training personnel, Peralin Limestone benefits from support for the creation and application of quality control procedures.

■ CDI Contacts: Sid Boubekeur and Patrick Keene



## Madagascar – biological products

### Phael Flor: production of biological essential oils

*'Biological products' teem with advantages, in terms of both their growing and marketing potential. For nearly five years, CDI has been assisting a company in this sector.*

Created in 1985 and located in Antananarivo, Phael Flor collects, grows and distils plants to produce and export essential oils destined for the cosmetics industry. The production and export of conventional, oleoresinous and concentrated essential oils is carried out from geraniums, pepper, cinnamon, camphor, ginger, vanilla, tagète, cloves, etc. Given the recent competition from other countries for products such as cloves and black pepper, Phael Flor decided to explore other products, notably biologically grown plants for aromatherapy, cosmetics and specialised food industries. Having understood the sector's interest in biological products, Phael Flor began producing extracts of biologically certified aromatic plants. The total investment value is estimated at more than €300,000, and turnover in 1998 amounted to more than €200,000, largely due to the company's penetration of the North American market. Phael Flor employs over 50 people and is beginning to diversify its product line. It is a member of Promabio, a professional association of Malagasy producers and exporters of products made from biologically grown plants.

#### CDI assistance in the bio sector

The 'Biological Products' workshop organised in September 1996 by CDI and GTZ in Mauritius, in the context of the Coleacp semi-

nar devoted to horticultural products in the Indian Ocean region, led to the conclusion that, if the sector for products made from biologically grown plants is a growing and evolving one, the ACP producers of such products still have insufficient knowledge of importers' requirements, leading products and, in some cases, a lack of experience in biological agriculture. This workshop served as a catalyst and created genuine awareness of the biological sector in Madagascar.

For more than four years now in Madagascar, the presence of a certification body for biologically grown products has helped the Malagasy producers become familiar with the market's requirements and constraints. The European, American and Japanese markets demand increasing quantities of these products. Madagascar can satisfy part of this demand on the condition that it proves itself capable of controlling its export products in terms of both quantity and quality. The recurring presence at fairs such as Biofach in Germany reinforces the experience of companies that exhibit there and the confidence of buyers. Indeed, exhibiting one's goods for a number of years leads to a certain degree of recognition in the profession.

#### The stakes for assisting Madagascar

Madagascar is ahead of the four Indian Ocean islands in terms of developing biological agriculture, and there is good reason to maintain this lead. The stakes are high

Farmers bring their harvest to an artisanal still on the Malagasy high plateaux

because it is necessary to consolidate the importers' image of Madagascar as a country where deadlines are met and where specifications, packaging requirements, etc. are respected.

In addition to technical and financial assistance for Malagasy companies taking part in trade fairs, CDI can be called upon to contribute to the training of field workers and those involved in processing. Because it requires considerable amounts of manual labour, biological agriculture must be supported in Madagascar; the farmers thus contribute to protecting and conserving soil, respecting and maintaining biodiversity, setting up anti-erosion plans, managing water rationally and ensuring soil fertility through the use of composted fertilisers, etc.

#### New CDI interventions

Phael Flor has previously benefited from a number of CDI interventions: participation in the 'Essential Oils' congress in Istanbul in October 1995, participation in the CDI 'Biological Products' workshop in September 1996 in Mauritius, participation in the Biofach fairs in 1997 and 1998 and the training of a production manager at AFSSO Grasse in October 1997. Phael Flor's participation in the Biofach fairs enabled the company to increase its sales and, in doing so, double its turnover as well as diversify its product line to include aromatherapy products.

Perspectives are as follows: participation in Biofach 1999, expansion of the product range (particularly extracts for use in the food and pharmaceutical industries), identification of additional production means to be determined by contracts (qualitative and quantitative market requirements), definition of market trends in order to orient and establish the 1999 short-term production programme. The growing success of Phael Flor justifies the renewed efforts CDI has made to assist this very active company as well as the biological agriculture sector as a whole.

CDI Contacts: Paul Chotard and Cherif Touré



## Austria, a new CDI partner

*Having joined the European Union, Austria quickly took part in the activities launched by the Community, including those of CDI.*

In this context, the Austrian Federal Economic Chamber organised a meeting in Vienna to inform more than 30 companies on CDI objectives and activities, accompanied by the publication of an information brochure. This brochure presents CDI, its goals, its work methods and the opportunities it provides to Austrian companies.

In addition, the Austrian Federal Minister of Foreign Affairs agreed to co-finance joint programmes proposed by CDI. This commitment was made in 1996 when the Minister signed a protocol to this effect. An Austrian representative has been a member of the CDI Board of Directors since 1998.

### Austria and Ghana/Zimbabwe Industrial twinning programme

The Austria and Ghana/Zimbabwe Industrial Twinning Programme is one of the first programmed activities stemming from the aforementioned protocols. It was jointly launched by CDI, the Austrian Federal Economic Chamber and the Austrian Federal Minister of Foreign Affairs. The programme's objective is to enable SMEs in the industrial sector in Ghana and Zimbabwe to conclude a development project with an Austrian partner active in the same industrial sub-sector.

This cooperation aims to go further than the customer-supplier relationship and create various forms of partnership (for example, financial or technical) so as to improve both partners' market position by facilitating their market entry and by establishing a close working relationship between the participating companies. The programme is open to all industrial sectors; priority is nonetheless given to the steel industry, mechanical sub-contracting, agri-business, plastics, wood, construction materials and leather. These are sectors where the production control and work methods need to be improved. The programme aims to create a minimum of 15

The wood sector is one of the Austria/Zimbabwe industrial twinning programme's priorities

industrial partnerships between companies from Austria, Ghana and Zimbabwe. ■ CDI Contact: Orlando Perez Diaz

## In brief

### Benin businesspeople visit CDI

This opportunity enabled all participants to evaluate the partnership relations between the CDI and CePEPE (its antenna in Benin) as well as present the facilities offered by CDI to businesspeople in terms of the creation, rehabilitation and development of companies.

Théophile Capo-Chichi, Director-General of CePEPE, expressed his thanks to CDI for the warm welcome and information provided by the team of experts they met. ■

CDI Contact: Sebastiao Ditutala

### SIDA-CDI: new protocol of agreement

The Swedish Agency for International Development Cooperation (SIDA) and CDI have concluded a new protocol of agreement, taking into account their mutual interest and the complementarity of their actions based on an efficient network. SIDA and CDI will cooperate in Sweden as well as in ACP countries.

The document, signed following a working mission in December 1998 by Mr. Matos Rosa, Deputy Director of CDI, provides for (1) the financing and coordination of promotional activities in Sweden to present the range of CDI instruments available to support development in ACP countries; (2) the identification of potential Swedish partners for ACP business projects eligible for CDI assistance and the identification of Swedish technical resources (technical experts, test centres, training organisations) for setting up eligible projects; (3) the joint organisation of programmes of events in ACP countries as well as joint assistance from CDI and Swedish institutions for the development of activities in Sweden that have objectives related to those of CDI; (4) the joint financing of CDI interventions and programmes. The agreement will generate concrete results from the joint efforts of CDI with the SwedFund (Swedfund International AB) and SIDA. Under the name of SIDA-CDI Alliance Programme, initiatives are being prepared.

■ CDI Contact: Orlando Perez Diaz

### CDC: meeting on venture capital funds

This seminar was held on January 29, 1999, in London by the CDC (Commonwealth Development Corporation). In addition to certain members of the EDFI (European Development Finance Institutions), it brought together the EIB (European Investment Bank), the Inter-American Development Bank and international commercial banks.

Various subjects were discussed. First, CDC's unique experience was presented as it is considered to be a pioneer in creating and managing venture capital funds in developing countries (15 funds created between 1992 and 1999, of which 11 are in ACP countries, with total funding of €350m). Next, the economic impact of these funds was discussed, along with the evolution of investments, their profitability and problems encountered in the venture capital context. The participants also examined the experience of other financial development institutions and members of the EDFI (DEG in Germany, Swedfund in Sweden and Proparco in France). Particular attention was paid to the lessons to be learned from these eight years of experience and to new investment approaches in the countries concerned, as well as to complementary financial instruments to be set up in order to optimise the impact of venture capital funds. Finally, there was a focus on CDI's expanding role in constituting new venture capital funds (financial assistance in the setting up and managing of such funds).





To date, CDI has supported the creation of five venture capital funds in five ACP countries (Mauritius, Kenya, Tanzania, Mozambique and Ghana). ■ *CDI Contacts: Jean-Marie Roth and Eckhard Hinzen*

## CDI mission to Finland

On March 11 and 12, 1999, a CDI delegation led by Mr Sharma, Director of CDI, made a working visit to Finland. The Finnish authorities and institutions met by delegates were the Ministry of Foreign Affairs, the Ministry of Commerce and Industry, the FINNFUND (Finnish Development Finance Institution) and the Confederation of Industries and Employers. CDI signed a formal cooperation agreement with the first three.

The CDI delegation's main objective was to re-launch cooperation with Finland. Wood is the designated key sector as it is a field in which Finnish companies are very active and in which various types of cooperation with ACP countries could be organised. The delegation also discussed the possibility of organising an information seminar on CDI in June in Finland. The possibility of developing an industrial twinning programme between Finnish and ACP companies was also raised.

■ *CDI Contact: Orlando Perez Diaz*

## Leather sector: partnership meeting in Ethiopia

From March 2-6, 1999, CDI and ICE (Italian Institute of Foreign Trade) jointly organised an industrial partnership meeting in Ethiopia on the tanning sector. Finalised with the Ethiopian and Italian tanning associations, the programme involved seven visits to tanneries, including individual negotiations with a view to establishing partnerships. A workshop on quality control, certification and marketing brought together 130 participants. Its objective was to make Ethiopian companies aware of the requirements and functioning of the export market for finished and semi-finished leather goods. It also encouraged the active participation of experts and qualified technicians, as well as European companies likely to share their marketing knowledge with potential Ethiopian partners.

The primary objective of the Ethiopian tanneries is to improve their finished-product production capacity, be it for the domestic market or for export to the EU and other foreign markets. To contribute to this, the Ethiopian government issued a liberal investment code, with specific incentives and appropriate administrative procedures. The Italian participants have already drawn up some plans of response that will involve calling upon CDI. A first follow-up programme involves at least five cases of CDI assistance on the basis of protocols of agreement signed between Ethiopian and Italian companies.

■ *CDI Contacts: Anani Adade and Paolo Baldan*

## Mission to Ireland

On February 7 and 8, 1999, Mr Matos Rosa, Deputy Director of CDI, visited Dublin to meet the Irish Department of Foreign Affairs to discuss the re-launching of CDI activities with Irish partners. Numerous possibilities were covered. Meetings were also held with the Irish Business and Employers Confederation and the Geological Survey of Ireland. A training programme involving consultants and ACP specialists from the mining sector is currently being prepared; the first session will take place in May in Dublin.

■ *CDI Contact: Orland Peres Diaz*

## Natural stone: sectoral mission in the Dominican Republic

11 Spanish companies and 11 Dominican companies took part in this meeting which was held from February 8-12, 1999. It was opened by the Minister of Commerce and Industry, and participants included the Lomé IV representative, the Spanish ambassador, the EU delegate and representatives from ICEX and CDI.



Marmoleria Nazionale. A marble quarry in the Dominican Republic

A number of subjects were discussed: the mining code, government measures favouring investment in the mining sector, the evolution and strengths of the Spanish stone industry and Sysmin's activities in the Dominican Republic. The participants visited eight marble quarries and five processing units. The Spanish companies showed interest in the Dominican Republic products, particularly coraline, perlatto, crema marfil, travertine and portoro. Partnership agreements are under consideration for technical, marketing and financial aspects, notably with *Marmoles y Canteras*, *Marmotec*, *Technotiles*, *La Ensanada*, *Rincon de la Piedra* and *Granito Autentico*. For these companies, the Spanish firms intend, above all, to reinforce their technical and economic performance to export blocks and competitive transformed products either to the region or to the USA, which represents a large market. Six projects will be the object of particularly close CDI support. The Sysmin representatives in the Dominican Republic demonstrated great interest in the CDI process of supporting companies in the mining sector. As a consequence, Sysmin is ready to support, together with CDI, projects in this sector in the Dominican Republic. This support could reach a dozen or so companies over a period of two to three years. Sysmin asked CDI to propose a framework agreement linking the two bodies.

■ *CDI Contact: Sid Boubekeur*

## Guinea-Bissau

Accompanying a mission from the European Commission, Mr Matos Rosa visited Bissau on March 31 for a day of work with the authorities of Guinea-Bissau. On this occasion, Mr Jaime Gama, Portuguese Minister of Foreign Affairs, Professor João de Deus Pinheiro, European Commissioner, the diplomatic representatives of France and Sweden and a delegate from the European Commission presented a programme outline and emergency assistance to the Prime Minister to re-launch economic activity in the country. CDI, together with a local foundation (co-financed by ASDI-Sweden), will soon present concrete propositions in the context of its mandate.

■ *CDI Contact: Sebastiao Ditutala*

## Interindústria 99 Fair in Maputo (Mozambique)

From February 25 - 28, 1999, Maputo welcomed Interindústria 99, the first industrial fair organised in Mozambique, notably for the food industry and construction equipment and materials. Organised by Exponor (International Fair of Porto in Portugal) and inaugurated by the Minister of Industry, it gathered some one hundred exhibitors who mainly came from Mozambique, South Africa, Angola, and Portugal. Aiming to attract a professional audience, this fair was a clear success.

CDI, in the context of its programme on construction materials, presented an exhibit entitled 'Building with Compressed Earth-Block (CEB)' carried out by CRATerre-EAG. Numerous copies of the CEB guide and other publications issued by CDI were distributed. CDI, together with its antenna (IDIL) and the National Mining Management organised a workshop to present CDI and its promotional activities in the CEB sector.

Numerous potential projects were identified, both in CEB production and in the local manufacturing of equipment to produce CEB, with the hope that these promoters will be able to present their activities in this sector at next year's Interindústria 2000 to be held from March 23-26.

■ *CDI Contact: Jorge Borges*

# Sector approach to agricultural development offers new opportunities for addressing poverty

by Gareth Williams\*

Donors and governments are changing the way they do business. Whereas in the past donors have funded a large number of standalone projects, they are increasingly adopting a broad sector approach to agricultural development. This change in the management of development programmes comes at a time when poverty reduction objectives are receiving increasing emphasis. What opportunities are presented for agriculture by the advent of the sector approach for addressing poverty? What features of sector programmes are particularly pertinent to poverty reduction? And what are the main practical limitations to the approach? These questions were explored at a three-day workshop held at CTA in Wageningen, the Netherlands, in November 1998, which was jointly organised by CTA and DG VIII/A/1. Participants included senior policy makers from eastern and southern Africa and several EU Member States.

## From projects to sector programmes

In the past, donors have assisted the agricultural sector by funding stand-alone projects or area-based rural development programmes with their own budgets and administrative structures. Experience has shown that there were serious limitations to this approach. The number of projects has proliferated, adding to the multiplicity of objectives and the complexity of management procedures. From the point of view of poverty reduction, the project approach was unhelpful.

Project proposals tended to be driven by donors without giving due regard to the recipient government's capacity and willingness to sustain them. Furthermore, not enough attention was given to linking projects to national development objectives and strategies or to taking into account policy and institutional weaknesses that undermined sector performance.

In response to this experience with project management, several governments in eastern and southern Africa are preparing agricultural sector programmes. These are ambitious programmes that cover all public expenditure in the sector, and support all the activities, policy and institutional issues that are the responsibility of the Ministry of Agriculture. Governments are expected to be very much in the driving seat of the process, and take prime responsibility for defining strategies, policies and activities. Donors are expected to play a more supporting role, coordinating closely in the appraisal and monitoring of the programmes.

## Opportunities and constraints

One of the key messages to emerge from the workshop is that agricultural sector programmes offer considerable potential as an instrument to tackle poverty. This is because they are comprehensive, and aim to reorient the core activities of the Ministry of Agriculture concerned. They require the whole sector to be surveyed, and resources to be

allocated according to overall priorities and objectives. In addition, they focus attention on policy and institutional issues that have a large bearing on poverty reduction.

Despite this potential, many workshop participants felt that the existing proposals for agricultural sector programmes have not taken sufficient account of poverty reduction objectives. Instead, they have focused on growth, privatisation and limiting public expenditure. This does not mean that sector programmes are unsuitable for poverty reduction: rather, it points to the need to make poverty reduction a more explicit programme objective at the outset, to mainstream poverty concerns into all aspects of programme design and to avoid the possible pitfalls of the sector approach.

The workshop participants identified a number of weaknesses with regard to the first generation of agricultural sector programmes, including lack of local ownership, the dominance of the public sector and the risk of reinforcing the top down tendency. Another concern was that agricultural sector programmes are too narrowly focused, and do not address the many non-agricultural constraints on rural livelihoods, such as land tenure insecurity, the absence of off-farm employment, and the lack of basic health and education services.

In view of these limitations, the sector approach is only likely to be successful where gov-

\* Independent consultant.



### Technical Centre for Agricultural and Rural Cooperation (CTA)

Postbus 380,  
6700 AJ Wageningen,  
Netherlands

Tel. (31) 317 467100  
Fax (31) 317 460067  
E-mail cta@cta.nl  
Website: www.cta.nl

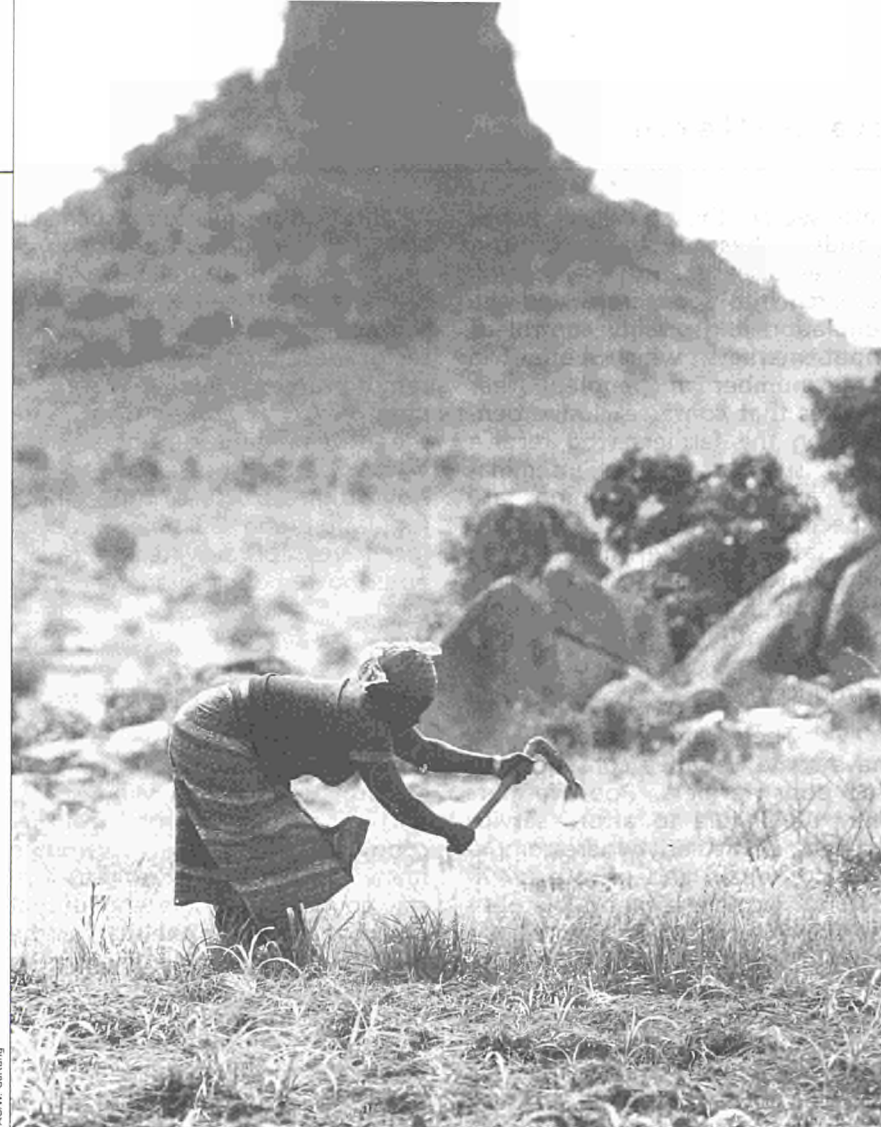
*The Technical Centre for Agricultural and Rural Cooperation (CTA) was established in 1983 under the Lomé Convention between the ACP (African, Caribbean and Pacific) Group of States and the European Union Member States. CTA's tasks are to develop and provide services that improve access to information for agricultural and rural development, and to strengthen the capacity of ACP countries to produce, acquire, exchange and utilise information in these areas.*

ernments are committed to the process, maintain high standards of public financial management, are free of corruption and are responsive to all their constituencies. Governments should also be willing to enter into partnerships with other agents in rural development, and attempt to coordinate development programmes in different sectors. Where these conditions are in place, the sector approach represents a considerable advance on traditional project management. The challenge now is to develop guidelines to focus agricultural sector programmes more closely on poverty reduction.

### Making strategic choices

In order to devise poverty focused programmes, policy makers must first devise a coherent poverty reduction strategy. There are many strategic choices to be made, and trade-offs to be confronted. Policy makers may decide to pursue a strategy of maximising growth of production or focusing on target groups of poor farmers. It is difficult to know which strategy will be more effective in tackling poverty. Long-lasting poverty reduction cannot occur without growth but experience has shown that the benefits of growth do not always trickle down to the poor. Directing resources at target groups can make an impact on the livelihoods of the poor. However, targeted programmes are expensive, and divert resources away from opportunities to increase growth that may deliver longer-lasting reductions in poverty. Furthermore, it is very difficult to achieve perfect targeting, and the intended beneficiaries are sometimes missed. It is notable that the proposals for agricultural sector programmes contain very few poverty-targeted activities, and have been designed principally around growth objectives.

