

# villes en développement



March 1992 - N°15

## Communes actors of economic development

Municipal development and international cooperation were the leading themes of the Yamoussoukro conference organized by Cités Unies Développement and the Union of Ivory Coast Towns and Communes (UVICOCI) in november 1991. The participants were some one hundred mayors from all over French- and Portuguese-speaking Sub-Saharan Africa and representatives of numerous bilateral and multilateral cooperation and development aid organizations.

Ever greater needs for local services, plus the growing demand from populations for participation in decisions affecting their way of life have encouraged the majority of African states to undertake public administration decentralization. These recent, as yet incomplete, policies still raise many questions concerning their definition and setting up.

For deciders in local African collectivities, elected mayors and those responsible for devolved State bodies, the Yamoussoukro meetings were an opportunity to take part in some joint thinking about an African decentralization process, and African local democracy and autonomy processes.

While the political and historical contexts mentioned add considerable seriousness to given situations, we cannot help noting that there is similar thinking on the part of locally elected officers from continent to continent.

Examples are:

- the transition from meddlesome protective measures to contractual assistance,
- the problems of financial resources recovery of municipal government,
- the status of communal staff and elected representatives.

These various elements are necessary in economic and social development projects



*Rabat*

*source : Villes en développement*

at the heart of municipal functions. Dialoguing with populations as well as associating local social forces with the planning and putting into action of municipal projects are one of the ambitions of local authority managers.

The bi- and multilateral organizations present in Yamoussoukro were able to assess all these questions and situations with a view to defining their own future programs. This was undoubtedly the case for the founder member institutions of the "Program for Municipal Development in sub-Saharan

Africa" created in Cotonou last March 2 and 3. There can be no doubt that both northern and southern municipalitie should play a major role in this program because while the communes are development actors they are also development aid actors - as the success of decentralized cooperation proves. This is what the Yamoussoukro group, formed as a result of these Days, has undertaken to do and develop.

**Jean Marie Tétart, Director,  
Cités Unies Développement.**

### Summary: Communes actors of economic development

Decentralization in Africa : the main conditions for success, Jean Clauzel  
An example of decentralized cooperation : the BAB District, Venezuela, Jean Gayas, Bayonne District.  
Agen-Bangui, a decentralized North/South cooperation link, André Harnist.  
A city project and decentralized cooperation, Jean-Luc Schaffhauser, IRCOD.  
City resources : analytical elements, Xavier Etori, RCP.



# Decentralization in Africa : the main conditions for success

Most French-speaking African countries have undertaken decentralization policies, for many years for some of them while others are at the decision and announcement stage. As the phenomenon becomes more general we quite naturally wonder firstly about its causes, then about the conditions to be met so that such policies go beyond simple declarations of intent, or even beyond the legal devices set up, so as to actually become realities producing positive results. Some countries, rare it is true, were working along these lines years before the French decentralization reform. In Senegal where communal life goes back to 1872, the number of communes was increased after independence and the setting up of rural communes was undertaken as early as 1972. But it is clear that in countries where administrative structures and political institutions owe their origins to our French example, trends have indubitably been amplified and accelerated, even if not actually determined, by this ancestry. Over and above this incentive toward decentralization however, it is important to note that motivations were somewhat different on both sides. These motivation factors were primarily political - even if the reforming effects went beyond politics - for French deciders some of whom spoke of "decolonizing" France. African leaders saw in decentralization both a lever for local development and the chance to hand over to local authorities, capital expenditures that were sapping national budgets - their incentives were thus for the most part economic, social and budgetary.

While the general spread of this sort of demand deserves explanations - the brief character of those just given in this short article can be judged - some precautions should be taken so that policies already in operation or soon to be started should not be simple passing fancies or let-outs, but should be solidly implanted and fruitful. The first lessons to be learned from the ten-year-old French example and certain African examples that are even older lead us to try and define the main conditions required to enable a decentralization policy to reach its goals. Some of these conditions are institutional, others are financial, still others are human.

The choice of territorial areas in which to operate a decentralization policy is of prime

importance, as is the decisive factor of choosing the mapping out of communities. There is practically no risk of being contradicted if we say that the more decentralization is applied to real, long-established, dug-in communities the better the chance of success. This is even truer where this solidity is felt by the men and women who are to construct communes, or whatever else we choose to call them.

It is particularly important that maps of these future communes be closely and fully studied, with consideration given to the past, the present and the future. Care must be taken to reconcile the reality of the human community, and the commune's economic and fiscal potential. The marriage of these two factors is necessary but often difficult especially in scattered, sparsely inhabited areas.