Policy makers must also decide whether to invest in high potential areas or low potential areas. High potential areas are those where investment is likely to generate the highest returns, and tend to be fertile, accessible and well watered. Governments have often chosen to direct the lion's share of public resources to such areas, and this choice is



FAO/W. Gertung

reflected in the design of some agricultural sector programmes. However, this strategy may not always be the correct one. Resources can often be mobilised through the private sector in high potential areas, and public investment may not be appropriate. There are strong arguments for increased public investment in low potential areas, where the private sector is often less developed. Low potential areas can offer good investment opportunities, such as livestock production, soil and water conservation measures, and infrastructure to provide better access to markets. Furthermore, public spending in these areas is very likely to reach the poor because the majority of the population in low potential areas is often below the poverty line.

The workshop discussed many other strategic choices which can only be listed here, for reasons of space. Smallholders or commercial farmers? Capital or labour intensive production? High inputs or low inputs? Food crops or cash crops? High food prices or low food prices? Export orientation or

*Woman hoeing in northern Cameroun. Policy makers must decide whether to invest in high potential areas or low potential ones*

food self-sufficiency? The strategy for the sector programme should address all of these choices explicitly, and should consider the implications of each for poverty reduction. In many cases the choice is not clear-cut, and a balanced strategy is desirable. For example, a growth-based strategy should be combined with some poverty-targeted activities, and investment should be directed at both high potential and low potential areas. The position of this balance needs to be determined by careful analysis, and should be informed by public debate.

### Key policy issues

Agricultural sector programmes are expected to support far reaching changes in agricultural policies. The main thrust of these reforms is in the provision of public services. Governments are expected to restrict service provision to areas that would not normally be provided by the pri-

vate sector, the so-called 'public goods'. These include services, such as disease and pest control, research into food crops and the regulation and quality control of input markets, which benefit a large number of people. Other services that confer exclusive benefits on the farmers who receive them, such as artificial insemination and livestock dipping, are expected to be privatised or commercialised. Governments may withdraw services, or contract them out to NGOs, private companies and other service providers. Cost recovery will also be widely introduced.

These reforms are likely to have some negative consequences for poor farmers. Poor farmers may be unable to afford service charges, particularly where competition is weak, and private providers can achieve a monopoly position. Private sector development is also unlikely to occur in remote areas because of the high transport costs, lack of information and unusually high risks. However, there may also be some positive consequences of the reforms for poor farmers. Private sector service providers can prove to be more responsive to the needs of the poor. It must be remembered that publicly provided services do not have a good record in the agricultural sector, particularly in reaching poor farmers. The wealthier farmers tended to capture many of the private benefits of public services, such as credit and input supply. The withdrawal of such services is unlikely to hurt the poor, and may allow a more efficient private sector to develop. Pursuing increased efficiency in agricultural service delivery should spur growth that will reduce poverty in the long run.

In spite of these benefits, it is clear that agricultural sector programmes are not primarily concerned with poverty reduction, and their main purpose is to advance reforms in public service provision. The workshop participants agreed that there needs to be a recognition that public services can be justified on the grounds of poverty reduction as well as public goods provision. There are many services, such as microfinance, that are not public goods, but are extremely relevant to poor farmers. There is a strong

justification for including such services in agricultural sector programmes. Agricultural sector programmes also need to ensure that the poor can benefit from private sector development, especially in remote areas. This will require more active measures to promote the development of an efficient private sector, such as the provision of infrastructure, information, regulation and possible financial incentives for private operators entering remote regions and new markets.

### Key institutional issues

Public institutions will operate very differently under agricultural sector programmes. As part of a general process of decentralisation that is occurring in many eastern and southern African countries, it is intended that much of the responsibility for the decision-making and management of agricultural sector programmes will be transferred to the local level. Local programmes will be devised in response to local needs. Because local government agencies are in closer proximity to farmers, it is more likely that they will be able to tailor programmes to the needs of the poor. However, past experience of decentralisation has not always been positive. There is a critical lack of administrative capacity at the local level. Local authorities have not always proven to be accountable to their constituencies, and may be compromised by corruption. In practice, central government has often been reluctant to embrace real decentralisation, which requires giving up some control over policy making and the purse strings.

It is also intended that agricultural sector programmes will be devised in participation with stakeholders. This offers a real chance to introduce greater accountability and openness into public institutions, and to identify poor people's own priorities and understanding. However, the case studies examined by the workshop found that there has not yet been much systematic stakeholder participation in the formulation of agricultural sector programmes. It is likely that governments still feel some reluctance to embrace stakeholder participation because it complicates the process of pro-

gramme formulation, and challenges the hierarchies of power and technical knowledge that have been the tradition of state-sponsored development programmes.

Although the decision-making process needs to be more closely linked to stakeholder participation, there are some practical problems. Firstly, it is very difficult to ensure the participation of poor farmers, who often lack political organisation and have the weakest voice. There is a need to guard against powerful groups gaining undue influence over the decision-making process, and to foster organisations of poor farmers to act as effective interest groups. Secondly, stakeholder participation cannot always provide policy answers. It is a useful tool to identify stakeholder interests, particularly at the local level. However, these interests often conflict, and their resolution requires policy makers to make hard choices based on objective analysis and judgment.

### Information needs

Designing agricultural sector programmes is a large and complex task that requires large amounts of information. There is a dearth of information on both poverty and agriculture for the formulation of agricultural policies in sub-Saharan Africa. Data frequently have poor coverage, are of dubious quality, and even if they exist, are all-too-often poorly analysed. Bad data lead to bad policies and bad decisions, yet data collection and analysis often have low priority.

Various types of data are required: information on institutions and infrastructure, data on agro-economic and socio-cultural variables, and information on farming systems and the environment. The most appropriate way to collect these data depends on why the data are needed, the type and quality of data required, whether they already exist, how often updates are needed, and the costs of collecting and analysing them. Geographical information systems are a useful way of collating and analysing the information gathered.

Participatory approaches as well as traditional surveys and remote-sensing techniques can be



The Courier

used to gather data. Stakeholders at all levels should be involved in defining the objectives and impacts of proposed policies in terms of the stakeholders' resources, constraints and needs, the interactions among the different groups, potential conflicts among them, and their priorities and expectations.

It is vital to have an accurate profile of poverty in the country before devising a programme. This should answer the questions of who the poor are (smallholders, pastoralists, women, minority groups etc.), where the poor live and what the main constraints on their livelihoods are. This profile should be based on quantitative measures of poverty, such as consumption measures, and qualitative techniques, such as Participatory Rural Appraisal. When the programmes are underway it is vital to provide regular reporting on changes in the poverty profile in order to understand which policies and activities are having an impact on poverty.

Unfortunately, information on poverty is often patchy and of questionable quality. There are many countries and regions in Africa where there are no data on poverty, and there are few countries where poverty is monitored on a regular basis. Even where good data on poverty exists, it has often not been used

Ghanaian smallholders harvesting rice on their plots.  
*It is vital to have an accurate profile of poverty in the country before devising a programme*

effectively to inform development strategies.

Greater investment in information is therefore essential to focusing agricultural sector programmes on poverty. While this may impose significant costs, a lack of information will impose far greater costs arising from misconceived strategies, inappropriate policies and misallocated resources.

### Poverty reduction as an explicit objective

Agricultural sector programmes present an important opportunity to tackle rural poverty. They embrace a broad range of policy, public expenditure and institutional issues that have a crucial bearing on poverty reduction. These issues cannot be adequately addressed by standalone projects, and are better approached from the sector level.

However, there are some shortcomings to existing proposals for agricultural sector programmes that need to be overcome. In particular, the proposals need to be broadened beyond the privatisation agenda, and should recognise poverty reduction as an explicit objective to be main-

streamed in all aspects of programme design. Programme management also needs to become more participatory, and should be decentralised to local government and agencies outside the public sector.

It is important to view agricultural sector programmes as a new and evolving instrument. The existing programmes are not a policy blueprint, but are a first attempt to improve the coherence of public policies, expenditures and institutions, and to achieve greater donor coordination in the sector. There is room for improvement, and poverty concerns need to be brought more fully on board. This will require greater recognition of the importance of agricultural sector programmes for poverty reduction, and greater engagement in developing sector strategies for poverty reduction. The Wageningen workshop proved to be a valuable occasion to address these concerns.

The workshop, which was entitled 'Reducing poverty through agricultural sector strategies in eastern and southern Africa', was organised by CTA and the European Commission's Directorate General for Development. It was attended by 34 participants, including policy makers from Kenya, Uganda, Zimbabwe and Lesotho, several European bilateral donors, staff of CTA and the European Commission and several specialist consultants. The workshop succeeded in bringing together donor and government perspectives, and was given a practical focus through the use of case study materials from Kenya, Mozambique and Uganda. ■ G.W.

## Communication and the survivability of agricultural research institutions

Agricultural research in Africa is largely financed by public bodies, although the austerity measures imposed under structural adjustment plans has led to a falling-off in the proportion of research funding available from national resources. Furthermore, directors of producer organisations receiving support from donors pressurise those responsible for development and require research to demonstrate the impact of its results on improving the living conditions of rural populations. The authorities have increasing control over financial investment and, on a daily basis, have the power to approve or reject the strategic choices proposed for the economy, based on obtaining a balance between short-term and long-term investment. In such circumstances, research directors are increasingly called upon to enter into a dialogue with all those involved in research: communication is an essential instrument in planning and achieving institutional development objectives, allowing better definition of research priorities, the setting-up of a cooperative research consortium to guarantee the quality of results and the procurement of financial support for research.

This strategic role of communication in the modern management of institutions was the central topic in training sessions on public communication organised by the CTA in Dakar (Senegal) from 21 to 25 September 1998 and in Nairobi (Kenya) from 1 to 4 December 1998.

These training courses were intended to enhance the communication capabilities of the directors of agricultural research institutions in member countries of the CORAF (Conference of Agricultural Research Directors in Africa – West and Centre) and the ASARECA (Association for

Strengthening Agricultural Research in Eastern and Central Africa). Participants were expected to develop greater awareness of the importance of communication in the development of their institution, to master oral expression techniques and to become familiar with the media (radio and television). The ASARECA's medium-term plan suggests, moreover, that national research institutions have to develop a constant line of communication via which to enter into a dialogue with the principal sources of funding, focusing on those research programmes which will lead to an improvement in agricultural technology, with a view to achieving a quantifiable economic impact in the field.

The courses organised by the CTA highlighted 'targeted' communication aimed at encouraging the intended audience to adopt a certain innovation and to implement it. To help organisations manage their own image, teaching covered key aspects of quality oral communication: self-confidence, the ability to listen, clarity of expression and the ability to put one's views across. As regards communication strategy, teaching sessions concentrated on ongoing dialogue as a way in which to achieve a change in attitude on the part of a development institution.

The CTA, therefore, is monitoring research organisations to assess how they develop their communication skills in order to give their institutions a higher profile and to improve the image of research itself.

Citrus-crop research in Nigeria.  
The CTA highlights 'targeted' communication aimed at encouraging the intended audience to adopt a certain innovation and to implement it





## 'LFA' and 'PCM'

I read with exceptional interest the thoughtful and well balanced article by Dr. Des Gasper, in the January-February issue of *The Courier*, entitled *Problems in the Logical Framework Approach and challenges for 'Project Cycle Management'*. I did not (though I admit I tried to) find a single passage with which I would disagree. I think that Dr. Gasper is right in all he says, and I have great respect for the wisdom and the professional authority that one perceives following his reasoning. I do have some quarrel, however, with what he does *not* say: Allow me to elaborate.

It is perfectly true that Project Cycle Management (PCM) incorporates the basic logic that is behind the Logical Framework Approach (LFA), and I consider the latter to have been a decisive step forward when it was first conceived around 1970. Dr. Gasper is also right when he points out the weaknesses of LFA. He mentions 'lackframes' and 'lockframes' (terms coined by Dr Gasper that I used in my earlier article – he has accepted my apologies for not mentioning the fact!), and 'logic-less frames'. He uses this last expression when referring to the establishment of the LFA matrix, in a retro-fitting exercise, in cases where external funders demand it. I know this comes close to a quibble, but I should like to call such matrixes 'lickframes' – as the recipient either plays up to the donor or tries to delude him. We could then call 'luckframes' those matrixes that have been retro-fitted onto pre-existing project designs without malice. These are designs that may or may not fit the rigorous logic of LFA but if they do, it is largely by chance.

I agree with Dr Gasper as well when he points to the fact that one cannot 'jam' too much substance into a four-level, one-page diagram. In reality, we are dealing with a 'continuum' that starts with simple, deterministic pieces of activity: for instance, the transport of a load of bricks to a building site, moving on to simple projects, then more complicated ones, to programmes and policies and ending up with the ultimate aim of all ethical human endeavour which we might call 'human dignity for all'. This last objective may be unreachable but it is worth striving for. So, the LF matrix will always be too simple ('lackframe') and will frequently tend to be fixed and not updated ('lockframe'). LFA *has no* answer to counteract this clash between the nature of the instrument (the LF matrix) and real life situations, but PCM *has*: avoiding, at the same time, 'jamming' when it comes to defining always and without any exception, the objectives of any project, programme or policy in terms of 'sustainable benefits for the target group' (see 'Terms of Reference' below).

Again, Dr Gasper is right, I think, when he underlines that pluralistic views and open or hidden disagreements between development cooperation partners are submerged by donors telling everybody what's what instead of listening and learning. Yet, I don't think that anybody on the donor or the recipient side can possibly find fault with 'sustainable benefits for the target group' as the common objective – declared from the word 'go' and present throughout the project/programme/policy cycle. If they do, they must have 'hidden agendas' which may be explainable, but are not excusable.

There can be no doubt that 'tunnel vision' is a real danger that flows from confusing the mechanics of the LF matrix with real life, putting product before process. Yet, underlining the importance of a distinction between activities, results, purpose, goal, indicators and assumptions has been essential in combating muddled thinking in project/programme preparation, implementa-

tion and evaluation, and that is the main merit of LFA. But to forget that improving the human condition cannot be planned by blueprints is really unforgivable.

I have a lot of sympathy, too, for Dr Gasper's discussion of the 'target group'. Frankly, I hate the expression and employ it only because everybody else does (which is no convincing reason). I would much prefer 'intended beneficiaries'. Target groups seem to be made to stand against a wall to be 'shot at', albeit in a friendly fashion, by a project 'for their own good'. To change metaphors, if they 'swallow the medicine', that is called 'participation'. How patronising can you get?

To sum up, if I had any doubts left about the failure of LFA to serve as a *project design instrument 'up-front'*, Dr Gasper has shattered them. However, LFA conserves all its value as:

- (a) a powerful reference frame to avoid muddled thinking;
- (b) an efficient checking instrument (if you cannot draw up a logframe with closed eyes having established your feasibility study, for example, you may be sure that you have to go back to the drawing board! But even if you can, the logframe may present only part of the whole picture... beware of 'tunnel vision'!), and;
- (c) an instrument allowing the establishment of a convenient summary overview.

However, if Dr Gasper puts LFA, ZOPP and PCM into the same basket, I cannot, with all respect, agree because he keeps silent about three absolutely essential points that distinguish the very nature of PCM from that of LFA and ZOPP.

Indeed, he mentions the first and the second PCM principles *but not the third!* It goes without saying that the respect of the decision-making discipline along the six project cycle phases (principle 3) is as important as the definition of the project purpose in terms of sustainable benefits for the target group (principle 1) and the need to observe all the essential criteria along the project cycle (principle 2).

He does not highlight, as is essential in PCM, the *Terms of Reference* – in other words, the mechanism that allows PCM to pass from the barren, highly concise and concentrated contents of the 'Basic Format' and the 'Format of Phases and Decisions' to the ever-changing, evasive complexity of real life situations.

And, finally, he does not underline the need to *apply PCM to its own introduction* into a given organisation, which may leave some observers under the erroneous impression that merely by teaching LFA (or PCM, for that matter), projects, programmes and policies will become more effective. Alas, they do not!

I have let Dr Gasper see and comment on this letter. Before I sent it to the editor, I incorporated those of his remarks with which I agree. I hope that he and others interested in this important subject (and that includes, of course, *Courier* readers) will continue the debate and thus contribute to the never-ending effort to turn development cooperation into a more effective means of helping people to help themselves. My e-mail is [hellmut.eggerts@skynet.be](mailto:hellmut.eggerts@skynet.be) and that of Dr. Gasper is [gasper@iss.nl](mailto:gasper@iss.nl).  
*Hellmut Eggerts, Brussels*

*Dr Eggerts is the author of the article entitled 'Project cycle management revisited' which we published in the Analysis section of issue 169 (page 69). Dr Gasper's article in response to this appeared in the Analysis section of issue 173 (page 75).*

### Request for economic indicators

I must commend the *Courier* team for work well done in producing the bi-monthly magazine which is very informative as far as ACP countries are concerned.

I would like, however, to suggest the following: Once or twice a year, the magazine should publish summarised standings of the economic status of the ACP countries with information about matters such as income *per capita*, birth-rates, fertility rates, number of doctors per 1000 inhabitants, economic growth etc. This informa-

tion would help us judge the performance of the various ACP countries in terms of their economic development.

Furthermore, it will indicate to readers which economic reforms are actually working and in what countries. Publishing these standings would help those involved in implementing the reforms to gauge their performance in relation to other ACP countries.

*Andrew Frederick Meya, Kampala, Uganda.*

*Ed. We are aware that a lot of readers would be interested in a service of this kind, but it is not really feasible in a publication like The Courier, for logistical reasons. Even supplying the basic information suggested, for 71 countries, would occupy a considerable amount of space in the magazine. Collating data supplied from so many different sources would also be very time-consuming. The EC Commission's annual report on ACP-EU cooperation goes some way towards meeting Mr Meya's request in providing eight basic indicators for each ACP country. We should also mention the UNDP's annual Human Development Report which contains much more detailed statistical information about the social and economic situation in all countries.*

### A view from Belize on the banana dispute

I am writing to you in connection with the ongoing dispute over the European Community's banana regime, following the announcement by the US that it would impose unilateral trade sanctions on the EU. The US insists that its quarrel is with the EU, not the Caribbean, insultingly ignoring the adverse effects of its economic warfare policies on the small defenceless states in our region. By doing this, the US and its allies not only oppose the EU, but also threaten to strangle the poor Caribbean states, including Belize.

It is important to look at certain statistics in order to appreciate the great inequity that prevails. The three large companies, Chiquita (which has donated substantial sums to American political parties), *Del Monte* and *Dole* control two-

thirds of the world banana market as opposed to only 8% for Caribbean producers. Caribbean countries pay average wages of \$12.50 per day per employee compared to \$3.50 in Latin countries. The industry is very labour-intensive (labour represents 40% of total costs). Consequently, the Caribbean would not be able to compete with its Latin neighbours.

Of the EU banana imports from Latin America and the ACPs, the former accounts for 92% of the total. It seems that the US is trying to cut into the remaining 8%, supplied mainly by the Caribbean.

The banana war is an issue of life and death for Belize. Bananas generate 20% of our foreign exchange and provide a livelihood for more than 4000 people. What we have here is a defining issue for the new world order of global integration. The big question is whether poor economies will have any place in this new order. If the US wins the banana war, then we could see an 'island hopping' strategy where Washington systematically moves against one industry after another. Bananas are the current victim: rice, citrus and sugar could be next on the list. We must be aware of this potential strategy.

We believe that the new world order can and should accommodate everyone – even the small Caribbean countries which otherwise risk falling off the geopolitical map.

*Kevin Herrera, President, Belize Chamber of Commerce and Industry.*



## Romano Prodi nominated for Commission Presidency following mass resignation

EU leaders moved quickly to fill the vacuum created by the recent resignation of all 20 members of the European Commission. The collective decision to step down came after publication of a highly critical report by a committee of independent experts on a number of aspects of the institution's management. The committee was set up by the European Parliament following allegations of fraud and 'cronyism' within the Commission.

Meeting in Berlin, the European Council (heads of government) nominated *Romano Prodi* (59) for the Commission Presidency. Mr Prodi was Prime Minister of Italy from May 1996 to October 1998, heading a centre-left coalition.

At the time of going to press, the decision still had to be confirmed by the European Parliament. The length of Mr Prodi's proposed term of office was also unclear. According to press reports, many MEPs wanted only an interim Commission President at this stage – to take the helm until the end of 1999 (when the previous Commission's mandate would normally have expired). European elections are due in June, and the argument is that the newly-elected chamber should have the task of confirming who will head the next Commission (in office from 2000-2004). The Council, meanwhile, was said to favour appointing Mr Prodi for a full term, on the basis that this would bring much-needed stability.

## A new phase in South Africa-EU relations

After 3½ years of highly complex negotiations, EU leaders have approved the Trade, Development and Cooperation Agreement be-

tween the EU and South Africa. The agreement provides for the establishment of a Bilateral Free Trade Area between the two sides in conformity with WTO rules, and the strengthening of European development assistance to South Africa beyond 1999. EU chief negotiator, *Professor João de Deus Pinheiro*, welcomed the decision of the EU Council, underlining that this is the beginning of a new phase in EU-South Africa relations and that it would pave the way for the future partnership with the ACP countries.

Professor Pinheiro said: 'the outcome of this process is of great historical significance. After decades of isolation during the apartheid period, the agreement seals the new political, economic and development relationship between the EU and South Africa. It confirms and strengthens the EU's role as the first amongst South Africa's partners, and opens up new opportunities for South Africans and Europeans alike.' He underlined the contribution the deal would make to economic growth and political stability in Southern Africa.

The decision by the European Council ends weeks of intense contacts between Professor Pinheiro and his South African counterpart, Minister of Trade and Industry *Alec Erwin*.

Subject to completion of the formal procedures, including approval by the European Parliament, the agreement could be signed within months and enter into force in 2000.

## Summit preserves huge tracts of African forest

Six million hectares of forest in Central Africa have been earmarked for preservation thanks to a new agreement signed by five African countries. At a summit in Yaoundé in March, the leaders of Cameroon, Gabon, Equatorial Guinea, Central African Republic and the Republic of Congo committed their governments to a number of initiatives aimed at conserving and sustainably managing large tracts of tropical forest in the Congo Basin. The plan includes commitments by international donors,

both public and NGO (notably the World Bank and the WWF). The EU is already Central Africa's main partner in the field of environmental protection and the revised Fourth Lomé Convention includes a protocol dealing specifically with tropical forests. Programmes developed in this context include 'forest eco-systems in Central Africa' and 'The future of the peoples of the tropical forests' (APFT).

## Obasanjo visits Brussels

Nigeria's President-elect, *General Olusegun Obasanjo*, stopped off in Brussels (23 March) on his world tour, to meet Belgian businesspeople and the Nigerian diaspora. His two priorities were to re-establish Nigeria within the international business community and to encourage the country's expatriates to take a renewed and active interest in their homeland.

Recognising that there is still much to be done to achieve economic reform and good governance, General Obasanjo thanked Belgian businesses already established in Nigeria for their continued good faith. For others potentially interested in his country, he pledged a series of measures to create a sound and stable environment for investment and growth. He said his top priorities were to root out corruption, introduce transparency, develop good governance at all levels, reform institutions (including the legislature) and generally create a secure environment within which to foster business and economic growth. Inward investment would be welcomed in all sectors – primary, manufacturing and tertiary – even for new service sectors such as tourism. However, General Obasanjo underlined that while wishing to facilitate foreign investment, this would not be at the expense of the Nigerian people. Decisions taken on a number of recent privatisations were on hold pending the assumption of power by his administration.

On the Niger Delta, the General promised a comprehensive master plan to address the complex issues – including local peoples' demands for a greater share in the oil benefits, and investment in the

social fabric and the environment. He said, however, that the process would have to be gradual and there could be no 'quick fixes'. Despite the difficult times facing Nigeria, the President-elect assured his audience that there was 'light at the end of the tunnel'.

c.o.

## Common foreign and security policy declarations

The Presidency of the European Union has recently issued the following declarations in the context of the CFSP

### *Burundi – the Arusha peace process*

*Declaration of 18 March 1999*

The EU welcomes the continuing talks within the Arusha peace process, intended to find a peaceful solution to the conflict within Burundi. The EU considers this process as an essential option for reaching agreement. It has taken note of the resolve of the Government of Burundi, declared on several occasions, to conclude negotiations successfully in 1999. The EU encourages all parties to contribute constructively to this goal and underlines that agreement must be based on their willingness to accept compromise.

Regional states, by suspending their embargo against Burundi in January 1999, signalled their support for the talks.

Nevertheless, the EU is deeply concerned about reports of continued violence by rebel groups and the security forces, causing numerous civilian victims. It appeals urgently to both sides to cease their acts of violence immediately.

Several EU Member States and the European Commission are providing financial support to the peace process. After nine months of negotiations, the EU urges the parties to organise the talks in a way that will help to achieve the desired result as soon as possible. On such a basis, the EU Member States and the European Commission are willing to consider favourably further financial support and appeal to other donors to act likewise.

The EU is providing substantial support to Burundi. In response to positive political steps and in order to promote development in Burundi, the EU has expressed its willingness to assist in a more long-term manner in socio-economic rehabilitation and reconstruction. The EU underlines that such support is linked to successful pursuit and accomplishment of the peace process.

### *Presidential elections in Nigeria*

*Declaration of 3 March 1999*

The EU welcomes the holding of presidential elections in Nigeria on 27 February 1999. These elections represent a significant step on the way to the installation of a democratically elected civilian government after 15 years of military rule in Nigeria which will be ended by the handing-over of power to the democratically elected civil president on 29 May 1999.

The EU welcomes the fact that, according to reports from its observers, the voting procedures were held on the basis of a multi-party-system and universal suffrage and were based on democratic principles. The EU congratulates the people of Nigeria on an election held in the spirit of openness, and which proceeded peacefully. It appeals to all parties concerned to accept and honour the results that generally reflect the wish of the Nigerian people. The EU notes with satisfaction that, despite tight deadlines and difficult organisational conditions, the Independent Electoral Commission was able to organise the election in such a way as to enable the majority of Nigerian voters to express their will. However, a number of serious irregularities were encountered and should be investigated.

The EU is aware that the newly elected President and his Government have a major task before them. The EU assures the Nigerian people and Government of its willingness to continue to promote political and economic reforms and its readiness to cooperate with the elected authorities towards strengthening the rule of law, the respect of human rights and good governance in Nigeria. The EU hopes that the new Government, in the interest of the entire country, will be able to

succeed in reconciling all those who opposed each other in the past and will thus lead Nigeria to a better future and enable it to assume its due role in the international community of states and peoples.

## Commission approves humanitarian aid worth €13.5 million for Sudan

The European Commission has approved a package of humanitarian aid worth €13.5m for victims of conflict in Sudan. The aid, managed by the European Community Humanitarian Office (ECHO), will provide support for about 30 programmes (health, water, food security) over the next year. Almost all of these are under the umbrella of Operation Lifeline Sudan, the United Nations framework for providing aid to those affected by war in the country.

Humanitarian needs in Sudan are likely to stay very high in 1999. Poor rains in December make the prospects for an adequate harvest in war-affected areas very bad. And analysts predict more military offensives, leading to further displacement of people with all the disruption that this implies. This is all set against the background of the cumulative effects of a war that has now dragged on for 15 years, in one of the poorest, least accessible regions in the world.

About a third of the funds made available in this Global Plan will go to operations in government-controlled areas, and the rest to operations in areas controlled by the Sudan People's Liberation Army or other southern factions. ECHO has focused on areas in which people are believed to be in the greatest need and at greatest risk: Bahr el Ghazal, Unity State, Upper Nile, Jonglei. Programmes emphasise basic primary health care, provision of clean drinking water and sanitation facilities, and food security.

# Operational summary

n° 108 - May 1999

(Position as at 20 April 1998)



ec-acp

## European Development Fund schemes

The following information is aimed at showing the state of progress of schemes funded by the European Community under the EDF (Lomé Convention).

### Geographical breakdown

The summary is divided into three groups

- Africa, Caribbean and Pacific (ACP) country projects.
- Overseas Countries and Territories (OCT) projects.
- Regional projects

The information within each of these groups is given by recipient country (in alphabetical order).

### Information given

The following details will usually be given for each development scheme:

- The title of the project.
- The administrative body responsible for it.
- The estimated sum involved (prior to financing decision) or the amount actually provided (post-financing decision)
- A brief description of projects envisaged (construction work, equipment supplies, technical assistance etc.)
- Any methods of implementation for example, international invitations to tender).
- The stage the project has reached (identification, appraisal, submission for financing, financing decision, ready for implementation)

### Main abbreviations

€	Euro
Resp. Auth.	Responsible Authority
Int. Tender	International invitation to tender
Acc. Tender	Invitation to tender (accelerated procedure)
Restr. Tender	Restricted invitation to tender
T.A.	Technical Assistance
EDF	European Development Fund (e.g. EDF 7 = 7th European Development Fund)
Est.	Estimated

### Blue Pages on the INTERNET

<http://europa.eu.int/comm/dg08/pabli-en/introbp1.htm>

Correspondence about this operational  
summary can be sent directly to:

Mr Franco Cupini,  
European Commission  
B28 6-108,  
200, rue de la Loi  
B-1049 Brussels

**Note: Participation in EDF schemes is strictly confined to ACP or EU firms.**

Please cover only one subject at a time.

## SECTOR CODE DESCRIPTION

### **AAz Planning and public administration**

- AAa Administrative buildings
- AAb Economic planning and policy
- AAc Assistance to the normal operations of government not falling under a different category
- AAd Police and fire protection
- AAe Collection and publication of statistics of all kinds, information and documentation
- AAf Economic surveys, pre-investment studies
- AAg Cartography, mapping, aerial photography
- AAi Demography and manpower studies

### **ABz Development of public utilities**

- ABa Power production and distribution
- ABai Electricity
- ABb Water supply
- ABc Communications
- ABd Transport and navigation
- ABe Meteorology
- ABf Peaceful uses of atomic energy (non-power)

### **ACz Agriculture, fishing and forestry**

- ACa Agriculture production
- ACb Service to agriculture
- ACc Forestry
- ACd Fishing and hunting
- ACe Conservation and extension
- ACf Agriculture storage
- ACg Agriculture construction
- ACH Home economics and nutrition
- ACi Land and soil surveys

### **ADz Industry, mining and construction**

- ADa Extractive industries
- ADai Petroleum and natural gas
- ADb Manufacturing
- ADc Engineering and construction
- ADd Cottage industry and handicraft
- ADe Productivity, including management, automation, accountancy, business, finance and investment
- ADf Non-agricultural storage and warehousing
- ADg Research in industry technology

### **AEz Trade, banking, tourism and other services**

- AEa Agriculture development banks
- AEb Industrial development banks
- AEc Tourism, hotels and other tourist facilities
- AEd Export promotion
- AEE Trade, commerce and distribution
- AEf Co-operatives (except agriculture and housing)

- Aeg Publishing, journalism, cinema, photography
- Aeh Other insurance and banking
- Aei Archaeological conservation, game reserves

### **AFz Education**

- AFa Primary and secondary education
- AFb University and higher technical institutes
- AFbi Medical
- AFc Teacher training
- AFci Agriculture training
- AFd Vocational and technical training
- AFe Educational administration
- AFf Pure or general research
- AFg Scientific documentation
- AFh Research in the field of education or training
- AFi Subsidiary services
- AFj Colloquia, seminars, lectures, etc.

### **AGz Health**

- AGa Hospitals and clinics
- AGb Maternal and child care
- AGc Family planning and population-related research
- AGd Other medical and dental services
- AGe Public health administration
- AGf Medical insurance programmes

### **AHz Social infrastructure and social welfare**

- AHa Housing, urban and rural
- AHb Community development and facilities
- AHc Environmental sanitation
- AHd Labour
- AHe Social welfare, social security and other social schemes
- AHf Environmental protection
- AHg Flood control
- AHh Land settlement
- AHi Cultural activities

### **Alz Multisector**

- Ala River development
- Alb Regional development projects

### **AJz Unspecified**

# ACP STATES

New projects appear in italics

## ANGOLA

**Reconstruction support programme.** €55m. Relaunch of economic and social activities. Improvement of basic social services and living conditions, poverty alleviation, increase of production and of basic communication possibilities, amelioration of basic infrastructures, participation in mine-clearing operations, support for demobilisation. Project in execution. EDF 7.

EDF ANG/6036/001 - AGz, AHZ.

**Support for training of lawyers and academics in the Law Faculty of Agostinho Neto University (FDUAN).** €0.8m. Training, supply of equipment. Project in execution.

EDF ANG/7018/000 - AFB

## BAHAMAS

**Road Rehabilitation of Queen's Highway on Acklins Island.** €5.2m. EDF €2.2m, Government of the Bahamas €3m. Construction/ infrastructure, T.A. incl. studies. Date financing: February 1999. EDF 8.

EDF BM/7001/001 - ABd.

## BELIZE

**Improvement of Hummingbird Highway (2nd segment - Sibun River Bridge to Belmopan).** Resp. Auth.: Govt. of Belize. €13.7m. Construction, T.A., studies. Project in execution. EDF 8.

EDF BEL/6001/002 - ABd

**Drugs Demand Reduction Programme.** Est. cost €1m. EDF part €0.3m; Government of Belize €0.7m. Training, T.A., supplies. Date financing: November 1998. EDF 8.

EDF BEL/7004/000 - AGc

**Social Investment Fund (SIF) Belize.** Total cost: €1.6m. Date financing: October 1998. EDF 8.

**Coastal Zone Management Project.** *Estimated total cost: €6.25m. 8th FED: €0.6m; UNDP/GEF: €4.87m; IDB: €0.16; GOB: €0.23m; other (ONG): €0.45€.* Strengthening of capacity for the management of coastal and marine resources. Supplies of equipment/Inputs; T.A. including studies. Project on appraisal. EDF 8.

EDF BEL/7006/000 - AHf, ACd, AJz.

**Financial Management Development Project - Training Development Centre.** *Total estimated cost: €0.8€.* 8th FED: €0.5m; DFID/UK: €0.2m; government of Belize: €0.1m. Improvement of public service in financial management. Supplies of equipment/Inputs; T.A. including studies, training. Project on appraisal. EDF 8.

EDF BEL/7005/000 - AAz

## BENIN

**Improvement works on the Sémé-Porto Nova road. (12.711 km).** Resp. Auth.: Ministère des Travaux Publics et des Transports. €20m. Infrastructure works and installation of road signing. Work supervision by KFW (D). Works by int. tender. Project in execution. EDF 7.

EDF REG/7132 - ABd

**Support programme for structural adjustment (PAS - 1997/99).** Resp. Auth.: Ministre des Finances. €27.5m. Strengthen the country's macro-economic policy. Project in execution. EDF 7.

EDF BEN/7200/003 - AAC

**Support for the modernisation of the Ministry of Finance.** €1.9m. T.A. including studies; supplies. Date financing: November 1998. EDF 8.

EDF BEN/7012/000.

**Improvement of highways in the framework of the municipal development in the town Parakou.** *Total estimated cost: €6m.* Improvement of traffic. Works. Studies, support to the PUD (Parakou Urban District), control and surveillance. Project on appraisal. EDF 7.

EDF BEN/7006/000 - ABz, ABd, ADc.

## BOTSWANA

**Sysmin - support to base metal industry (Copper-Nickel-Cobalt).** Resp. Auth.: BCL Ltd., €33.7m. To deepen the shaft of the Selebi-North mine, to reach a new ore-body, equipping it and carrying out new prospective drilling to identify new ore-bodies. Works, supplies and T.A. Project in execution. EDF 7.

EDF SYSMIN/BT 9999/001 - ADa

**Botswana Tourism Development Programme (Foundation phase).** Resp. Auth.: Dept of Tourism (DoT), Commerce and Industry. €1.91m. Short- and long-term T.A. Project in execution. EDF 7.

EDF BT 5019/001 - AEc

**Trade Development Programme (Phase I).** Resp. Auth.: Department of Trade and Investment Promotion. €1.7m. To support trade diversification and export promotion. T.A. Project in execution. EDF 7.

EDF BT/7008 - AEe

**Vocational training programme, Francistown.** Resp. Auth.: Ministry of Education. Est. cost €17m. Vocational Teacher Training College and Vocational Training Centre (VTTC/VTC). Construction, supplies of equipment, T.A., works, feasibility study. Project on appraisal. EDF 8.

EDF BT/7004/001 - AFd

**Wildlife Conservation and Management Programme.** Est. cost €7m. Works, supplies, T.A. Project on appraisal. EDF 8

EDF BT/6001/002 - ACz

**Community forestry development.** Est. cost €2m. Supplies of equipments; T. A., incl. studies; training, NGO and community co-operation. Project on appraisal. Date foreseen for financing: July 1998. EDF 8.

EDF BT/6021/001 - ACc.

## BURKINA FASO

**Support project for the reform of the pharmaceutical sector.**

Resp. Auth.: Ministère de la Santé - Direction des Services Pharmaceutiques (DSPH) and CAMEG €1.6m. Line of credit, works, equipment and T.A. Project in execution. EDF 7.

EDF BK/7017 - AGc

**SYSMIN - Rehabilitation of the Poura mine.** Resp. Auth.: I.G.R. International Gold Resources Corporation. €11m. Works by direct agreement. Supplies and T.A. Project in execution. EDF 7.

EDF SYSMIN BK/9999 - ADA

**Ouagadougou dam classified forest development.** Resp. Auth.: Ministère de l'Environnement et de l'Eau. Est. cost €1.2m. EDF part €0.3m. Cofinancing with CFD (F), The Netherlands (possible). Project in execution. EDF 7.

EDF BK/7023 - AHf

**Support for decentralisation.** Resp. Auth.: Ministère Administration Territoriale et Sécurité. Est. cost €2m. Works, supplies, T.A., training. Project on appraisal. EDF 7.

EDF BK/7024 - AAB

**Support for the structural adjustment programme 1996-1997.** General import

programme. EDF €6.4m. T.A. foreseen. Project in execution. EDF 7.

EDF BK/7200/004 - AAC

**Support for judicial provision.** Est. cost €1m. Training of magistrates and improvement of judicial services. Project on appraisal. EDF 7

EDF/BK/7027 - AAz

**Support for rural development.** Est. cost €24.2m. Financing of action for rice-growing, for support action, financing the rural environment and for information about markets. T.A., works and supplies. Project on appraisal. EDF 8

EDF BK/7032/000 - ACa.

**Periodical maintenance of asphalt roads (594 km).** Resp. Auth.: Ministère des Infrastructures, de l'Habitat et de L'Urbanisme. €44m. T.A., Works. Financing decision taken in July 1998. Project in execution. EDF - 8

EDF BK/6017/002 - ABd.

## CAMEROON

**Support for the people of Lagdo.** esp. Auth.: MINEPIA. €3m. Preservation and improvement of the social-economic situation around Lake Lagdo. Project in execution. EDF 7.

EDF CM/6002/002 - ACa

**Regional economic integration programme in Central Africa - regional infrastructures.** €98m. Building of the Bertoua-Geroua Bulai road. Project in execution. EDF 6,7 and 8.

EDF CM/7002/001 - ABd.

**Rural development project in the Lagone and Chari regions.** Food supply security. Combatting poverty. Est. cost €9m. Construction, T.A., studies, supplies, training. Project on appraisal. EDF 8.

EDF CM/5004/002 - ACh

**Programme of road maintenance (PERFED II).** Resp. Auth.: MINTP. Est. cost €55m. Construction, T.A., studies. Project on appraisal. EDF 8.

EDF CM/6031/002 - ABd

**Support for the Structural Adjustment Programme 1998-1999.** Est. cost €25m. Budgetary support. Project on appraisal. EDF 8.

EDF CM/7200/002 - AAC.

**Urban Development Programme (FOURMI II).** Est. cost €3.5m. Construction, T.A. incl studies, supply of equipment, training. Project on appraisal. EDF 8.

EDF CM/7006/001 - AHb.

## CAPE VERDE

**Maio island rural electrification.** Est. cost €1.945m. Improvement of living conditions. Supply of electricity, Works, supplies and T.A. Project in execution. EDF 7.

EDF CV/7009/000 - ABa,i

**Santo Antao water supply and sanitation.** Resp. Auth.: Ministry of Economic Coordination. €1.4m. Works, T.A. Project in execution. EDF 7.

EDF CV/7011 - ABb

**Distribution of Water and Sanitation of the Town Praia.** Resp. Auth.: Ministère de la coordination économique. €6.5m. Construction - infrastructures; T.A., including studies. Date financing: November 1998. EDF 8.

EDF CV/5002/001 - ABb, AHc.

**Road Infrastructure for Santo Antão Island. Construction of the Janela road at Porto Novo.** Resp. Auth.: NAO. Est. cost €12.7m; EDF part €9.6m. Project on appraisal. EDF 8.

EDF CV/7010/000 - ABC.

**Support for the Structural Adjustment Programme.** Est cost €9.4m. Budgetary support, T.A. incl. studies. Project on appraisal. EDF 8. EDF CV/7200/000 - AAb.

#### CENTRAL AFRICAN REPUBLIC

**Support for the legislative elections process.** €516,871. Date financing: September 1998. EDF 7. EDF CA/7010/000 - AAz.

**Support for structural adjustment (PAS II 1998/1999).** €7.2m. Date financing: October 1998. EDF 8.

EDF CA/7200/001 - AAz.

**Support for the Transport Sectoral Programme.** €18,726. Date financing: October 1998. EDF 8. EDF CA/6008/001 - ABd.

#### CHAD

**Restoration of bridges that fall within the framework of the Second Transport Sectoral Programme.** Resp. Auth.: MINTP Chad. Est. cost €4m. Urgent work to be carried out to restore 15 bridges under the Transport Sectoral Programme. Works, T.A. Project in execution. Project on appraisal. Financing decision foreseen in September or October. EDF 7.

EDF CD/6001 - ABd

**Support for Health Programme in Mayo Kebbi** €1.98m T.A. Training of doctors, medical supplies. Project in execution. EDF 7.

**Support for Water Policy.** Est. cost €17m. Construction/ infrastructure, supply of equipment, T.A. incl. studies, training. Project on appraisal. EDF 7-8.

EDF CD/7003/001 - ABb

**Support for National Health Policy.** Est. cost €35m ECU. T.A. incl. studies, supply of equipment, training, construction/infrastructure. Project on appraisal. EDF 8.

EDF CD/5011/003 - AGz

**Support for the Structural Adjustment Programme 1998-1999.** Est. cost €16.8m. Budgetary support. Project on appraisal. EDF 8. EDF CD/7200/002 - AAc

#### COMOROS

**Sea-access to Moheli island.** Resp. Auth.: Ministère de l'Équipement - Direction Générale des Travaux Publics. €3.25m. Works, by int.tender.T.A.for further investigations, tender dossier and works supervision. Project on appraisal. EDF 7.

EDF COM/6006/7003 - ABd

**Technical Management Unit for the NAO for managing and coordinating Community aid.** €1.7m. Financing decision taken in June 1998. Project in execution. EDF 7.

EDF COM/7009/000 - AAz.

#### CONGO (REPUBLIC)

**National Road N°1. Brazzaville-Kinkala (Matoombou).** Estimated cost €0.95m. Resp. Auth.: Direction Générale des Travaux Publics. Environmental, economic, technical studies; project of execution and tender dossier. Project on appraisal. EDF 4, 7.

EDF COB/7011/000 - ABd.

#### CONGO (DEMOCRATIC REPUBLIC)

##### All projects suspended

**Rehabilitation Support Programme.** Resp. Auth.: Coordination and Management Unit. Est. cost EDF €84m. and an indicative amount of €6m from the Commission's budget under heading B7-5076 'Rehabilitation and reconstruction measures for

developing countries'. Regions selected: Kinshasa's economic hinterland, the Greater Kivu and the two provinces of Kagal. Rehabilitation and maintenance of roads and farm access roads. Support for production and marketing, support for basic social infrastructure. T.A. and evaluation. Project suspended. EDF 6 & 7.

EDF ZR/6033 - AAc

**Strengthening of the provisional health support programme.** €45m. Rehabilitation of health service structures in Kinshasa, Kasai and Kivu. Support for the health service at the basic and intermediate levels. Reinforcement of basic juridical services. Works, supplies and T.A. Project on appraisal. Date foreseen for financing 1st half 98.

**Support programme for the preparation of elections.** Resp. Auth.: Commission Nationale des Elections (CNE). €30m. T.A., support for democratisation. Project suspended. EDF 7.

EDF ZR/6034/00 - AAc

**Support programme for the reinsertion of displaced persons in the Kasai Province. (PARK).** €2m. The programme will be implemented by CARITAS (NL), OXFAM (UK) NUOVA FRONTIERA (I) GRET (F) and RAUL FOLLEREAU (F). Project on appraisal. EDF 7.