Decentralization cannot moreover develop without some slipping and sliding, except if the State undertakes at the same time wide-sweeping, firm, determined devolution measures that allow newly elected officials to feel that the State's local representatives understand them, and are both technically and morally qualified and capable to take decisions on behalf of the State and to ensure the control of their actions in the State's name as well as those resulting from decisions taken by committees that they chair as and when required.

The yardstick of a territorial community's real, as opposed to its theoretical, autonomy however can be assessed by the competence its develops, and even more by its financial resources needed to transform competence into action. This means that decisions to create decentralized communities cannot usefully be taken unless preceded by a detailed, accurate financial study to determine how much State financing and how much self-generated fiscal revenue is required to ensure that the newly created entity will have real deciding and enacting powers in the areas entrusted to it by the State. If a collectivity is to be credible and thereby attract the faith and participation of its members, it must be able to finance projects that it has decided within the limits of its budget.

The men and women entrusted by their fellow citizens to manage new collectivities need some training in their new responsibilities, particularly financial, as

soon as they are elected. The same requirement goes for their main administrative, financial and technical colleagues. The training function is thus very general and very necessary, and must also be supplied for State representatives in administrative territorial constituencies. In particular the work and conditions of Prefects and Sub-Prefects is considerably modified by decentralization.

By definition any decentralization policy will change relationships between citizens and their administrators. Such policies have to be explained patiently, concretely and at length not only to present and future administrators but also in towns, districts, boroughs, villages, hamlets and the whole population so that there is no surprise, misunderstanding or disappointment when the policy is put into operation.

Given these conditions - briefly discussed here, I cannot claim to have exposed them all - the project is full of promise and justifies the proposed precautions. If it is correctly carried out based on locally made choices it will guarantee better adaptation and satisfactory response to financial and human needs. It will encourage locally inspired, imagined and thought-out initiatives and projects, working in harmony, and will thus more easily find ways and means in the locality. Because it is close to citizens and administrators, there is a non-judicial control exercised by the latter on the former based on the understanding they have of each other. It will lead to a healthier power balance between locally elected representatives and those named by the State. It will ensure a real apprenticeship toward democracy which will gradually spread to cover most of the country. This is not the least of its objectives, and if it works will not be the least of its merits.

**Jean Clauzel,**  
Former Regional Prefect.



## An example of decentralized cooperation : the BAB District, Venezuela.

A direct cooperation technical assistance program between European and Venezuelan territorial collectivities is to be started during the first semester of 1992 following on, from preparatory work, an exploratory mission and a seminar in Caracas.

Venezuela is now in a phase of getting to work and operating devolution/decentralization, marked among other events by the recent 1989 mayoral elections. As of now the extent of the proficiency of the various administrative levels in the country is being defined. Thus municipal activities and related services raise a number of questions for which technical aid is proving necessary.

The first part of the work is to spell out the themes and the cooperation method between Venezuelan and European territorial communities. This action has resulted in a joint initiative undertaken by the Venezuelan Ministry of Urban Development, the Venezuelan Inter-municipal Cooperation Association and the United Towns organization.

The BAB (Bayonne-Anglet-Biarritz) district, whose operation and successes seem in many ways exemplary, was asked to be the French "Territorial communities" partner.

The BAB called for the support of the General Council of the Pyrénées-Atlantiques department, as well as the participation of the neighboring communities of Guipuzcoa and Navarre, so as bring in as much competence as possible.

A delegation of technicians representing these European territorial communities went to Venezuela from September 22 to October 1, 1991, to meet their Venezuelan opposite numbers.

The visit took place in two phases:

1) The Ministry of Urbanism (MINDUR), the Venezuelan Association for Inter-Communal Cooperation (AVECI) and a score of Venezuelan territorial communities attended a seminar.

This exchange phase allowed a series of priority topics, likely to be the main lines of a future cooperation schedule, to be drawn up. They are:

- Operational urban planning tools and the role of municipalities - control schedules for urban growth and ways of installing amenities.



Caracas

source : District de Bayonne - Anglet - Biarritz

- Cadaster and urban information systems as fiscal and planning tools.

- Techniques, financing, means of setting up, operating and developing public utility networks (water, sanitation, refuse processing, urban transport).

- Town planning, and tourist development and promotion plans.

- Cooperation schemes between collectivities and urban centers.