EDF ZR/7255/001 - ACA

#### COTE D'IVOIRE

**Support for the structural adjustment programme (GIP V).** Resp. Auth.: Ministry of Finance. €25.5m. General import programme. T.A. Project in execution. EDF 6 & 7.

EDF IVC/7200/004 - AAc

**National Agricultural Census.** Resp. Auth.: Ministry of Agriculture and Livestock. Est. cost: €4.4m. Creation of a real new starting point for the introduction of a permanent system of agricultural statistics. T.A., supplies of equipment and studies. Date financing: December 1998. EDF 8.

EDF CIV/7018/000 - ACz.

**Support Programme for decentralisation and town and country planning.**

Resp. Auth.: Ministry of Home Office and Decentralization. Total cost: €49.5m. EDF part: €47m. Infrastructures needed to strengthen human resources (schools and universities). T.A., training and studies. Date financing: February 1999. EDF 8.

EDF CIV/7001/001 - AAz.

**Support to Health Sector.** €30m. Support for the reform Programme of Health's organization. Project on appraisal. Date foreseen for financing: March 1999. EDF 8.

EDF CIV/6011/002 - AGz.

#### DJIBOUTI

**Support for the structural adjustment programme.** General import programme. €4.1m. T.A. foreseen. Project in execution. EDF 7. EDF DI/7200/001 - AAc

#### DOMINICA

**Eco-Tourism Site Development.** Resp. Auth.: Ministry of Trade Industry and Tourism (MITT). Est. cost €0.558m. EDF: €0.5m, local: €0.058m. Works, equipment and training. Project in execution. EDF 7. EDF DOM/6002/001 - ACA

**Agricultural Diversification Programme.** Resp. Auth.: Diversification Implementation Unit. (DIU). €2.25m. Production Credit Scheme. Abattoir Project, Citrus Processing Study, Shipping and Transportation System Project, Quality Assurance, Market Information Service, Export Credit Programme, Monitoring Evaluation, T.A. Works by acc. tender. Project in execution. EDF 7. EDF DOM/7002 - ACA

**Elimination of solid waste.** Resp. Auth.: Min. of Communications, Works and Housing. €1.65m. Restoration of two depots for household waste. Installation of a new waste disposal depot. T.A. by restricted tender; works by acc. process. Project in execution. EDF 7.

EDF DOM/7003 - ABz.

#### DOMINICAN REPUBLIC

**Support programme to prevent STD/HIV/AIDS.** EDF part €1.35m. Training, T.A., supplies, evaluation. Project on appraisal. EDF 7.

EDF DO/7016 - AGz

**Water supply and sanitation in the poorest areas of Santo Domingo.** Est. EDF part €26m. Construction/ infrastructure, supplies, T.A. Project on appraisal. EDF 8.

ABb, AHc.

**Project for the improvement of technical and professional education.** Est. EDF part €13m. Construction/infrastructure, supplies, T.A., training. Project on appraisal. EDF 8.

AFd

**Programme to strengthen the health system.** Est. cost: €12m. Resp. Auth.: National Authorising Officer. Restructuring the system of regulating, acquiring and distributing medicine. Development and reinforcement of health institutions at central and provincial levels. T.A., training and qualification of national staff. Project on appraisal. Date foreseen for financing: December 1998. EDF 8.

EDF DO/7008/001 - AGz.

**Rehabilitation Programme in the Southwest Region.** Total cost: €1.98m. Retention wall; water supply; reinstallation of 'Enriquillo' radio connection. Date financing: January 1999. EDF 8. EDF DO/7026/000.

#### EQUATORIAL GUINEA

**Rehabilitation and extension of the Malabo water supply and sanitation systems.** Resp. Auth. Ministry of Public Works. €12m. Construction, infrastructure; T.A. including studies. Project on appraisal. Date financing November 1998. EDF 7. EDF EG/6007/000 - ABb, AHc.

#### ERITREA

**Sector study on national water and irrigation potential.** Resp. Auth.: Ministry of Energy, Mines and Water resources. €4.5m. Assess the various demands for those resources, determine the potential for their sustainable development, present strategies for their development, and lay the foundations for their management. Project in execution. EDF 7.

EDF ERY/7002 - ABb

**Upgrading of the Nefasit-Dekemhare-Tera Imni road.** Resp. Auth.: Ministry of Construction. Est. cost €20m. Road works. Project on appraisal. EDF 7.

EDF ERY/7004 - ABd

**Rehabilitation of transmission lines, substations and distribution system in Massawa area.** Resp. Auth.: Eritrean Electric Authority. Est. cost €10-12m. Works, supplies and T.A. Feasibility study: INYPSA (Sp). Financing decision foreseen in July 1998. Int. tenders no. 4320 and no. 4321 for supplies and tender no. 4318 for works launched with a conditional clause. Respective deadlines for submission: 22.07.98. Project on appraisal. EDF 7. EDF ERY/7001 - ABa,i

**Livestock Promotion, support for the Improvement of the Sanitary Environment of the National Herd.** Est. cost €1.2m. Equipment, infrastructure, vaccines, training of veterinary services personnel. Project in execution. EDF 7. EDF ERY/7005/000 -AGz, AFd

**Short-term assistance programme for reconstruction and restoration.** €20m. Project in execution. EDF 7.  
EDF ET/7001/000.

#### ETHIOPIA

**Rehabilitation of the Addis Ababa - Jima road, Addis Ababa - Abelti (180 km).** Adm. Resp.: Ethiopian Road Authority. 80 m€. Improvement of the road network. Works, supervision, T.A. Project in execution. EDF 7, 8.  
EDF ET/7005/002 - ABd

**Support to Transport Sector Project (TSSP).** Resp. Auth.: Ethiopia Road Authority. €2m. Works and supplies. T.A. Development transport policy, improvement of programme management road handling capacity, activity coordination. Project in execution. EDF 7.  
EDF ET/7005/001 - ABd

**Addis Ababa water supply project.** Resp. Auth.: Addis Ababa Water Supply Authority. AAWSA. €19.5m. Works, equipment, T.A. Date financing: November 1998. EDF 7.  
EDF ET/5006/002 - ABb

**Higher Education development support.** Resp. Auth.: Ministry of Education, NAO. €1.999m. Equipment works. Project in execution. EDF 6, 7.  
EDF ET/7016/001 - AFz, AFb

**Addis Ababa - Woldiya Road Rehabilitation project.** Total cost: €120m. Construction/infrastructure. Date financing: December 1998. EDF 8.  
EDF ET/7020/000 - ABd

**Preservation of the rock-hewn churches in Lalibela.** Resp. Auth.: Centre for Research and Conservation of the Cultural Heritage in Ethiopia. Total estimated cost: €0.3m. Design through open international competition of protective shelters above five churches built in the 11th century. Invitation to tender will be published in the JOCE early 1999. Project on appraisal. EDF 7.  
EDF ET/70007 - AEI

**EC Programme Support Project (PSP).** €0.67m. T.A.; short term training, seminars, workshops, study tours. Date financing: November 1998. EDF 7.  
EDF ET/7023/000 - AAz

#### FJI

**New Rewa River Bridge and Town Bypass.** Est. cost €12.3m; EDF part €10m. Construction/infrastructure; T.A., incl. studies. Project on appraisal. Financing decision foreseen in September 1998. EDF 6, 7.  
EDF FIJ/7012/000 - ABd.

**Environment Programme.** Total estimated cost: €10.6m. EDF part: €9m; government of Fiji: €1.6m. Sustained reduction of health risks. Welfare of urban and periurban population in greater Suva area. Construction/infrastructure; T.A. including studies. Project on appraisal. EDF 8.  
EDF FIJ/7015/000 - AGz, AHf.

#### GABON

**Support for the rehabilitation of the territory.** Construction of the Lalara-Mitzic road. Auth. Resp.: Ministre de l'Equipelement et de la Construction. €23.4m. Mainly works, some supplies and service contracts. Project in execution. Tender for works to be launched in May 1998. EDF 8.  
EDF GA/7006/000 - ABd.

**Technical Assistance for the National Authorising Officer.** Total estimated cost: €1.05m. Improvement of the identification, the implementation, the follow-up and the evaluation of E.U.'s financed projects. T.A. including studies; training. Project on appraisal. EDF 8.

EDF GA/7004/000 - AJz.

#### GHANA

**Human resources development programme.** Resp. Auth.: Ministry of Local Government and Rural Development. €3.8m. Supply of equipment, T.A., evaluation. Project in execution. EDF 7  
EDF GH/7003 - AFz

**Western Region Agricultural Development Project.** Resp. Auth.: Ministry of Food and Agriculture. €12m. T.A., buildings and training, supply of equipment. Project on appraisal. EDF 7.  
EDF GH - ACa

**Woodworking Sector Development.** Resp. Auth.: Ministry of Lands and Forestry. €4.85m. Training and equipment. Project in execution. EDF 7.  
EDF GH - ACc

**Transport Infrastructure Programme Phase II.** Resp. Auth.: Ministry of Roads & Highways. €54m. Works, supplies, supervision, training. Axle load control equipment, consultancy studies, training of Highway Sector Staff. Project in execution. EDF 6 and 7.  
EDF GH 6001 ABd

**Small towns water supply project.** Resp. Auth.: Ghana Water and Sewerage Corporation. €15m. Construction of water supply systems. Strengthening of institutions responsible for operations and maintenance. Consultancy services, including community mobilisation, preparation of tender documents and supervision of works, works contracts. Works. T.A. Date financing: October 1998. EDF 7.  
EDF GH/6006 - ABb

**Decentralised Cooperation Programme.** Resp. Auth.: Ministry of Finance. €1.5m. Equipment, construction, training and current inputs of grassroots programmes. TA for implementation and evaluation. Project in execution. EDF 7.  
EDF GH/7008 - AJz

**4th Microprojects Programme, 2nd tranche.** Resp. Auth.: Ministry of Finance. €4m. Improvement of health, water and educational facilities. T.A., evaluation and contingencies. Project in execution. EDF 7.  
EDF GH/6102/000 - AHb

**1998 Structural Adjustment Support Programme.** €21.4m. Project in execution. EDF 8  
EDF GH/7200/005 - AAc

**Rural electrification programme.** Resp. Auth.: Ministry of Mines and Energy. €9.5m. Supply and erection of electricity lines, supervision, training. Project on appraisal. Financing decision expected in May 1998. EDF 7.  
EDF GH - Aba,i

**GRATIS (Ghana Regional Appropriate Technology Industrial Service), Phase III.** Est. cost €3m. Project on appraisal. Financing decision expected at the beginning of 1999. EDF 7.  
EDF GH - ABai

**Support to the Ghana Audit Service.** €4.8m. T.A. incl. studies, supplies. Date financing: November 1998. EDF 8.  
EDF GH/7020/000 - AAC.

**Health sector support.** €11m. Reinforcement of primary health services. Private sector involvement in health services. T.A., supplies of equipment through 'Procurement Agent' and financial support. Project on appraisal. Date financing: December 1998. EDF 8.  
EDF GH/7022/000 - AGE.

#### GRENADA

**Microprojects Programme.** Resp. Auth.: Ministry of Labour, Social Services, Community

Development. €0.22m. Water supply, road improvements repairs and extension of schools, medical and community centre and sports grounds. Project on appraisal. EDF 7  
EDF GRD/7102 - ABz

**Rehabilitation of the Bellevue-Grenville Section of the Eastern Main Road - Grenville-Mama Cannes Portion.** Resp. Auth.: Ministry of Works. €2m. Works by direct labour, small T.A. and supply of equipment for repairs. Project on appraisal. EDF 7.  
EDF GRD/7002/001 - ABd

#### GUINEA

**Pilot programme for the development of secondary towns.** Resp. Auth.: Direction nationale de la décentralisation. €1.91m. Technical cooperation, TA and training. Project in execution. EDF 7.  
EDF GUI 7008/000 - AHa,b

**Diversification Aid. The Agriculture Component.** Extension of the Family Plantation Programme in Soguipah. Resp. Auth.: Ministry of Agriculture, Water & Forests. €5.5m. Cultivation of rice fields and rubber plantations and the development of transport infrastructures. Works, supplies, T.A. Project in execution. EDF 7  
EDF SYSMIN GUI/9999/000 - ACe, AGe, AHf

**Diversification Aid. The Road Infrastructure Component.** Resp. Auth.: Ministry of Public Works and the Environment. €74.5m. Works, T.A., supervision, studies. Project in execution. EDF 7.  
EDF SYSMIN GUI/9999/000 - ABd.

**Urban health support project.** Est. cost €1.2m. T.A., studies Project in execution. EDF 7.  
EDF GUI/6005/000 - Agz

**The Dabola-Dinguiray Programme (High Guinea).** €13m. Training, construction/infrastructure, T.A. incl. studies, supplies, support fund. Project on appraisal. EDF 8.  
EDF GUI/6002/002 - ACa.

**PASSIP - Programme to support the health system in the Guinean interior.** Resp. Auth.: Ministry of Health.  
€13.2m. Decentralisation support and building management capacity. T.A., construction/development of infrastructures, supplies and training. Date financing: November 1998. EDF 8.  
EDF GUI/6022/002.

**Support to strengthen financial management in public hospitals.** Support to MSP's DAAF. €1.3m. Date financing: November 1998.  
EDF 8, EDF GUI/7031/000.

#### GUINEA BISSAU

**Bridge construction in Sao Vicente.** Resp. Auth.: Ministry of Public Works. Est. cost €27m. Works and works supervision. Project on appraisal EDF 8.  
EDF GUB/7014/000 - ABd

**Support for road maintenance.** Est. cost €8m. Construction, T.A. Project on appraisal. EDF 8.  
EDF GUB/6013/001 - ABd

**Institutional support for the road sector.** Resp. Auth.: Ministry of Public Works. Est. cost €1.95m. T.A. Project in execution. EDF 8.  
EDF GUB/6003/002 - ABd

**Construction of Municipal Slaughterhouses at Bissau, Gabu, Bafaté.** Est. cost €1.91m. Construction, supplies, T.A. incl. studies, budgetary support. Project on appraisal. EDF 8.  
ACh

**Rural and Semi-Urban Hydraulics Project.** Est. cost €4m. Construction, supplies, T.A. incl. studies, budgetary support. Project on appraisal. EDF 8.

ABb

**Support for the Structural Adjustment Programme.** Total estimated cost €8m. Budgetary support, T.A. incl. studies. Project on appraisal. EDF 8.

EDF GUB/7200/001 - AGe, AFe.

#### GUYANA

**Rehabilitation of sea defences and shore zone management.** Est. cost €20m. Construction, T.A. studies. Project on appraisal. EDF 8.

EDF GUA/6003/004 - ABd

**Support Programme for Economic Reforms.** €5.29m. T.A., feasibility study, training. Financing decision taken in June 1998. Project in execution. EDF 8.

EDF GUA/7200/003 - AAb.

#### HAITI

**Support for the Structural Adjustment Programme II.** €10.8m. Project in execution. EDF 7.

EDF HA/7200/001 - AAc

**Support for the structural programme.**

**Utilisation of satellite imagery for the exploitation of Haitian territory.** Resp. Auth.: Ministère de la Planification et de la Coopération Externe (MPCE). Est. cost €1.8m. Project in execution. EDF 7.

EDF HA 7007/000 - AAz

**Support for decentralised cultural initiatives.** Resp. Auth. Ministry of Culture. Est. cost €0.75m. T.A., supplies. Project in execution. EDF 7.

EDF HA/7155/000 - AHl

**Road rehabilitation in the western area of the South Peninsula.** Est. cost. €47.36m. Works, T.A. Project on appraisal. EDF 7,8.

EDF HA/7012/000

**Support Programme for Local Initiatives.**

Est. cost €1m. T.A. incl. studies. Project on appraisal. EDF 7.

EDF HA/7013/000 - AAb.

**Support for Structural Adjustment Programme III.** Total cost: €21.3m. Implementation of the macro-economic Programme for: Education, Health, Customs, Taxation, De-concentration, Budget execution procedures. Financial support; T.A. including studies. Project on appraisal. Date foreseen for financing: March 1999. EDF 8.

EDF HA/7200/002 - AAc, AAb, AFz, AGz, AJz.

**Rural development Programme in Center and South areas of Haiti.** Total estimated cost: €23m. Locals' investment; support to financial dealers. Local and international T.A. Project on appraisal. EDF 8.

EDF HA/7001/001 - Aaf, ACa, ACb, ACe, AEa

#### JAMAICA

**Northern coastal highway improvement project. Segment 3 (Ocho Rios - Port Antonio - Fair Prospect - 116 km).** Resp. Auth.: Government of Jamaica. Est. cost €80m. Construction, T.A. Project in execution. EDF 7, 8.

EDF JM/9999/000 - ABd

**Regional project - University of the West Indies.** International tender no. 4268 already launched for supply, in four lots, of electronic equipment for administration. Project in execution.

**Institutional strengthening and road rehabilitation.** Auth. Resp.: Ministry of Transport and Works. Cost €13.5m. Works, supervision and supply of vehicles and equipment. International

tender no. 4279 already launched for supply, in ten lots, of various equipment.

**Public sector modernisation.** Est. cost €1.95m. Feasibility study, T.A. and training; institution building. Project in execution. The feasibility study is currently being prepared. EDF 7 - AAb

**Savanna-La-Mar waste water project.** Est. cost €15m. Feasibility, works and supervision. Project on appraisal. Financing decision foreseen in 1999. EDF 8 - AHb

**Rural water supply - Phase 2.** Est. cost €10m. Feasibility, works, supervision and T.A., incl. studies. Project on appraisal. Date foreseen for financing: 1st half of 1999. EDF 8.

EDF JM/6003/001 - ABb

**Trade Development project.** Est. cost €6m. T.A., incl. studies; training. Project on appraisal. Date foreseen for financing: end of 1998. EDF 8.

EDF JM/5021/001 - AEe

**Small and Micro Enterprise Credit Scheme, 2nd Programme.** Est. cost €5m; EDF part €4m. T.A., incl. studies; training. Project on appraisal. Date foreseen for financing: 2nd half of 1999. EDF 8.

EDF JM/5020/001 - AAb.

**Poverty Reduction Programme (Social Investment Fund/Micro Projects Programme).**

Est. cost €53.6m; EDF part 6m. Supplies of equipment/inputs; T.A., incl. studies; training. Project on appraisal. Date foreseen for financing: end of 1998. EDF 8.

EDF JM/7001/001 - AHe.

#### KENYA

**Farming in tsetse infested areas.** €14.6m. Refine the techniques to trap the tsetse fly and develop better technologies to prevent infections. Monitor the environmental impact of the techniques. Project in execution. EDF 7.

EDF KE/7011 - ACa

**Family Health Programme.** Est. cost 28.710m. Reproduction health status of Kenyans family planning services broadened. EDF €14.81m, ODA (UK) €13.9m. Project in execution. EDF 6

EDF/KE 7015 - AGb

**Technical Education.** €5m. Raising the level of performance of existing teaching institutions. Project in execution. EDF 7.

EDF KE 6005/001 - AFb

**Trade Development Programme.** Resp. Auth.: Export Promotion Council and a Special TDP Committee of private and public sector members and the European Commission. €4m. Trade Promotion and Marketing Programme, Training, Equipment, T.A. and Monitoring and Evaluation. Project in execution. EDF 7.

EDF KE/7008 - AEz

**Small scale and informal sector enterprises.** Est. cost €10m. Development of micro-enterprises and informal sector of the economy. Project in execution. EDF 6 & 7.

EDF KE/7009 - AEe,f

**Northern Corridor rehabilitation programme.** €87m. Rehabilitation of priority roads and establishment of a sustainable maintenance system plus T.A. Project on appraisal. Date foreseen for financing: December 1998. EDF 7,8.

EDF KE/7010/002 - ABd.

**Mai-Mahiu/Naivasha Road rehabilitation.** Est. cost €25m. Project on appraisal. EDF 7.

EDF KE/7010/003 - ABd

**Community development.** Poverty alleviation. Est. cost €12.5m. Financial facility aimed at priority activities identified by local communities. Project in execution. EDF 7.

EDF KE/7018 - AHb

**Support for the establishment of key functions and programmes at the Kenya Institute for Public Policy Research and Analysis (KIPPRA).** Resp. Auth.: Ministries of Planning and National Development and Finance and Office of the President. €1.993m. Training, Consulting and T.A. Project in execution. EDF 7.

EDF KE/7016/00 - AAb

**Establishment of sustainable tourism development.** Resp. Auth.: Ministry of Tourism and Wildlife. €1.97m. Advice on and design of a financially self-sustainable Tourism Board. T.A., equipment, training. Project in execution. EDF 7.

EDF KE/7014 - AEc

**Support Services Programme (SSP).** Resp. Auth.: NAO - Ministry of Finance. €1.795m. Ad hoc support and project preparation, monitoring and evaluation facility. Framework contract. Support to the Office of the NAO of EDF. Training and equipment. Framework contract by restr.tender after short-list. Project in execution. EDF 7.

EDF KE 7012.

**Agriculture/livestock research programme.** €8.3m. Works and supplies. Project in execution. EDF 6.

EDF KE/6003/001 - ACa

#### KIRIBATI

**South Tarawa Recycling Programme.** Adm. Resp.: Ministries of Environment and Natural Resources and of Works & Energy. Estimated total cost €0.495m. Setting up of a centre for the maintenance and refurbishment of abandoned machines and vehicles. Supplies. Project on appraisal - EDF 7.

EDF KI/7008.

AHf.

#### LESOTHO

**Urban Water Supply and Sanitation.** Resp. Auth.: Water and Sanitation Authority. Est. cost €4m. Implementation of urgent water-supply and sanitation systems in the urban and peri-urban areas. Feasibility study and contract document. Preparation for urgent water supply and sanitation intervention. Short-lists to be done. Project in execution. EDF 7.

EDF LSO/7002 - ABb, AHa

**Road Transport Infrastructure Programme.** Total estimated cost: €37.7m. Development and maintenance of a road network. Construction/Infrastructure; supplies of equipment/inputs; T.A. including studies, training. Project on appraisal. EDF 8.

EDF LSO/6016/001 - ABc, ABd

**Transport infrastructure - axle load control.** Resp. Auth.: Ministry of Works. €0.85m. Construction, evaluation. T.A., equipment - restricted tender. Project in execution. EDF 7.

EDF LSO/6016/000 - ABd.

**Urban water supply for six towns.** Resp. Auth.: Government of Lesotho; Water and Sewage Authority (WASA). Est. cost €1.996m. Works, T.A. Project in execution.

EDF LSO/7002/000 - ABb

**Assistance for the 1998 General Election.** Resp. Auth.: Government of Lesotho; Independent Electoral Commission (IEC). Est. cost €0.5m. Supplies. Project in execution. EDF 7.

EDF LSO/7009/000

**Assistance to the Bureau of Statistics.** Total estimated cost: €1.101m. Strengthening of the Lesotho's Bureau of Statistics (BoS); improvement of the use of statistical information throughout all levels of government. T.A.; training, equipment, evaluation. Project on appraisal. EDF 7.

EDF LSO/6018/000 - AAc, AAa.



## **LIBERIA**

**Freeport of Monrovia emergency rehabilitation .** Resp. Auth.: Government of Liberia. €1.95m. Supplies, engineering services and works. Project in execution. EDF 6.

EDF LBR/5019/001 - ABd

**2nd Rehabilitation Programme for Liberia.** Resp. Auth.: European Commission on behalf of the Government of Liberia. €27m. Works, supplies, services. Resettlement and rehabilitation of refugees and rehabilitation of infrastructure. Project in execution. EDF 6.

EDF LBR/7001/002 - AAC.

## **MADAGASCAR**

**Road infrastructure rehabilitation.** Resp. Auth. Ministère des Travaux Publics. €72.5m. Rehabilitation works, supervision. Project in execution. EDF 6 & 7.

EDF MAG/7004 - ABd

**First decentralised cooperation programme.** Resp. Auth.: National Authorising officer and Head of EU Delegation and authorised NGOs. €1.9m. Works. Purchase of equipment by direct agreement, restr. tender or int. tender. Project in execution EDF 7

EDF MAG/7022/000 - AGz, AHZ

**Support-training for rural development.** Resp. Auth.: Ministère du développement rural et de la réforme foncière. €1.2m. Developing the farmer's organisations role. Training, supplies and technical cooperation. Project in execution. EDF 7.

EDF MAG/7029/000 - ACb

**Decentralised training programme for regional private tourism operators.** Resp. Auth.: Ministère du Tourisme. €1.9m. T.A. training, evaluation. Project in execution. EDF 1, 2, 3 and 4.

EDF MAG 6039 - AEc

**Professional organisation of rural sector and agricultural loans.** Resp. Auth.: Ministère de l'Agriculture et du Dév. Rural. €1.91m. T.A., training, evaluation. Works, supplies, T.A. and services. Project in execution. EDF 7.

EDF MAG/7003 - ACa

**Support for Training Programme (FORMFED) Phase II.** Resp. Auth.: Ministry of Finance. €0.9m. T.A., equipment. Project in execution. EDF 7.

EDF MAG/7028 - AFd

**Support for the Structural Adjustment programme 1997-98.** €27m. General Import Programme. Project in execution.

EDF MAG/7200 - AAC

**Improvement of the income of the coastal population in the South-Western region.** Resp. Auth.: Ministère de l'Agriculture et du Développement Rural. Est. cost €0.613m. Increasing seaweed production. Recruitment, shipbuilding, T.A. equipment and training. Project in execution. EDF 6.

EDF MAG/7024/001 - ACd, AHd

**Priority Support for a National Health Policy.** Resp. Auth.: Ministère de la Santé.

€1.95m. Works, equipment, T.A., training, feasibility study. Project in execution. EDF 6.

EDF MAG/6041/000 - AGe, AFbi

**Priority health project.** Support for a national health service to alleviate poverty. Resp. Auth.: Ministry of Health. Est. cost €15m. EDF 8. Project on appraisal.

EDF MAG/6041/001 - AGe

**Rehabilitation of the customs system.** Resp. Auth.: Direction Générale des Régies Financières. Total cost €0.42m. T.A., supplies. Project in execution. EDF 7.

EDF MAG/7200/001 - AAC

**Support for Structural Adjustment Programme II.**

Est. cost €43.4m. T.A. including studies, budgetary aid. Project on appraisal. Date foreseen for financing: September 1998. EDF 8.

EDF MAG/7200/002 - AAa

**Pilot project to support rural development in the regions (PAIR).** €1.98m. Date financing: November 1998. EDF 8.

EDF MAG/7029/001.

**Equal opportunities and development project.** €0.41m. Promotion of equal opportunities in social and economic development. Financial support, supplies, equipment; A.T. including studies. Date financing: November 1998.

EDF 8.

EDF MAG/7049/000.

**Programme to rehabilitate the National Statistical System (NSS).** €1.825m. T.A., local appraisal, works and studies. Date financing: December 1998. EDF 6.

EDF MAG/7013/000.

**Hydroelectric micro-power station in Maroantsetra.** Total estimated cost: €1.93m. Works, supplies; surveillance and control. Project on appraisal. Date financing February 1999. EDF 8.

EDF MAG/5018/001.

**Project for the rehabilitation of social structures in the "Grand Sud" of the Island.** Total estimated cost: €1.95m. Feeding of drinking water in rural areas; construction of social structures; rehabilitation of water walls. Construction/Infrastructures. Project on appraisal. EDF 8.

EDF MAG/7003/003 - ABb, Ala, AHZ, AHg

## **MALAWI**

**Soil conservation and rural production.** Resp. Auth.: MOALD. €23m. EDF €15.5m, local €1.3m, counterpart funds 5.7m. Water supply, sanitation, supply of fertilizers, T.A. and training. Project in execution. EDF 7.

EDF MAI/5001/002 - ACa

**Support to the Forestry Department.** Resp. Auth.: Ministry of Natural Resources. €4.4m. T.A. and supply of equipment. Project in execution. EDF 7

EDF MAI/5001/003 - ACa

**Health Programme. Strengthening Health Ministry capacities in the framework of planning, decentralisation and equipment maintenance.** Training, infrastructures, equipments and T.A. €18.7m. Project in execution. EDF 7.

EDF MAI/6009/002 - AGE

**2nd Lomé IV Micro-project Programme.** €6m. Improvement of infrastructures in the farmer framework with the EC participation. Building, school's rehabilitation, health centres, water points. Project in execution. EDF 7.

EDF MAI/7012/038 - AGz, AHZ, ABb

**Land Utilisation Study.** €1m. Studies. T.A. survey. Project in execution. EDF 7.

EDF MAI/6029 - AAG

**Rehabilitation of the Karonga-Chilumba-Chiweta Road.** Resp. Auth.: Ministry of Works and Supplies. €33.5m. Construction, supervision of works, training of technical staff. Financing date November 1998. EDF 8.

EDF MAI/6022 - ABd

**Physical assets management in the health sector.** Resp. Auth.: Ministry of Works and Supplies. €6.45m. Construction, supervision of works, training of technical staff. Project in execution. EDF 7.

EDF MAI/7018/000 - AGE

**Rehabilitation of Chipoka Port - Lake Malawi.** Est. cost €3m. Construction, supplies of equipment. Project on appraisal. EDF 8.

EDF 6022/001 - ABd

**Urgent maintenance to roads and bridges .** Resp. Auth.: Government of Malawi. €1,994m. Works. Supervision - restr. tender. Project in execution. EDF 7.

EDF MAI/6022/002 - ABd

**Programme for the prevention of HIV/AIDS among high risk groups .** €0.78m. T.A., equipment, training. Project in execution. EDF 7.

EDF MAI/7001/000 - AGz

**Community education programme .** Resp. Auth.: Ministry of Women and Children's Affairs and Community Services (MOWCAS), Ministry of Information, Broadcasting, Posts and Telecommunications (MOIBPT). Est. cost €1,55m. Training, workshops, equipment, T.A. Project in execution. EDF 7.

EDF MAI/6009/003 - AGb, AGc

**Safe Motherhood and Child Welfare Initiative .** Resp. Auth.: Ministry of Health. €1.52m. Works, supervision of works, supplies of equipment. Financing decision taken in June 1998. Project in execution. EDF 7.

EDF MAI/6009/000 - AGz

**Feeder Roads Rehabilitation Programme.** Est. cost €30m. Construction/infrastructure, T.A., incl. studies, training. Project on appraisal. EDF 8.

EDF MAI/6021/004 - ABd.

**Private Sector Development Programme.** Total estimated cost: €1.8m. T.A. incl. studies, training, supplies. Project on appraisal. EDF 7.

EDF MAI/7024/000 - AAb.

**Asycuda - Phase II. Support for the customs reform programme.** Est. cost: €5.8m. Resp. Auth.: Ministry of Finance. Construction/development and modernisation as foreseen by Phase I plus T.A.. Date financing November 1998. EDF 8.

EDF MAI/7012/001 - AAb.

**3rd Microprojects Programme.** €15m. Improvement of infrastructures in rural environment with community participation. Buildings, school rehabilitation, health centres, water points. Environment protection activities. Evaluation and contingencies, T.A. Date financing: December 1998. EDF 8.

EDF MAI/7102/039 - ABb, AGa, AHf.

**Support for Health Reform and Decentralisation.** €14m. Supplementary funding for Chiradzulu District Hospital. Project on appraisal. Date financing: February 1999. EDF 8.

EDF MAI/6009/005.

**Assistance for civic and voter education for local and national elections.** €1.97m. Regional workshops, production of materials, logistics, monitoring. PMU administration and management. Date financing: December 1998. EDF 8.

EDF MAI/7022/001.

## **MALI**

**Geological and mining sector survey .** Adm. Resp: Ministère de l'Energie et des mines. €15m. Aerial geophysical prospecting, geological mapping, mining prospecting, sector-based survey. Project in execution. EDF 7.

EDF MLI/9999 - ADA

**Support for the Planning and Statistics Unit of the Ministry of Rural Development and Environment.**

€0.8m. T.A. Financing decision taken in June 1998. Project in execution. EDF 7.

EDF MLI/7024/000 - AAC.

**Support for the Transport Sector Programme .** €85m. Construction/ infrastructure, supplies, T.A. incl. studies, training. Date financing: November 1998.

EDF 8.

EDF MLI/7004/001 - ABd.

**Support for the Coordination of Development Activities in the Northern Regions.** €1.85m. Supplies, T.A. incl. studies, training. Financing decision taken in June 1998. Project in execution. EDF 8.

EDF MLI/7025/000 - Alb.

**Support for the Structural Adjustment Programme V.** €29.4m. Financing decision taken in July 1998. Project in execution. EDF 8.

EDF MLI/7200/004 - AAc.

**Support to western African sub-regional integration.** Total estimated cost: €1.85m. T.A. including studies; Programme's activities implementation. Project on appraisal. EDF 8.  
EDF MLI/6007/003 - Alb, AAc.

#### MAURITANIA

**Kaédi and Mederda water supply.** €2.6m. Improvement of the living conditions. Works and T.A. Rehabilitation, strengthening and improvement of water systems. Date financing: February 1999. EDF 7.

EDF MAU/7012/000 - ABb

**Support for the programme to strengthen institutional capacity (PRCI).** Resp. Auth. Ministry of Planning and Finance. €1.865m. T.A. to strengthen the effectiveness of administration. Supply of equipment. Project in execution. EDF 7.  
EDF MAU/7200/002 - AAc

**Rural development in rainy areas.** Est. cost €4.5m. Works, supplies, T.A. Date financing: October 1998. EDF 8.

EDF MAU/7014/001 - ACb, ACg

**Oasis rural development in the Atar region.** Est. cost €5m. Works, supplies, T.A. Project on appraisal. EDF 8.

EDF MAU/7025/000 - ACb, ACg

**Diversification of irrigated agriculture.** Est. cost €4m. Works, supplies, T.A. Project on appraisal. EDF 8.

EDF MAU/7015/001 - ACa

**Support for Structural Adjustment (Phase III).** Est. cost €11.2m. T.A., incl. studies; budgetary aid. Project on appraisal. EDF 8.

EDF MAU/7200/003 - AAb.

**Coordination Unit for Programmes financed by the EU.** €1.95m. T.A. incl. studies, supplies. Date financing: December 1998. Project on appraisal. EDF 8.

EDF MAU/6007/004 - AAc.

**Support for Population Censuses** €3m. Supplies, T.A. incl. studies, training. Date financing: October 1998. EDF 8.

EDF MAU/7200/004 - AAI.

**Gold Survey.** €2.75m. Construction/ infrastructure, T.A. incl. studies, supplies, budgetary support. Date financing: October 1998. EDF 8.

EDF MAU/7002/001 - ADa.

**Development of drinking water network in rural environment.** Est. cost: €4.7m. Resp. Auth.: Ministère de l'Hydraulique et de l'Energie. Works, supplies of equipment. Network equipment with photovoltaic solar pumps. T.A. plus management of drinking water service. Date financing: November 1998. EDF 8.

EDF MAU/7012/001 - ABb.

#### MAURITIUS

**Irrigation of the Northern Plains.** Resp. Auth.: Ministry of Agriculture. €9m. Works, supplies, T.A. Restricted tender for T.A. Project in execution. EDF 7

EDF MAS/7002 - ABb

**Mahebourg market.** Resp. Auth.: Ministry of Local Government. €1.85m. To promote agricultural

diversification, and also to upgrade the city centre. Feasibility study. Works, supplies, TA. Financing date August 1998. EDF 7.

EDF MAS/7008 - ACe

**Phoenix-Nouvelle France road.** €4m. Upgrading the existing Phoenix-Nouvelle France road to a dual carriageway. Works, T.A. Financing decision taken in June 1998. Project in execution. EDF 7.

EDF MAS/7010/001 - ABd

**Upgrading of sewerage infrastructure of housing estates.** Resp. Auth.: Ministry of Works. Est. cost €7.4m. Rehabilitation/ provision of sewerage infrastructure to 10 housing estates. Works. T.A. for supervision. Project on appraisal. EDF 8.

EDF MAS - AHa

**Training of police officers.** €0.43m. T.A. and training. Project in execution. EDF 7

EDF MAS - AAd

**St. Martin sewage treatment plant.** Provide adequate treatment of sewage from the Plains Wilhems area. Resp. Auth.: Ministry of Environment and Quality of Life. €16.7m. T.A., services. Date financing December 1998. EDF 8.

EDFD MAS/7005/000 - ABz

**Technology Development in Private Firms.** Resp. Auth.: Ministry of Industry and Commerce. €2.9m. T.A., monitoring and evaluation. Project in execution. EDF 7.

EDF MAS/7013/000

**Anti-Erosion Programme in Rodrigues.** Est. cost €5.047m. EDF part €3.3m; Government of Mauritius €1.747m. Construction, T.A., supplies, training. Financing date: November 1998. EDF 8.  
EDF MAS/6003/002 - ACb.

**Support for Small and Medium-Sized Enterprises.** Est. cost €7m. Budgetary aid, T.A. incl. studies, training. Project on appraisal. EDF 8.  
EDF MAS/7011/001 - AAb.

**Enhancing the competitiveness of Mauritius Freeport.** Total cost: €1.95m. Studies, T.A., equipment and evaluations. Date financing: October 1998. Project in execution. EDF 8.  
EDF MAS/7015/000.

**Support for the Clothing Technology Centre.** Total cost: €1.365m. T.A., training; equipment, evaluation. Date financing: January 1999. Project in execution. EDF 8.

EDF MAS/6002/001.

#### MOZAMBIQUE

**Socio-economic reintegration of young people.** Est. cost €1.95m. Supplies, T.A. and pilot actions. Project on appraisal. EDF 6.

EDF MOZ/7017 - AHb

**Rehabilitation of the rural health system.** €22m. Rehabilitation and renovation of 3 rural hospitals and 2 health centres. Supply of essential medicines and equipment, T.A. Project in execution. EDF 7.  
EDF MOZ/7018 - AGa,e

**Social reintegration in Zambezia and Niassa provinces.** €5.6m. Health, education, rural life (farming, fishing, setting up of micro-enterprises), urban economic development. The projects will be carried out by NGO's and the provincial authorities. Project in execution. EDF 7.

**Support for the structural adjustment programme GIP II.** €15m. Project in execution. EDF 7

EDF MOZ 7200/001.- AAc

**Support for the judicial system.** Est. cost €2m. Project on appraisal. EDF 7.

EDF MOZ/7022 - Ajz

**Computerised system for the population register and issue of identity cards.** Resp. Auth.:

Ministry of Internal Affairs. €1.995m. Supplies, T.A. Int. Tender. Project in execution. EDF 6.

EDF MOZ/7024 - AAz

**Private sector development.** Resp. Auth.: Mozambican Government, NAO. Est. cost €1.98m. Studies, training, TA. Project on appraisal. EDF 6,7,8.

EDF MOZ/7023/000 - AEe

**Support for municipal elections.** Resp. Auth.: National Electoral Commission. €9.5m. T.A., equipment and materials. Tender no. 4298 already launched. Project in execution. EDF 7.

EDF MOZ/7027/001 - AAC

**GIP III - General Import Programme.** Resp. Auth.: Government of Mozambique. Est. cost €60.9m. Structural adjustment support. Project on appraisal. Date foreseen for financing: June 1998. EDF 8.  
EDF MOZ/7200/002

#### NAMIBIA

**Namibia Integrated Health Programme.** Resp. Auth.: Ministry of Health and Social Services. €13.5m. Infrastructures, equipment, training and T.A. Project in execution. EDF 7.

EDF NAM/7007 - AGz

**Expansion of NBC transmitter network and production facilities for educational broadcasting.** Resp. Auth.: Namibian Broadcasting Corporation. Est. cost €5.7m. EDF €5m, local €0.7m. Works, supply of equipment, technical training and technical consultancies. Project in execution. EDF 7.

EDF NAM/7005 - AFi

**Rural Development Support Programme for the Northern Communal Areas.**

Resp. Auth.: Ministry of Agriculture, Water and Rural Development. €7.7m. Strengthening of the agricultural extension service, training of extension officers and establishment of a rural credit system. Supply of office equipment, vehicles, agricultural inputs, T.A., training, evaluation. Project in execution. EDF 7.

EDF NAM/7011 - ACa

**Rural Towns Sewerage Schemes.** Resp. Auth.: Ministry of Local Government and Housing. €1.88m. Works, supplies and T.A. Project in execution. EDF 7.

EDF NAM/7015 - AHc

**Namibia Tourism Development Programme.** (Foundation Phase). Resp. Auth.: Ministry of Environment and Tourism. €1.882m. Implementation of programme. Staff training. T.A. Project in execution. EDF 7.

EDF NAM/7010 - AEc

**Livestock Marketing Project.** Resp. Auth.: Directorate of Veterinary Services - Ministry of Agriculture, Water and Rural Dept., €3.75m. Construction of buildings, water and road infrastructure, provision of equipment materials, tractors for quarantine farms in the Northern Communal Areas. All by acc. tenders or restr. tenders. Project in execution. EDF 7.

EDF NAM/7020 - ACa

**Support for the regional control programme against the Tsetse fly and trypanosomiasis (RTTCP), phase II.** Resp. Auth.: Dept. of Veterinary Services, Min. of Agriculture, Water and Rural Devt. €0.39m. Construction of buildings and infrastructures, provision of equipment, vehicles, tractors. All by acc. tender or restr. tender. Project in execution. EDF 7.

EDF NAM/7020 - ACa

**Support for implementation of the Cross Border Initiative.** Resp. Auth.: Ministry of Trade and Industry. €5.37m. To promote an strengthen Namibia's economic integration. T.A., supplies and line of credit. Project in execution. Int. tender no.

4319 for supplies launched. Deadline for submission: 07.07.98. EDF 7.

EDF REG/70012/22 - AEd,e

**AIDS Programme.** Est. cost €1.5m. Reduction of sexual transmission of HIV/AIDS. Project on appraisal. EDF 8.

EDF NAM/(REGY)8000/003 - AGz

**Rural Development Phase II. Research Extension Management Programme.** Resp. Auth.: Ministry of Agriculture, Water & Rural Development. €7.45m. Support to the rural development programme. Infrastructures and equipment's supply. Management programme, T.A. Date financing: December 1998. EDF 8.

EDF NAM/7011/001 - ACa.

**Education programme.** Est. cost €12m. Construction, supplies, T.A., training. Project on appraisal. Financing decision foreseen in July 1998. EDF 8.

EDF NAM/7001/001 - AFa, AFb, AFd, AFI

**Seed production project.** To support the establishment of an efficient, sustainable staple crop seed production system. Est. cost €2m. Feasibility study to be carried out. Project on appraisal. EDF 8

EDF NAM/7011/002 - ACa

## NIGER

**Support for the Structural Adjustment Programme 1997-98.** €15.8m. Project in execution. EDF 7,8.

EDF NIR/7200/004 - AFe, AGe

**Institutional support for the NAO.** Assistance to maximise the effectiveness of Community aid. Sectoral reforms and macro-economics. €1.3m. Project in execution. EDF 7.

EDF NIR/7110/003 - AAb

**Strengthening basic education in the Tillabéri department in the framework of the large-scale irrigation programme in the Niger valley.** Resp. Auth.: Ministry of National Education. €1.77m. Construction, training, equipment, T.A., evaluation. Project in execution. EDF 7.

EDF NIR/7011/000 - AFa

**Support to craftsman's trade - PROFORMAR II.** Resp. Auth. Ministère de l'Artisanat. €1.85m. T.A., supplies. Project in execution. EDF 7.

EDF NIR/7101/011

**Support for Structural Adjustment.** Est. cost €15.8m. Budgetary support, T.A. incl. studies. Project on appraisal. EDF 8. EDF NIR/7200/005. AFz, AGz, AHZ.

## NIGERIA

**1998/99 Support for elections in Nigeria.** Total est. cost: €1.9m. Improvement of the capacities of INEC (Independent National Electoral Commission). T.A., organisation and financing of civic education, training and computer equipment. Date financing: December 1998. EDF 7. EDF UNI/7019/000.

## PAPUA NEW GUINEA

**Human resources development programme, phase II (HRDP II).** €24m. Construction of and improvements to educational buildings. Scholarships, training and T.A. Project on appraisal. Date foreseen for financing: December 1998. EDF 8.

EDF PNG/6008/002 - AFb

**Islands Region Environmental Programme.** €6m. Eco-forest environmental programme. Project on appraisal. EDF 8.

EDF PNG/7007/000.

## RWANDA

**Return and social reintegration of students currently still in the central and east European states.** €0.996m. T.A. Project in execution. EDF 7

EDF RW/7012/002 - AAc

**The First Priority Programme for of Employment Creation (PPGE).** Est. cost 1.99m. Construction/ infrastructure, T.A. incl. studies, supplies. Financing date August 1998. EDF 7.

EDF RW/7012/003 - AHb

**Structural Adjustment Support Programme (SAF I).** Resp. Auth.: Government of Rwanda. Est. cost: €24.6m. Budgetary support. Project on appraisal. Date foreseen for financing: December 1998. EDF 6,8.

EDF RW/7200/000.

## SAMOA

**Rural water supply programme.** Resp. Auth.: Ministry of Finance. Est. cost €16.7m. Preparatory study, works, supplies, project management. Project on appraisal. EDF 7 and 8.

EDF WSO/7002/000 - ABb

## SAO TOME AND PRINCEPE

**Support for the Structural Adjustment Programme.** €0.9m. Project on appraisal. EDF 7.

EDF STP/7200/001 - AAc

## SENEGAL

**St-Louis regional development programme.** €22.5m. Job creation, lines of credit, T.A. to the SME's, training studies. Health centres, clinics, medical equipment and consumables, training, information, T.A. to the Direction Régionale in St-Louis and to the Service des Grandes Endémies in Podor. Drainage network, sanitation. Environmental protection with wind breaks. T.A. Study of a water-engineering scheme in Podor. Works by acc. tender. Supplies by int. tender. T.A. by restr. tender. Project in execution. EDF 7.

EDF SE/6002/7002 - ACa

**Support for the PNLS-MST (Phase III).** Resp. Auth.: Ministry of Economics, Finance and Planning. Est. cost €3m. T.A., works. Project on appraisal. Date foreseen for financing end of 1998. EDF 8.

EDF SE/7003/001 - AGz

**Direct Budgetary Support for Structural Adjustment.** Est. cost €27.9m. T.A., including studies, budgetary aid. Project on appraisal. Date foreseen for financing: June 1998. EDF 8.

EDF SE/7200/003 - AAb

**Rural Development in Podor. Transitory Phase 1998.** Est. cost €0.7m. Resp. Auth.: NAO. Formation, travaux, A.T. Project on appraisal. EDF 7.

EDF SE/6002/002 - ACa, Alb

**Support Programme to the Health sector.** Total estimated cost: €9m. Local authorities' support methodology implementation. Decentralization project. Infrastructures and equipment; working, training and studies. T.A. Project on appraisal. EDF 8.

EDF SE/6002/003 - AGz, AGa, AGc, AHb, AGe

## SEYCHELLES

**Victoria market rehabilitation.** Resp. Auth.: Ministry of Agriculture. Est. cost €1m. EDF €0.77m, local €0.23m. Works and improvements. Project in execution. EDF 7.

EDY SEY/7011 - ACb

**Anse Royale landfill.** €2.85m. Construction of a fully-engineered landfill. Works, supplies, T.A. Project in execution. EDF 8.

EDF SEY - AJz

**Le Niol water treatment plant extension.** €1.35m. Rehabilitation and extension of water treatment works. Works. T.A. Project in execution. EDF 8. EDF SEY - AFh

## SIERRA LEONE

**Improvement of Freetown - Conakry road link.** Est. cost €30m. Reconstruction of about 120 kms of road from Masiaka in Sierra Leone to Farmoreah in Guinea. Works and supervision. Project on appraisal. EDF 7.

EDF SL/7004 - ABd

**Sierra Leone roads authority (SLRA) support programme.** Resp. Auth.: SLRA. €22.5m. To strengthen SLRA's management capacity, to support maintenance operations, rehabilitate 160 km of road, provide training and equipment to enable local private contractors to increase their role in road works. Rehabilitation works, equipment, T.A. to SLRA. Project on appraisal. EDF 7.

EDF SL/7002 - ABd

**Management and protection of wildlife in Outamba Kilimi National Park (OKNP).** Resp. Auth.: NAO. Est. cost €1.98m. Development of sound management plan for sustainable protection of wildlife and ecosystem in park. Improvement of local infrastructure and community development. Works, supplies, T.A. Project on appraisal. EDF 7.

EDF SL/7003 - AEi, AHi

**West North West Craftsman's Trade Fisheries and Community Development Phase II.** €1.98m. Technical cooperation in fisheries. T.A. and training. Financing date January 97. EDF 7.

SL/6004/001 - ACd.

**Urgency Procedure - 1998 Structural Adjustment Support Programme.** €8.5m. Financial support plus T.A. Date financing: December 1998. EDF 8.

EDF SL/7200/001.

## SOLOMON ISLANDS

**Guadalcanal road: Aola-Matau.** Resp. Auth. Ministry of Transport, Works and Utilities. Est. cost €6m. Works and supervision. Project on appraisal. Tender for a study expected to be issued in June 1998. EDF 7.

EDF SOL/7001 - ABd

**Population Census 1997.** Resp. Auth.: Ministry of Finance. €1.885m. T.A. and training. Project in execution. EDF 7.

EDF SOL/6001/000 - AAi.

**Programme Management Unit.** Resp. Auth.: Ministry of Development Planning. Est. cost €1.2m. Institutional support. Supplies, works, services, T.A. Project on appraisal. EDF 7.

EDF SOL/6022/000 - AAz

## SOMALIA

**2nd rehabilitation programme.** €47m. Inter-sectoral approach. The project will be implemented by NGOs and T.A. Project in execution. EDF 1, 2, 3, 4, 5 and 6.

EDF SO/6029 - AAc

## SURINAME

**Timber Institute.** Control of logging and reforestation activities. Est. cost €3.5m. Project on appraisal. EDF 7

EDF SUR/7005 - ACc

**Road from Nickerie to the Suriname-Guyana ferry terminal.** Resp. Auth.: Ministry of Public Works. Est. cost €8.4m. Construction of 29.5 km road. Project on appraisal. EDF 6.

EDF SUR/5602/001 - ABd

**Sysmin programme to upgrade and expand the electricity and telecommunications sectors.** Est. cost €20.72m. Works, supplies, T.A. Project on appraisal. Financing decision foreseen in June 1998. EDF 7.

EDF SUR/9999/000 - Abai, ABc

**Rehabilitation and extension of the Port of Paramaribo, the 'Nieuwe Haven Terminal'.** Est. cost €20.5m; EDF part €13.5m. Construction/infrastructure; supplies of equipment/inputs; T.A., incl. studies. Project on appraisal. Financing decision foreseen in January 1999. EDF 7, 8.

EDF SUR/7013/000 - ABd.

**Environmental Management Programme.** €0.59m. Date financing: September 1998. EDF 7. EDF SUR/7012/000 - AHf.

#### SWAZILAND

**Maize Marketing and Storage.** Resp. Auth.: Ministry of Agriculture and Cooperatives. €1.555m. Rehabilitation and expansion works by acc. tender. Project in execution. EDF 7.

EDF SW/5005/02 - ACa.

**Support for implementation of the Cross Border Initiative.** Resp. Auth.: Ministry of Commerce and Industry. €1.5m. T.A., training, supply of equipment. EDF 7. Project in execution.

EDF REG/7012/024 - AAz

**Development of smallholder irrigation in the Lower Usuthu River.** Est. cost €16m. Construction, supplies, studies, T.A. Project on appraisal. EDF 8.

EDF SW/7007/001 - ACa

**Strengthen Government Capacity in Trade Policy Analysis, External Trade Relations and Trade Promotion.** Total estimated cost: €1.2m. T.A., supplies; training, Consulting Inputs. Project on appraisal. EDF 8.

EDF SW/7005/000 - AEz, AEe, AAb, AAF, AEd, AFj

#### TANZANIA

**Mwanza-Nyanguge Road and Mwanza urban roads rehabilitation, and Nyanguge-Musoma overlay.** Resp. Auth.: Ministry of Transport and Communications. Est. cost €55m. Rehabilitation of 67 km of trunk roads (Nyanguge-Mwanza and Mwanza airport) and rehabilitation of Mwanza sewerage system (main works). Design study on-going. Project on appraisal. EDF 7.

EDF TA/6021 - ABd

**Mwanza Water Supply. Phase II.** Resp. Auth.: Ministry of Water energy and minerals. Est. cost €21m. Works, pumping equipment, studies and supervision. Project on appraisal. EDF 7.

EDF TA/5005(7) - ABb

**Iringa Water Supply.** Resp. Auth.: Ministry of Water, Energy and Minerals. Est. cost €22m. Pumping, treatment, storage and distribution. Works, equipment, design and supervision. Project on appraisal. EDF 7.

EDF TA/7009 - ABz

**Mwanza/Shinyanga-Nzega road rehabilitation.** Resp. Auth. Ministry of Works. Est. cost €70m. Project on appraisal. EDF 6, 7 and 8.

EDF TA/7012 - ABd

**Institutional strengthening for the education sector development programme.** Resp. Auth.: Ministry of Education and Culture. €1.91m. T.A. (short term), training and equipment. Project in execution. EDF 7.

EDF TA/7023/000 - AFd

**Special programme for refugee-affected areas.** Resp. Auth.: Prime Minister's office. €22m. Rehabilitation of the Mwanza Airport runway, contribution to the Kagera road maintenance

programme, improvement of the Kigoma-Nyakanasi gravel road (335 km). Project in execution. EDF 7.

EDF TA - ABd

**Institutional strengthening for improved water supply and sewerage services in four towns.** €1.985m. T.A., training, works and supplies. Project in execution. EDF 7

EDF TA/7014/000 - ABb

**Support for the introduction of Value Added Tax.** Resp. Auth.: Government of Tanzania. €1.945m. TA (restr. tender), training, taxpayer education, publicity, testing of procedures. Project in execution. EDF 7.

EDF TA/7200/003 - AAz, AAb

**Rehabilitation of the Mwanza Sewerage System.** Est. cost €2.5m, EDF part €2m. Construction/infrastructure; supply of equipment/inputs; T.A., incl. studies; training. Project on appraisal.

EDF 7.

EDF TA/7014/001 - ABb.

**Emergency (El Nino) Road Repairs.** €7.7m.

Construction/ infrastructure, T.A. incl. studies. Financing decision taken in June 1998. Project in execution. EDF 7.

EDF TA/7027/000 - ABd.

**Structural Adjustment - SAF IV.** Est. cost €61.9m. Budgetary aid, T.A. incl. studies. Project on appraisal. EDF 8.

EDF TA/7200/004 - AAC.

#### TOGO

**Aid for the voluntary reintegration of refugees from Togo.** Resp. Auth.: Min. Du Plan. Est. cost €0.43m. Project under the direction of CARE Togo. Socio-economic contribution for the reintegration of 17,000 Togo refugees in their place of origin. Project in execution. EDF 7.

EDF TO/7006 - AHn

**Support for a group of producers in the Savanes region.** Est. cost €1.8m. Construction, supplies, T.A., training. Project in execution. EDF 7.

EDF TO/6003/002 - ACa

**Development of basic mining information.** €1.11m. Resp. Auth.: Ministère du Plan et de l'Aménagement du Territoire. Studies. Project in execution. EDF 7.

EDF SYSMIN/TO/9999 - ADA.

#### TRINIDAD AND TOBAGO

**Training project for young farmers (AYTRAP).** Assistance for the young farmer to create rural enterprises. Est. cost €7.3m. EDF €5m. local €2.3m. Line of credit, T.A. and monitoring. Project in execution.

EDF TR/7002 - ACA

**Support for Caribbean Business Services Ltd. (CBSL).** Resp. Auth.: NAO. Est. cost €0.347m. Support for SMEs through management advice and the transfer of technology. T.A. Project on appraisal. EDF 7.

EDF TR/7006/000 - ADe

**Rehabilitation of the L'Anse Fourmi - Charlotteville road.** Est. cost €3.5m. Construction, T.A., feasibility study. Project on appraisal. EDF 8.

EDF TR/5013/000 - ADc

#### TUVALU

**Development Support Programme.** Total estimated cost: €1.9m. Contribution to human resource development and environmental protection. Construction/infrastructure; supplies of equipment/inputs; T.A. including studies. Project on appraisal. EDF 8.

EDF TV/7005/000 - AHz, AFa, AFh, AHf

#### UGANDA

**Water supply in Hoima, Masindi and Mubende.** Resp. Auth.: Ministry of Natural Resources. Est. cost €12m. Rehabilitation of catchments, treatment plants and water distribution network. Project on appraisal. EDF 7.

EDF UG/7010 - ABb

**Third structural adjustment support programme (SASP 3).** Resp. Auth. Ministry of Finance. Est. cost. €51.06m. T.A. Project in execution. EDF 7, 8.

EDF UG/7200/002

**Uganda Blood Transfusion Service. Phase 3.** Est. cost €2.5m. Supplies, T.A. incl. studies, training. Project on appraisal. EDF 8.

EDF UG/6012/004 - AGz.

**Human Resources for Health.** Est. cost €12m. Construction/infrastructure, T.A. incl. studies, supplies, training. Project on appraisal. EDF 8.

EDF UG/6012/002 - AGz.

**Improving sexual and reproductive health.** €8m. Grants to NGOs and costs of Project Implementation Unit. Date financing: December 1998. EDF 8.

EDF UG/6012/003 - AGz.

**Northern Corridor Road Project (Kampala-Katuna section).** Total estimated cost: €54m. Sustainable improvement in transport services. Construction/ infrastructure; T.A. including studies. Project on appraisal. EDF 7, 8.

EDF UG/7004/001 - ABc, ABd, A1b

#### VANUATU

**Education development programme.** Est. cost €7.5m. To increase enrolment in junior secondary school and to improve the quality of education delivered. T.A., supplies, training. Project on appraisal. EDF 8.

EDF VA/7005/001 - AFa.

**Rural Tourism Development Programme.** Total cost: €0.75m. Education/training sessions in tourism management; T.A., establishment of a website. Date financing: November 1998. EDF 8.

EDF VA/6012/000.

#### ZAMBIA

**Forestry Support Programme.** Resp. Auth.: Ministry of Environment. Est. cost €1.6m. Training supply of equipment, studies and T.A. Project on appraisal. EDF 8.

EDF ZA/7009 - ACc

**Rehabilitation of the Kabwe-Kapiri Mposhi and Chisamba Road.** Resp. Auth.: Ministry of Works and Supply. Est. cost €26m. Works and supervision. Project on appraisal. EDF 8.

EDF ZA/6014/001 - ABd

**Capacity building in the Bank of Zambia.** Strengthening of the banking and financial sector. Macroeconomic management and planning. Resp. Auth.: Bank of Zambia. €1.15m. T.A., supplies and training. Project in execution. EDF 6.

EDF ZA/7020/000 - AEh

**Technical assistance to the Roads Department.** Resp. Auth.: Dept. of Roads. €1.9m. Provision of long-term T.A. to the Roads Department and implementation of a formal training programme for the department's professional and technical staff. T.A., studies, training. Project in execution. EDF 8.

EDF ZA/7022/000 - ABd

**Educational capacity-building programme.** To plan and deliver effective and relevant education and training. €10m. Feasibility study, T.A., construction, budgetary aid and training. Project in execution. EDF 8.

EDF ZA/7003/003 - AFz, AFh, AFi

**Urban Market Development.** €1.95m.

Construction, T.A. including studies. Project in execution. EDF 8.

EDF ZA/7011/000 - ACf

**Private sector development programme.** Trade and enterprise support facility/micro-credit project. €8m. Project in execution. T.A., studies and training. EDF 8.

EDF ZA/7010/001 - AEz, AEe

**Export Development Programme Phase II.** To increase exports of non-traditional goods. Est. cost €6m. T.A. and training. Project on appraisal. EDF 8.

EDF ZA/5017/002 - AEd

**Assistance to the wildlife sector, phase II.** Improvement in management of wildlife resources. Est. cost €10m. Feasibility study. Project on appraisal. EDF 8.

EDF ZA/7002/001 - AEc

**Agricultural sector support.** Est. cost €0.5m. T.A., study, credit facility. Project on appraisal. EDF 8.

EDF ZA/7023/000 ACa

**Economic management support programme, phase II.** Resp. Auth.: Ministry of Finance and Economic Development. Est. cost €4m. T.A., feasibility study, financial aid, training. Project on appraisal. EDF 8.

EDF ZA/7018/001 - AAc

**Rehabilitation of the Monze-Zimba road.** Est. cost €37.5m. Construction, T.A. Date financing: December 1998. EDF 8.

EDF REG/7323/001 - ABd

**Strengthening of the Zambian Safe Blood Transfusion Programme.** Resp. Auth.: Ministry of Health. Est. cost €3.735m. T.A., equipment, training. Project in execution. EDF 8.

EDF ZA/7003/002 - AGd

**Drugs Master Plan Implementation.** Est. cost €1.1m. Supplies of equipment, T.A., miscellaneous. Financing decision taken in June 1998. Project in execution. EDF 8.

EDF ZA/7019/000 - AGz

**Structural Adjustment Facility (SAF IV).** €53.69m. Financing decision taken in July 1998. EDF 8.

EDF ZA/7200/005 - AAC.

**Health sector support Programme.** Est. cost: €4m. Resp. Auth.: Central Sanitary Council of the Ministry of Health. Reinforcement of districts and communities for the management of health services plus T.A. and training on communication strategies. Date financing: December 1998. EDF 8.

EDF ZA/7024/000 - AGE.

**ZIMBABWE**

**Minefield clearance in N.E. Zimbabwe.** €10m. Rural development, clearance of landmines. Minefields survey. Works, supervision. Project in execution. EDF 7.

EDF ZIM/7004 - ACa

**Trade development programme - import/export.** Est. cost €9m. Project on appraisal. EDF 8.

EDF ZIM/6001/002 - AEe, AEe

**Tourism development programme - master plan.** Resp. Auth.: Government of Zimbabwe. Est. cost €1m. Feasibility study. Project on appraisal. EDF 8.

EDF ZIM/6008/002 - AEc

**Health Sector Support Programme.** Total cost: €24.5m. Project on appraisal. Date foreseen for financing: March 1999. EDF 8.

EDF ZIM/7002/000 - AGE.

**Education sector support programme.** Improvement of education system. Est. cost €14m. Project on appraisal. EDF 8.

EDF ZIM/7009/000 - AFa, AFa

**Natural resources project.** Est. cost €2m. Project on appraisal. EDF 8.

EDF ZIM/7012/000

**Agricultural services and management project (ASMP).** €12.7m. Works, supplies, T.A. Financing date October 1998. EDF 8.

EDF ZIM/7011/000

**Decentralised cooperation programme.** Est. cost €6m. Project on appraisal. Date foreseen for financing: March 1999. EDF 8.

EDF ZIM/7013/000

**Support Services Framework Contract.** Est. cost €1.2m. T.A., incl. studies. Improved effectiveness of NAO's office. Financing decision taken in June 1998. Project in execution. EDF 8.

EDF ZIM/7016/000 - AAC

## OVERSEAS COUNTRIES AND TERRITORIES

**BRITISH VIRGIN ISLANDS**

**Beef Island airport terminal.** Est. cost €16.84m. Works, supplies. Project on appraisal. EDF 6.

EDF REG/6631/001

**Hamilton Lavity Stout Community College Learning Resource Centre.** Resp. Auth.: Territorial Authorising Officer, Road Town. €2,484,200 ECU. Works. Construction of a learning resource centre for the existing HLS Community College. Project in execution.

EDF 7.

7 OCT VI/005/6 - Afb

**FRENCH POLYNESIA**

**Management of land and hydraulics to install young farmers.** €1.234m. Study. Project in execution. EDF 6.

EDF POF/6010/000 - ACg

**NETHERLANDS ANTILLES - ARUBA**

**Tourism development programme.** €5m. Training, T.A., marketing in Europe. Project in execution. EDF 7.

EDF REG/7835 - AEc

**Technical Assistance to the National Authorising Officer.** Technical assistance will be given to promote sound and effective management of external aid. €1.3m. T.A. supplies. Project in execution. EDF 7.

EDF NEA/7012/000

**Netherlands Antilles social action programme.** Est. cost €13.2m. Project on appraisal. EDF 7, 8

EDF NEA/7011/000

**Small Enterprises Stimulation Programme in the Netherlands Antilles (SESNA).** €7.488m. Financing decision taken in July 1998. Project in execution. EDF 7.

EDF NEA/7009/000 - AAb.

**NEW CALEDONIA**

**New aquarium.** To increase the capacity and improve the infrastructure of the aquarium. Est. cost €4m. Construction, T.A. and supplies. Project in execution. EDF 7.

EDF NC/6009/001 - AEc

**ST. HELENA**

**Wharf improvement project.** Resp. Auth.: Public Works and Service Department. Est. cost €1.743m. To increase the safety and efficiency of Jamestown Port by upgrading wharf facilities for passenger and cargo handling. Works, supplies. Project on appraisal. Financing decision foreseen at the end of 1998. EDF 7.

EDF SH/7001 - ABd

**TURKS AND CAICOS ISLANDS**

**Water and sewerage in Providenciales.** Resp. Auth.: Ministry of Works, €3.7m. Water supply works and pipes. T.A. Project in execution. EDF 7.

EDF TC/7001 - AHb,c

**WALLIS AND FUTUNA**

**Creation of improved structures for pig-rearing.** Resp. Auth. EDF authorising officer for the territory. Est. cost €0.11m. To establish viable production structures adapted to market conditions. T.A., training, follow-up. Project in execution. EDF 7.

EDF WF/7009/000 - ACa

## REGIONAL PROJECTS

**AFRISTAT**

**Support for AFRISTAT (economic and statistical control).** €0.9m. Improvement in the quality of statistical information. T.A., supplies and equipment. Project in execution. EDF 7.

EDF REG/7106/004 - AAC, AFd

**10 MEMBER COUNTRIES OF AGM - BURKINA FASO, CAMEROON, COTE D'IVOIRE, GHANA, MALI, NIGER, NIGERIA, SENEGAL, CHAD, TOGO**

**Promotion of a regional grain market in West and Central Africa.** Resp. Auth.: NAO-Mali. Est. cost €12m. Creation of a regional grain market. Promotion and strengthening of initiatives by private operators. Project on appraisal. EDF 7.

EDF REG/6175 - ACf

**INTRA-ACP**

**Strengthening of fisheries and biodiversity management in ACP countries.** Resp. Auth.: ICLARM, Manila (Philippines). €5m. T.A., management, supply of equipment, data base creation. Project in execution. EDF 7.

EDF REG/70012/016 - ACa

**COLEACP, Interim Project.** Commercial development in exports and in the field of horticulture. Est. cost €1.86m. Training, T.A. Project on appraisal. EDF 7.

EDF REG/6900/002 - AEe

**Business Assistance Scheme for Exports (BASE)** Est. cost €30m. To expand receipts from exports and tourism by improving enterprises' export competitiveness and trade facilitation skills. T.A. training. Project on appraisal. EDF 8.

EDF REG/70001/020 - AEd.

**Support to regional cooperation for HIV/AIDS control.** €20m. T.A., studies, supplies, equipment, training. Date financing: October 1998. EDF 8.

EDF REG/8000/004 - AGz, AGc, AGe

**Interuniversity support programme - Level 3 - in French-speaking sub-Saharan countries.** Est. cost €1.976m. Training, equipment and educational material. Project in execution. EDF 7.

EDF REG/7004/014 - AFb

**Support for Regional Economic Integration.** Est. cost €1.75m. T.A. incl studies, training. Project on appraisal. EDF 7.

EDF REG/6929/003 - Alb.

**Installation of the African Virtual University (AVU).** Est. cost €1.1m. Institutional capacity building, training. Project on appraisal. EDF 8.

**Surveillance on HIV/AIDS in developing countries.** €2,994,942. Perform an in-depth assessment of the current situation about HIV/AIDS/STD and RISK data. Studies on public health surveillance. T.A., financial support. Project on appraisal. Date foreseen for financing: December 1998.

B7.6211 - SURV 98/1.

**ACP - countries; financing for the visit of the ACP sec. in Geneva.** €1.1m. Supplies of equipment, T.A. including studies. Project on appraisal. EDF 7.

EDF REG/7007/002.

**IMF/EU Seminar Programme for Macroeconomic Management.** €1.9m. Training seminars. T.A. including studies. Date financing: December 1998. EDF 7, 8.

EDF REG/7004/015.

**Analysis and Information System for Fisheries (AISF).** €3m. Project on appraisal. Date financing: February 1999. EDF 7.

EDF/REG/7104/000.

**Pan-African Rinderpest Campaign (PARC).** Total estimated cost: €72m. Improvement of animal productivity in order to struggle against poverty in cattle rearing sector. Project on appraisal. EDF 7, 8.

EDF REG/5007/005 - ACz, ACa, ACb, AEa, AHf.

**Organisation of ACP's regional seminars about the World Trade Organisation.** Total estimated cost: €1.95m. Preparation of ACP States for the new multilateral trade negotiations; distribution to ACP States of a better information about the WTO. T.A. including studies; supplies of equipment/inputs. Project on appraisal. EDF 7.

EDF REG/7004/016 - AAe, AFj, AEe

**Support to the Collaborative Masters Programme in Economics for Anglophone Africa (AERC) - Phase II.** Total estimated cost: €17.655m. EDF part: €5.725m; others (ACBF, The Netherlands, Norway, SIDA/SAREC, USAID, Mac Arthur Foundation): €11.93m. Increase of the number of qualified economists in Sub-Saharan Africa; improvement of the capacities of departments of economics in local public universities. Training; T.A. including studies; supplies of equipment/inputs. Project on appraisal. EDF 7, 8.

EDF REG/7004/011 - AFe, AFb, AFd, AFh.

**Support to ACP's cultural events in the Member States of the European Union.** Total estimated cost: €3m. Improvement of diffusion of products in the sectors of Edition, Discs, Video, Movies. Project on appraisal. EDF 8.

EDF REG/7005/043 - AFj, AEc, Add, AEg, AEi, Alb

## CARIBBEAN REGION

### Caribbean Postal Union.

Resp. Auth.: S.G. Cariforum. €0.5m. T.A. and other action necessary for the creation of the Caribbean Postal Union. Project in execution. EDF 7.

EDF REG/7605 - ABc

**Caribbean Telecommunications Union.** Resp. Auth.: S.G. Cariforum. €0.5m. T.A. for the accomplishment of the C.T.U. and the harmonisation of legislation on telecommunications within the Cariforum member states. Project in execution. EDF 7.

EDF REG/7605/001 - ABc

**Education policy and dialogue.** Resp. Auth.: Cariforum S.G. €0.45m. T.A. for regional common policies in three education areas: basic education, technical and vocational training, language teaching. Project on appraisal. EDF 7.

EDF REG/7607 - AFa,d

**Cultural Centres.** Resp. Auth.: S.G. Cariforum. Est. cost €1.965m. Promote cultural identity and foster mutual knowledge of the rich cultural panorama. Restoration of buildings, supply of equipment, T.A. in artistic fields and management. Project in execution. EDF 7.

EDF REG 7610 - AHi.

**Tertiary level programme.** Est. cost €5.946m. Upgrading tertiary level education and teacher training. Project in execution. EDF 7.

EDF REG/6628/001 - AFb

**Cariforum Regional Environment Programme.** Resp. Auth.: SG Cariforum. Est. cost €11m. Environmental management action, programme for protected areas and community development, management and expansion of marine and coastal park and protected areas. Terrestrial parks. Project on appraisal. EDF 7.

EDF REG/7613 - AHf

**Programming Unit Cariforum Secretariat.** €0.725m. Equipment, office supplies, T.A. Project in execution. EDF 7.

EDF REG 7615 - AAc.

**CARIFORUM Programming Unit.** Resp. Auth.: CARIFORUM. €3.94m. T.A. to the Secretary General of CARIFORUM to help in the allocation, preparation and implementation of regional funds under Lomé IV. T.A., supply. Project in execution. EDF 7 and 8.

EDF REG/7615/001 - AAa

**Caribbean News Agency Development Programme.** Resp. Auth.: Regional Authorising Officer. €4.179m. Establishing a CARIFORUM Information Network by setting up a coordinating centre and mechanisms and archives and increasing radio, TV and Cana wire services. T.A., supply. Project in execution. EDF 7.

EDF REG/7605/003 - ABc

## COUNTRIES PARTICIPATING IN THE CBI

**Standardisation and quality assurance.** Resp. Auth.: COMESA (Common Market for Eastern and Southern Africa). Est. cost €2.543m. TA and training. Project on appraisal. EDF 7.

EDF REG/7321 - AEe

**Regional Integration in Eastern and Southern Africa.** Assistance to COMESA Secretariat. €1.95m. Training, supply of equipment, evaluation and services. T.A. short-term. Project on appraisal. EDF 7.

EDF REG/7316 - AAC

**Regional Telematics Network Services (RTNS).** Trade development. Est. cost €1.93m. T.A. short-term by restr. tender. Publicity for the project, network implementation, maintenance and evaluation. Project in execution. EDF 7.

EDF REG/RPR 517 - AAC.

## CENTRAL AFRICA

**CIESPAC, Public Health Education Centre in Central Africa.** €1.98m. Student accommodation, equipment, scholarships. T.A. Project on appraisal. EDF 7.

EDF REG/7205 - AFb

**ECOFAC II, Forest ecosystems.** Resp. Auth.: Ministère du Plan. Rep. of Congo. Est. cost €16m. Develop national and regional capacities for good management of forest resources. Works, supplies and T.A. Project in execution EDF 7.

EDF REG 6203/001 - ACc

## CHAD-CAMEROON-CENTRAL AFRICAN REPUBLIC

**Ngaoundéré-Toubo-ro-Moundou Road.** €102m. Construction, T.A. Financing date October 1998. EDF 8.

EDF REG/7203/001 - ABd.

## EAST AFRICAN COUNTRIES

**Statistical training centre for Eastern Africa in Tanzania.** Resp. Auth.: Secretariat of the centre. €5m. Widening of capacity. Construction of classrooms, offices and housing. Project in execution. EDF 5.

EDF REG/5311(7) - AFb

**Combating the tse tse fly in East Africa (Ethiopia, Kenya, Uganda).** €20m. Evaluation, training and research. T.A., equipment. Project in execution. EDF 7.

EDF REG/736 - ACa, ACe

**Lake Victoria Fisheries Research Project (Phase II).** Project headquarters in Jinja, Uganda at FIRI-Fisheries Research Institute. EDF part €8.4m. T.A., supplies, training, monitoring and evaluation. Project in execution. EDF 7.

EDF REG/5316/001 - ACd

**Tanzania rehabilitation programme for refugee affected areas and related infrastructure.** €20m. Rehabilitation of roads and conserving the environment in refugee areas. Date foreseen for financing: December 96. EDF 7.

EDF REG/7322/001 - ABd

**Uganda - Kampala by-pass.** Resp. Auth.: Ministry of Works. Road construction. Est. cost €35m. T.A. works. Project on appraisal. EDF 7, 8.

EDF REG/6304/001 - ABd

**Support for economic integration.** €2m. T.A., incl. studies; training. Financing date August 1998. EDF 7.

EDF REG/7162/000 - AAa.

## MEMBER COUNTRIES OF ECOWAS

**Guarantee Fund for Private Investment Financing in Western Africa.** FGIPAO, Lomé. Creation of a Guarantee Fund to cover partially credit risks given by Banks to the private sector. Est. cost €22.5m. EDF €3.8m, Others: France, Germany, EIB., Commercial Banks (E.U.), Development Agencies. Project on appraisal. EDF 7.

EDF REG/7115 - AEz

**Regional programme to combat drugs.** Est. cost €5.1m. Elaboration of training programmes and national plans. Project in execution. EDF 7.

EDF REG/7135 - AGz

**Second ECOWAS Commercial Fair.** Total estimated cost: €0.95m. Support for ECOWAS Member State participation (16 States). Advertising, promotion. T.A. Project on appraisal. Date financing: February 1999. EDF 8.

EDF REG/7121/001.

## MEMBER COUNTRIES OF IGAD

**IGAD Household Energy Programme.** Resp. Auth.: IGAD Executive Secretary. Est. cost €1.9m. T.A. to initiate pilot projects in the area of household energy, define the role and organize the setting up of a regional unit to coordinate activities, and develop working relationships with national and sub-region institutions in IGAD's member countries. Project on appraisal. EDF 7.

EDF REG - ABA

**Development of the artisanal fisheries sector.** The promotion of artisanal fisheries and fisheries trade. Improvement of the level of services available in the post-harvest field of artisanal fisheries in

IGADD member states. Est. cost €7.8m. Project on appraisal. EDF 7.

EDF REG/7314/000 - ACd, AFd

**Grain marketing training programme.** Resp. Auth.: IGADD Executive Secretary. €1.99m. T.A., equipment, evaluation. Project on appraisal. EDF 7.  
EDF REG/5359 - ACa

#### MEMBER COUNTRIES OF THE INDIAN OCEAN COMMISSION (IOC) - COMORES, MADAGASCAR, MAURITIUS, SEYCHELLES

**Integrated Regional Programme for Trade Development (PRIDE).** Resp. Auth.: I.O.C. Secretariat. EDF €9.3m. T.A. training, management. Project in execution. EDF 7.  
EDF REG 7503 - AEz

**Indian Ocean University.** Resp. Auth.: IOC. Est. cost €1.925m. Training. Project on appraisal. EDF 7.

EDF REG/7506/000 - AFd

**Technical Unit for the Management and Coordination of Community Aid in the Indian Ocean Region.** €1.3m. Financing decision taken in June 1998. Project in execution. EDF 8.  
EDF REG/7509/000 - AAz

#### PACIFIC ACP STATES

**Pacific regional agricultural programme. Phase II.** Resp. Auth.: Forum Secretariat - Fiji. €9.265m. Improvement and dissemination of selected crops, agricultural information and techniques to farmers. T.A. and supply of equipment. Project on appraisal. EDF 7.

EDF REG 6704/001 - ACa

**Pacific regional civil aviation. Phase II.** Resp. Auth.: Forum Secretariat. Fiji. €4.9m. Supply of security, air traffic control, navigation and meteorology, and training equipment. T.A. Date foreseen for financing May 96. EDF 6 and 7.

EDF REG/7704 - ABc,d

**Pacific Regional Waste Awareness and Education Programme.** Resp. Auth.: Forum Secretariat. €0.6m. T.A. EDF 7.

EDF REG/7714 - AHf

**Air communications - upgrading of Fua'amotu Airport in Tonga.** Resp. Auth.: Ministry of Works. Est. cost €0.34m. Construction, supplies of equipment. Project in execution. EDF 7.

EDF REG/7704/001 - ABc

#### MEMBER COUNTRIES OF PTA

**Regional integration in East and Southern Africa.** Assistance to PTA Secretariat. (Preferential Trade Area). Short and long-term. T.A., studies, training. Est. cost €1.5m. Project on appraisal. EDF 7.

EDF REG/7316 - AAb.

#### SADC

**SADC Intraregional Skills Development Programme.** Est. cost €12.5m. Training. Skills development through specialised courses. Project on appraisal. Financing decision foreseen in May 1999. EDF 8.

EDF REG/7435/000 - AFb, AFd.

**SADC Water and Land Management.** Est. cost €4m. Training, T.A. Project on appraisal. Financing decision foreseen early 1999. EDF 8.

EDF REG/6415/001 - AFci.

**SADC Regional Vegetation Project.** Est. cost €1.8m. T.A., supplies, training. Project on appraisal. EDF 8.

EDF REG/7410/000 - ACb.

#### SADC - ANGOLA, MOZAMBIQUE, NAMIBIA, SOUTH AFRICA AND TANZANIA

**SADC Regional MCS of Fishing Activities.** Resp. Auth.: SADC - Sector Coordinator for Marine Fisheries. €13.34m. To improve national and regional management capacity of marine fishery resources. Feasibility study, T.A., supplies. Date financing: November 1998.

EDF 8.

EDF REG/6406/000 - ACd.

#### SADC - ECOWAS - ECOCAS

**Pilot project for sectoral industrial Forums: EU - SADC. Mining Forum - MAT-CONSTRUCT-AGRO-IND.** Admin. Resp.: CDI, Brussels. Monitoring and follow-up. €0.5m. EDF 7.

EDF REG/7428 - ADb.

**Regional Programme for Livestock Disease Control in the SADC Region.** Regional Tsetse and Trypanosomiasis Programme/SADC Animal Disease Control Programme. €10m. Project on appraisal. EDF 8.

EDF REG/5406/003.

**SADC Regional Food Security Training Programme - Phase II.** €3m. Training; T.A. including studies. Project on appraisal. EDF 8.  
EDF REG/6420/001.

**Statistical Training in the SADC Region.** €5m. Training; T.A. including studies. Project on appraisal. EDF 8.

EDF REG/6446/000.

**SADC Regional Drug Control Programme (SRDCP).** €3m. Training; T.A. including studies. Project on appraisal. EDF 8.

EDF REG/7423/001.

**EU-SADC Investment Promotion Programme.** €15m. Training; T.A. including studies. Project on appraisal. EDF 8.

EDF REG/7426/000.

**Implementation of SADC Plan of Action for HIV/AIDS.** €3m. Project on appraisal. EDF 8.

EDF REG/7432/001.

**SADC-EU Mining Investment Forum (MINES '99).** Total estimated cost: €1.9m. Launch of partnership with foreign investors. T.A. including studies; training. Supplies of equipment/inputs. Project on appraisal. EDF 7.

EDF REG/9999/000 - AAb, AAF, ABa, ADa

#### SAHEL COUNTRIES

**Support to strengthen vaccine independence in Sahel Africa.** €9.5m. Project on appraisal. EDF 7.

EDF REG/7012 - ACa

#### MISCELLANEOUS

#### CAMEROON, CENTRAL AFRICAN REPUBLIC

**Bertoua-Garoua Boulai Road.** Resp. Auth.: Ministère des Travaux Publics (Cameroon). Rehabilitation and improvement of transport infrastructures between Douala and Bangui. Est. cost €50m. Prequalification for services. Project on appraisal. EDF 6.

EDF REG/CM/CA/7002/001 - ABd

#### MALI-GUINEA

**Flood forecast and control, hydrological simulation for the Niger upper basin.** Est. cost €6m. EDF €5.175m. France (foreseen) €0.375m. Denmark (foreseen) €0.15m. Mali-Guinea (foreseen) €0.3m. Flood forecast system, hydrological model of local simulation with parametric regionalisation. arming system via telecommunication and satellite teletransmission. Statistical studies. Project on appraisal. EDF 7.

EDF REG. 6181 - AHf, AHg.

#### BURKINA FASO, CAPE VERDE, GAMBIA, MALI, MAURITANIA, NIGER, SENEGAL, CHAD

**Regional environmental training and information programme.** Resp. Auth.: Institut de Sahel in Bamako. €16m. T.A. training, supply of equipment. Project in execution. EDF 7.

EDF REG/6147/001 - AFz, AHz

#### BENIN, BURKINA FASO, COTE D'IVOIRE, MALI, NIGER, SENEGAL, TOGO

**Support for the West Africa Economic and Monetary Union (UEMOA).** Promotion of regional economic integration. Resp. Auth. UEMOA Commission. €12m. Project in execution. EDF 7.

EDF REG/7106/02 - AAF

**Support for the ENAREF.** €0.9m. T.A., training, equipment. Project in execution. EDF 7.

EDF REG/7106/003 - AAa, AAF, AFd

#### BENIN, CAMEROON, COTE D'IVOIRE, GHANA, GUINEA, TOGO

**Regional Programme to relaunch pineapple production in West and Central Africa.** Resp. Auth.: Execution unit composed of one senior expert, T.A. and one junior expert. €1.995m. T.A. studies, evaluation. Project on appraisal. EDF 7.  
EDF REG/7138 - ACa

#### GUINEA, GUINEA BISSAU, SENEGAL, MALI

**Support for the Rational Management of the Natural Resources of the Niger and Gambia Basins.** Est. cost €23m. T.A. incl. studies, construction/ infrastructure, supplies, training. Project on appraisal. EDF 8.

EDF REG/6137/001 - AHf.

#### ETHIOPIA, KENYA, TANZANIA, UGANDA, BURKINA FASO, CENTRAL AFRICAN REPUBLIC, CHAD, DEMOCRATIC REPUBLIC OF CONGO

**African Wildlife Veterinary Project.** Resp. Auth.: OAU - Inter-African Bureau of Animal Resources. €1.6m. T.A., training, evaluation, contingencies. Financing decision taken in June 1998. Project in execution. EDF 7.

EDF REG/5007/004 - AHf.

#### WESTERN AND CENTRAL AFRICAN COUNTRIES

**ASECNA's Regional Training Programme.** Total estimated cost: €14.2m. Improvement of the know-how of the flight control authorities of the ASECNA's member countries. Construction/Infrastructures; supplies of equipment/inputs; training. Project on appraisal. EDF 8.

EDF REG/5004/001 - ABd, AAg.

## DELEGATIONS OF THE COMMISSION IN ACP COUNTRIES AND OCTS

### Angola

Rue Rainha Jinga 6,  
Luanda C.P. 2669  
Tel. (244 2) 393038 - 391277 - 391339  
Telex 3397 DELCEE - AN  
Fax (244 2) 392531

### Barbados and the Eastern Caribbean

James Fort Building  
Hincks Street, Bridgetown.  
Tel. (1 246) 4274362 - 4297103  
Fax (1 246) 4278687  
Telex (0392) DELEGFED WG 2327

### Benin

Avenue de Clozel,  
01. B.P. 910 Cotonou.  
Tel. (229) 312684 - 312617  
Fax (229) 315328

### Botswana

P.O. Box 1253,  
North Ring Road, Gaborone  
Tel. (267) 314455 - 314456 - 314457  
Telex 2403 DECEC - BD  
Fax (267) 313626

### Burkina Faso

B.P. 352,  
Ouagadougou.  
Tel. (226) 307385 - 307386 - 308650  
Fax (226) 308966

### Burundi

Avenue du 13 Octobre,  
B.P. 103, Bujumbura.  
Tel. (257) 223426  
Fax (257) 224612  
Telex FED BDI 5031

### Cameroon

105 rue 1770, Quartier Bastos,  
B.P. 847 Yaoundé.  
Tel. (237) 201387 - 203367  
Fax (237) 202149

### Cape Verde

Achada de Santo Antonio,  
C.P. 122, Praia.  
Tel. (238) 621392 - 621393 - 621394  
Fax (238) 621391

### Central African Republic

Rue de Flandre,  
B.P. 1298, Bangui.  
Tel. (236) 613053  
Fax (236) 616535

### Chad

Route de Farcha,  
B.P. 552, N'Djamena.  
Tel. (235) 528977 - 527276  
Telex 5245 KD  
Fax (235) 527105

### Congo (Democratic Republic)

71 Avenue des Trois Z,  
B.P. 2000, Kinshasa.  
Tel. (by satellite) (871) 685 053 336  
Fax: (by satellite) (871) 685 053 337

### Congo (Republic)

Avenue Lyautey (opposite Italian  
Embassy),  
B.P. 2149 Brazzaville.  
Tel. (by satellite) (871) 761.480.259  
Fax (by satellite) (871) 761.480.261

### Côte d'Ivoire

18 rue du Dr. Crozet,  
B.P. 1821, Abidjan 01.  
Tel. (225) 212428  
Fax (225) 214089

### Djibouti

11 Boulevard du Maréchal Joffre,  
B.P. 2477, Djibouti.  
Tel. (253) 352615  
Fax (253) 350036

### Dominican Republic

Calle Rafael Augusto Sanchez 21,  
Ensanche Naco, Santo Domingo.  
Tel. (1 809) 5405837 - 5406074  
Fax (1 809) 5675851  
Telex 4757 EUROCOMSD DR

### Eritrea

Gainer Street 1,  
P.O. Box 5710 Asmara.  
Tel. (291 1) 126566  
Fax (291 1) 126578

### Ethiopia

P.O. Box 5570,  
Addis Adaba.  
Tel. (251 1) 612511  
Fax (251 1) 612877  
Telex 21738 DELEGEUR - ET

### Gabon

Bas de Gué-Gué,  
B.P. 321, Libreville.  
Tel. (241) 732250  
Fax (241) 736554

### Gambia

10, 10th Street South,  
Fajara  
P.O. Box 512, Banjul  
Tel. (220) 495146, 497846, 497847  
Fax (220) 497848

### Ghana

The Round House, 81 Cantonments Road,  
P.O. Box 9505, (Kotoka International  
Airport), Accra.  
Tel (233 21) 774201 - 774202 - 774236  
Fax (233 21) 774154

### Guinea

B.P. 730 CONAKRY.  
Tel. (224) 464942  
Fax (224) 461874

### Guinea Bissau

Bairro da Penha,  
C.P. 359, 1113 Bissau.  
Tel. (245) 251027 - 251071 - 251469 -  
251471  
Fax (245) 251044

### Guyana

72 High Street, Kingston,  
P.O. Box 10847, Georgetown.  
Tel. (592 2) 64004 - 65424  
Fax (592 2) 62615

### Haiti

Delmas 60, Impasse Brave n°1,  
B.P. 15588, Petion Ville, Port au Prince.  
Tel. (509) 494480 - 493491  
Fax 490246

### Jamaica

8 Olivier Road, P.O. Box 463,  
Constant Spring Road, Kingston 8.  
Tel (1 876) 9246333/4/5/6/7  
e-mail eudeljam@wtjam.net  
Fax (1 876) 9246339

### Kenya

Union Insurance Building, Ragati Road,  
P.O. Box 45119, Nairobi.  
Tel. (254 2) 713020 - 713021 - 712860 -  
712905 - 712906  
Fax (254-2) 71.64.81  
Telex 22483 DELEUR KE

### Lesotho

167 Constitution Road,  
P.O. Box MS 518, Maseru.  
Tel. (266) 313726  
Fax (266) 310193

### Liberia

EC Aid Coordination Office,  
UN Drive, Mamba Point, Monrovia.  
Tel. (231) 226273  
Fax (231) 226274

### Madagascar

Immeuble Ny Havana,  
B.P. 746 Antananarivo 101.  
Tel. (261 20) 22 242 16  
Fax (261 20) 22 645 62  
E-mail delcemad@bow.dts.mg

### Malawi

Europa House,  
P.O. Box 30102, Capital City, Lilongwe 3  
Tel. (265) 783199 - 783124 - 782743  
Fax (265) 783534

### Mali

Avenue de l'OUA, Badalabougou Est,  
B.P. 115, Bamako.  
Tel. (223) 222356 - 222065  
Fax (223) 223670  
e-mail: eudelml@cefib.com

### Mauritania

Ilot V, Lot 24,  
B.P. 213, Nouakchott.  
Tel. (222 2) 56396 - 56384  
Fax (222 2) 53524

### Mauritius

8th floor, Batiment St. James Court,  
Rue St. Denis,  
Port Louis, B.P. 1148  
Tel. (230) 2116295 (6 lines)  
Fax. (230) 2116624  
E-mail. Europe@bow.intnet.mu

### Mozambique

1214 Avenida do Zimbabwe,  
C.P. 1306, Maputo.  
Tel. (258 1) 490266 - 491716 - 490271  
Fax (258 1) 491866  
Telex (0992) 6-146 CCE MO



**Namibia**

4th Floor, Sanlam Building, 154  
Independence Avenue,  
9000 Windhoek.  
Tel. (264 61) 220099  
Fax (264 61) 235135

**Niger**

B.P. 10388, Niamey.  
Tel. (227) 732360 - 732773 - 734832  
Fax (227) 732322

**Nigeria****Lagos**

Knorr House,  
Ozumba Mbadiwe Avenue (opposite 1004  
flats)  
Victoria Island  
P.M.B. 12767, Lagos  
Tél (234 1) 2617852, 2610857  
Fax (234 1) 2617248  
E-mail: ecnig@infoweb.abs.net

**Abuja**

Tel. (234 9) 5233144 - 5233146  
Fax (234 9) 5233147

**Pacific (Fiji, Kiribati, Western Samoa, Tonga, Tuvalu and Vanuatu)**

4th Floor, Development Bank Centre,  
Victoria Parade,  
Private Mail Bag, Suva.  
Tel. (679) 313633  
Fax (679) 300370  
e-mail: eudelfiji@eu.org.fj

**Papua New Guinea**

The Lodge (3rd Floor), Bampton street,  
P.O. Box 76, Port Moresby.  
Tel. (675) 3213544 - 3213504 - 3213718  
Fax (675) 3217850

**Rwanda**

Avenue Député Kamuzinzi 14,  
B.P. 515 Kigali.  
Tel. (250) 75586 - 75589 - 72536  
Fax (250) 74313

**Senegal**

12 Avenue Albert Sarraut,  
B.P. 3345, Dakar.  
Tel. (221) 8231314 - 8234777  
Fax (221) 823.18.83

**Sierra Leone**

Wesley House, 4 George Street,  
P.O. Box 1399, Freetown.  
Tel. (232 22) 223975 - 223025  
Fax (232 22) 225212

**South Africa**

P.O. Box 945, Groenkloof 0027, Pretoria.  
Tel. (27-12) 464319  
Fax (27-12) 469923

**Sudan**

3rd floor - AAAID Building,  
Osman Digna Avenue,  
P.O. Box 2363, Khartoum.  
Tel. (249 11) 775054 - 775148  
Telex 23096 DELSU SD  
Fax (249 11) 775393

**Suriname**

Dr. S. Redmondstraat 239,  
P.O. Box 484, Paramaribo.  
Tel. (597) 499322 - 499349 - 492185  
Fax (597) 493076

**Tanzania**

38 Mirambo Street,  
P.O. Box 9514, Dar es Salaam.  
Tel. (255 51) 117473 (pilot) - 117474 -  
117475 - 117476  
Fax (255 51) 113277  
Telex (0989) 41353 DELCOM TZ

**Togo**

Avenue Nicolas Grunitzky 37,  
B.P. 1657 Lomé.  
Tel. (228) 213662 - 210832  
Fax (228) 211300

**Trinidad and Tobago**

The Mutual Centre,  
16 Queen's Park West,  
P.O. Box 1144, Port of Spain.  
Tel. (1 868) 6226628 - 6220591  
Fax (1 868) 6226355

**Uganda**

Rwenzori House, 1 Lumumba Avenue,  
P.O. Box 5244? Kampala.  
Tel. (256 41) 233303 - 233304  
Fax (256 41) 233708

**Zambia**

Plot 4899, Los Angeles Boulevard,  
P.O. Box 34871, Lusaka.  
Tel. (260 1) 250711 - 251140  
Fax (260 1) 250906

**Zimbabwe**

6th floor, Construction House,  
110 Leopold Takawira Street,  
P.O. Box 4252, Harare.  
Tel. (263 4) 707120 - 707139 - 752835  
Fax (263 4) 725360

## OFFICES OF THE COMMISSION IN ACP COUNTRIES AND OCTS

**Antigua and Barbuda**

Upper St George's Street,  
P.O. Box 1392, St. John's.  
Tel. (1 268) 462 2970  
Fax (1 268) 462 2670

**Bahamas**

2nd floor, Frederick House, Frederick  
Street,  
P.O. Box N-3246, Nassau.  
Tel. (1 242) 325 5850  
Fax (1 242) 323 3819

**Belize**

1 Eyre Street,  
P.O. Box 907, Belize City.  
Tel (501-2) 32 070  
Fax (501-2) 72.785

**Comoros**

Boulevard de la Corniche,  
B.P. 559, Moroni.  
Tel. (269) 732306 - 733191  
Fax (269) 732494  
Telex 212 DELCEC KO

**Equatorial Guinea**

Route de l'Aéroport,  
B.P. 779, Malabo.  
Tel. (240 9) 3284  
Fax (240 9) 3275

**Netherlands Antilles and Aruba**

Scharlooweg 37,  
P.O. Box 822, Willemstad (Curaçao).  
Tel. (599 9) 4618488  
Fax (599 9) 4618423

**New Caledonia (OCT)**

19 avenue du Maréchal Foch - 6th floor,  
98845 Noumea.  
B.P. 1100, 98845 Noumea Cedex.  
Tel. (687) 277002  
Fax (687) 288707

**Samoa**

4th floor, Ioane Viliamu Building,  
P.O. Box 3023, Apia.  
Tel. (685) 20070  
Fax (685) 24622

**São Tomé and Príncipe**

B.P. 132, São Tomé.  
Tel (239 12) 21780 - 21373  
Telex 224 DELEGFED ST  
Fax (239-12) 22683

**Seychelles**

P.O. Box 530, Victoria, Mahé.  
Tel. (248) 323940  
Fax. (248) 323890

**Solomon Islands**

2nd floor, City Centre Building,  
P.O. Box 844, Honiara.  
Tel. (677) 22765  
Fax (677) 23318

**Somalia**

EC Somalia Unit,  
Union Insurance House (first floor),  
Ragati Road, P.O. Box 30475, Nairobi,  
Kenya.  
Tel. (254 2) 712830 - 713250 - 713251  
Fax (254 2) 710997

**Swaziland**

Lilunga House, 4th Floor, Gilfillan Street  
Mbabane.  
P.O. Box A.36, Swazi Plaza, H101  
Tel. (268) 42908 - 42018  
Fax (268) 46729

**Tonga**

Mailletaha, Taufa'ahau Road,  
Private Mailbag n° 5, Nuku'Alofa.  
Tel. (676) 23820  
Fax (676) 23869

**Vanuatu**

Moore Stephens House, Ground Floor,  
Kumul Highway, Higginson Street  
P.O. Box 422, Port Vila.  
Tel. (678) 22501  
Fax (678) 23282

Austria  
Belgium  
Denmark  
Finland  
France  
Germany  
Greece  
Ireland  
Italy  
Luxembourg  
Netherlands  
Portugal  
Spain  
Sweden  
United Kingdom

France  
(Territorial collectivities)  
Mayotte  
St Pierre and Miquelon  
(Overseas territories)  
New Caledonia and dependencies  
French Polynesia  
French Southern and Antarctic  
Territories  
Wallis and Futuna Islands

Netherlands  
(Overseas countries)  
Netherlands Antilles  
(Bonaire, Curaçao,  
St Martin,  
Saba, St Eustache)  
Aruba

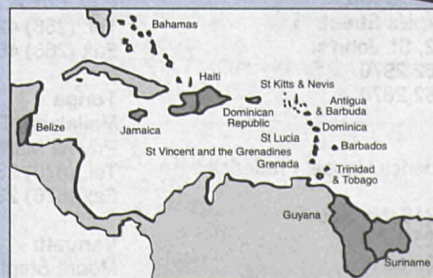
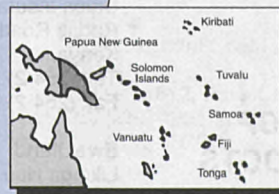
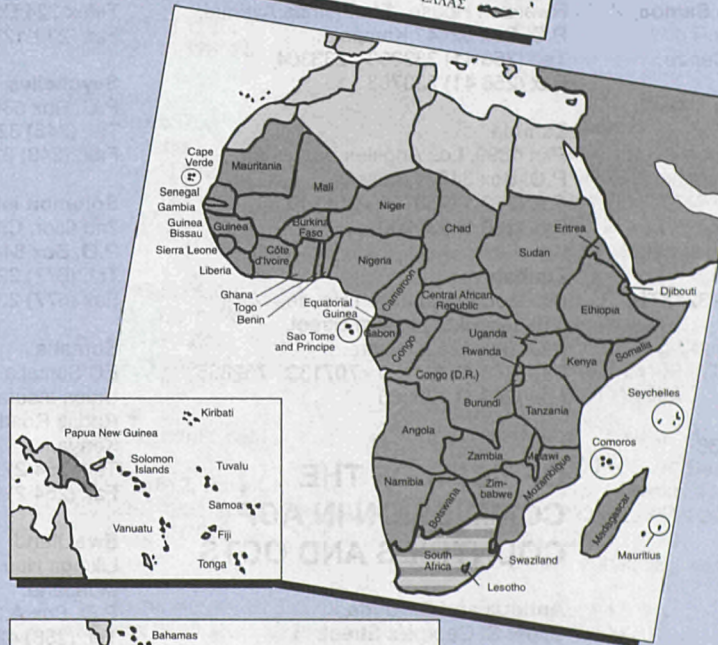
Denmark  
(Country having special  
relations with Denmark)  
Greenland

United Kingdom  
(Overseas countries and  
territories)  
Anguilla  
British Antarctic Territory  
British Indian Ocean Territory  
British Virgin Islands  
Cayman Islands  
Falkland Islands  
Southern Sandwich Islands  
and dependencies  
Montserrat  
Pitcairn Island  
St Helena and dependencies  
Turks and Caicos Islands

**THE EUROPEAN UNION**



**THE 71 ACP STATES**

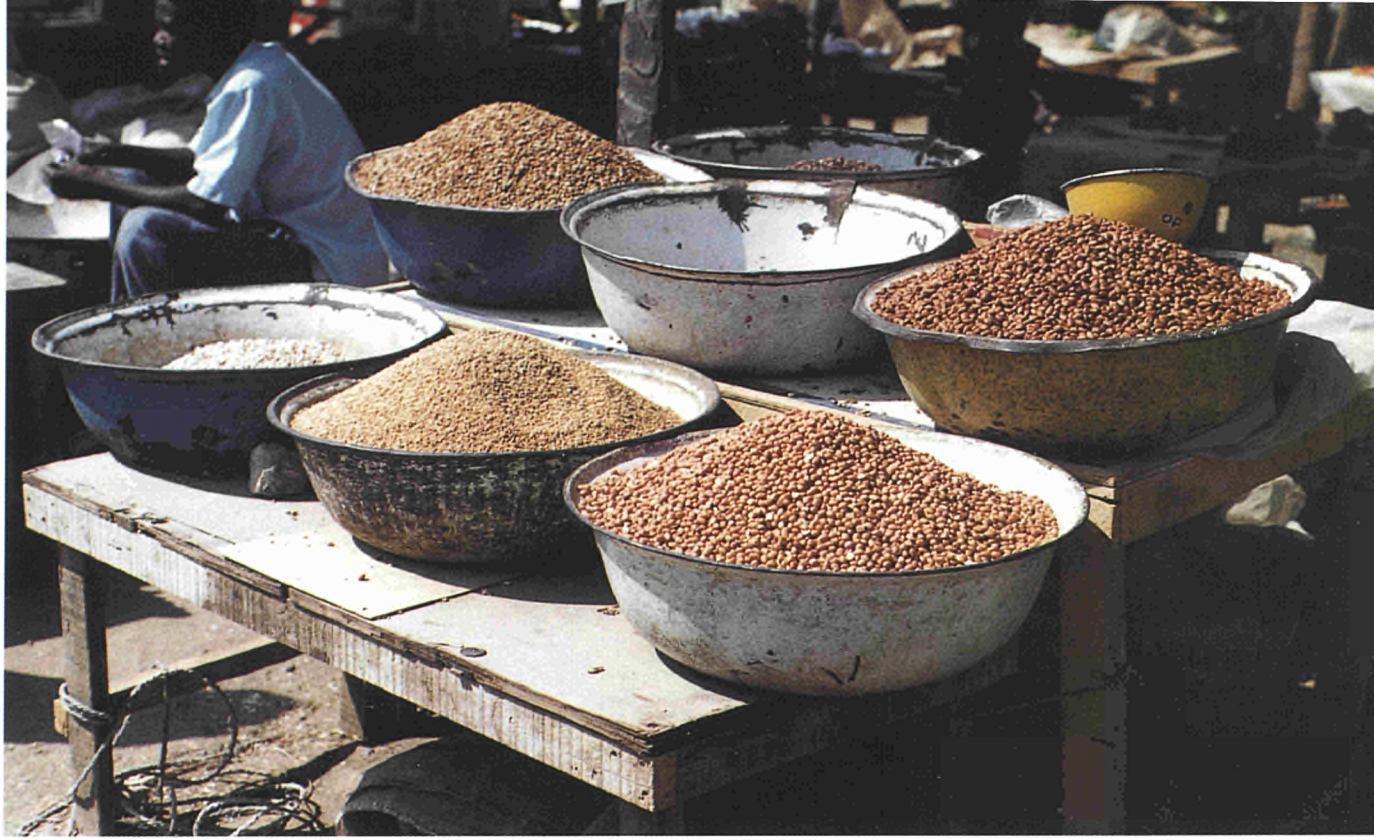


General Secretariat  
of the ACP Group  
of States  
Avenue Georges Henri, 451  
1200 Brussels  
Belgium  
Tel.: 743 06 00

This list does not prejudice  
the status of these countries and territories  
now or in the future.  
The Courier uses maps from a variety  
of sources. Their use does not imply  
recognition of any particular boundaries  
nor prejudice the status of any state  
or territory

Angola  
Antigua & Barbuda  
Bahamas  
Barbados  
Belize  
Benin  
Botswana  
Burkina Faso  
Burundi  
Cameroon  
Cape Verde  
Central African Republic  
Chad  
Comoros  
Congo  
Congo (ex-Zaire)  
Côte d'Ivoire  
Djibouti  
Dominica  
Dominican Republic  
Equatorial Guinea  
Eritrea  
Ethiopia  
Fiji  
Gabon  
Gambia  
Ghana  
Grenada  
Guinea  
Guinea Bissau  
Guyana  
Haiti  
Jamaica  
Kenya  
Kiribati  
Lesotho  
Liberia  
Madagascar  
Malawi  
Mali  
Mauritania  
Mauritius  
Mozambique  
Namibia  
Niger  
Nigeria  
Papua New Guinea  
Rwanda  
St Kitts and Nevis  
St Lucia  
St Vincent  
and the Grenadines  
Samoa  
Sao Tome & Principe  
Senegal  
Seychelles  
Sierra Leone  
Solomon Islands  
Somalia  
South Africa\*  
Sudan  
Suriname  
Swaziland  
Tanzania  
Togo  
Tonga  
Trinidad & Tobago  
Tuvalu  
Uganda  
Vanuatu  
Zambia  
Zimbabwe

\*Not all provisions of the Lomé  
Convention apply to South Africa

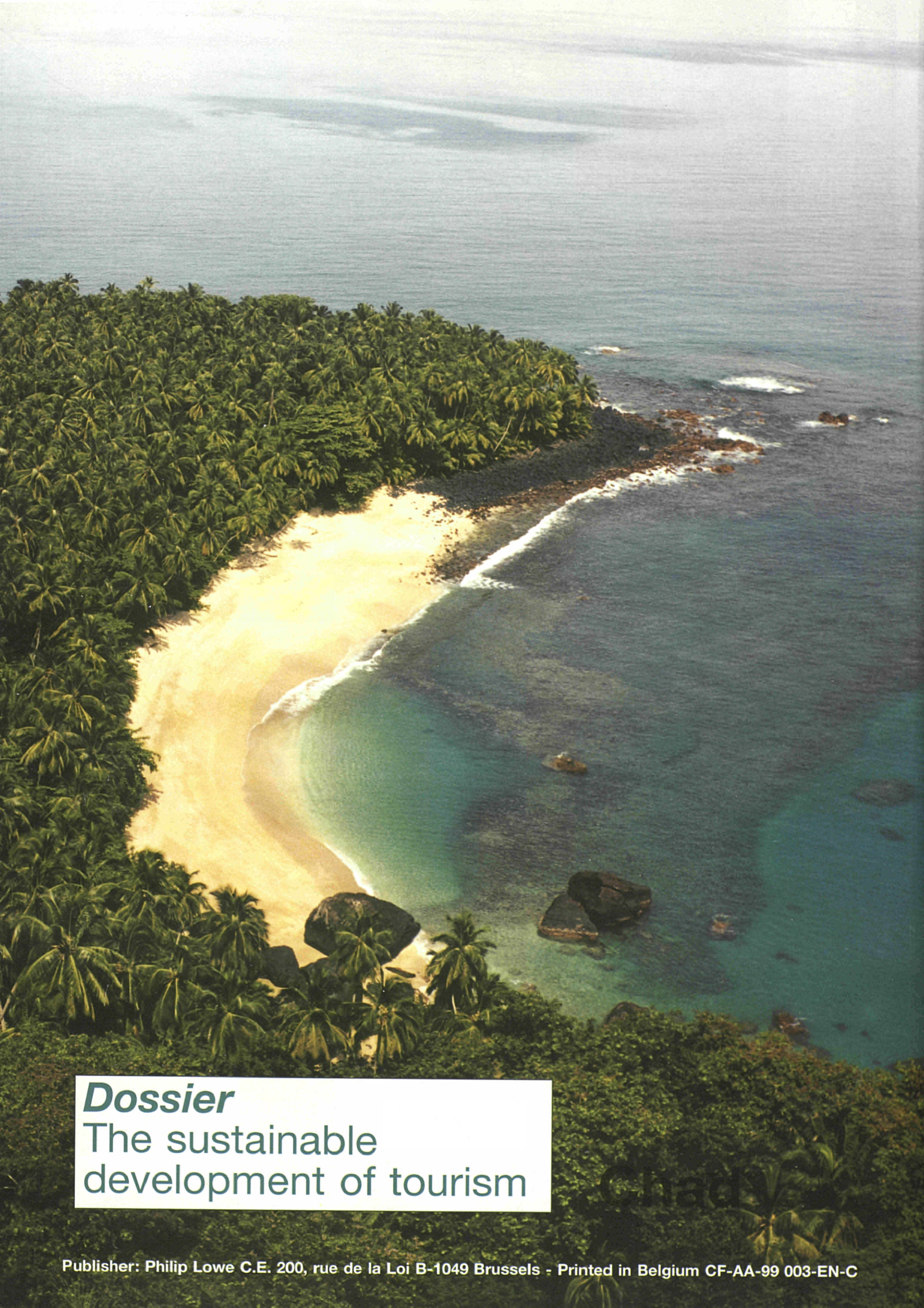


Every day, large numbers of people travel into the capital from surrounding areas to sell their produce. Some come to the central market pictured here, others go to the district markets, while there are those who simply set up shop beside the road or at a junction. They offer everything from meat and nuts to homespun cloth. It is estimated that more than half of the population of N'djamena make their living in the informal sector.

## Images of Chad

This Sahel country has many lakes which grow huge during the rains and then retreat under the hot sun of the dry season, leaving behind muddy waters. In Fianga and elsewhere, the scene is dominated by the birds... and the fishermen. Whether they are casting their lines from pirogues, or fishing from the banks, balanced on an upturned gourd, they make an arresting sight.





***Dossier***  
The sustainable  
development of tourism