- The management of municipal staff, including training, career planning and status.

2) Working visits to various towns to improve in-depth, on-site knowledge of problems highlighted during the week. To this end the European delegation divided out the work places according to the problems to be examined and the specialties of the various technicians present.

The first concrete result of the cooperation is evidenced by the setting up of two training centers for community personnel. The first Center will be at Puerto La Cruz, Barcelona, and will have a twin function: training for municipal institutional development and training for the development of tourism. It is very interesting to note that this operation brings into action the joint Franco-Venezuelan Commission, the MINDUR,

the Commission for the reformation of the State, AVECI, the FUNDAYACUCHO Foundation, the UNPD (United Nations Programme for Development), the World Bank, as well as the BAB district and its local partners.

This example is very promising inasmuch as it underscores the joint cooperation that must, and will have to, be sought.

For its part the BAB District and its partners, in conjunction with the FMCU (The United Towns organization), hopes to develop cooperation with accurately measurable results.

To this end some deep thinking about the methodology to be applied took place.

This type of cooperation is a new form of competence that can be considered "democratic engineering", operating through exchanges and technical activities whose importance in the devolution/decentralization stakes is a secret for no one.

**Jean GAYAS,**  
General secretary,  
District of Bayonne.



# Agen-Bangui, a decentralized north : south cooperation link

## "Genesis"

Since 1982 the town of Agen (in SW France) has organized an annual forum - with a unique formula - known firstly as the "Voluntary Cooperation Forum", with the backing of the European Raid Guild. A year ago the name was changed to "North-South Solidarity Forum", to reflect the desire to expand its impact to categories of solidarity initiatives other than simply those of Non-Governmental Organizations.

Working on his own initiative, the town clerk of the city of Agen carried out three specialist investigatory missions to the city of Bangui (Central African Republic); based on his conclusions a backup project for the restoration of municipal services was set up as part of an FAC (Funds for Aid and Cooperation) scheme.

The example of the problems of the city of Bangui naturally fosters the Agen city council's undertaking toward developing countries, backed by the Ministry's decentralized cooperation bureau.

Thus it is that annual co-financed programs figuring in the logic of the FAC project took shape; they were continued on site by the

town clerk of Agen city hall who, at his own request, seconded the FAC Bangui project chief in February 1991.

## I. The philosophy of this undertaking

The specific nature of community problems often put forward as a negotiating, or valorizing argument is not a mirage; the existence of "communal cultures" in administration terms is more and more widely recognized every day.

Communities, whether in Africa or Europe, have their own life-style, with:

- a range of experience in civic life,
- a favored place for the setting up of a democracy based on direct contacts between citizens and an accessible authority,
- an apprenticeship in public management and the general interest,
- a development melting pot.

This list of virtues could be extended but the main point is that community officials have the will to assume complete responsibility for their mission. The automatic isolation in which they find themselves encourages them to meet each other to exchange experiences and seek common solutions; they understand

each other, speak the same language and have the same preoccupations - on different scales it is true, but motivated by the same spirit wherever their country may be.

Once this conscience pricking process has begun, there is nobody who can better understand and contribute to solutions in a problem community than the mayor of another community that has already reached a certain stage in its development. A technical diagnosis is not in itself sufficient, it has to be accompanied by some "community sensitiveness".

The municipal administration of the city of Bangui has become rundown over the years through a shortage of money but also, and more importantly, through lack of personnel training and motivation. This has become so true today that the very existence of the community is threatened, even though - paradoxically - the public powers have undertaken a cautious decentralization policy since 1988, which unfortunately has not been accompanied by a parallel devolution movement.

As of 1990 therefore the town of Agen decided to provide some know-how and financial help, but rather than undertake

## A city project and decentralized cooperation

For some years urban communities in developing countries - especially in Africa - have benefited from the know-how of French local communities, primarily communes. French communes have in fact added some decentralized cooperation actions toward their counterparts in the South as a complement to the aid supplied by french technical assistants.

These actions in urban areas include the backup of technical departments, as well as administrative and financial departments, in other words everything that contributes to the improvement of local public utilities leading to better service for the public.

This type of decentralized cooperation put into operation by French mainland agents leads to the perception of local development through city projects, the support of public and administrative services being one of the aspects of this approach.

Decentralized cooperation involves the mobilizing of local officers in our regions and territorial communities, but also in universities, hospitals, consular sections, associations, economic bodies, etc. The many factors that make up a city can also be synthesized. This same cooperation will tomorrow be behind reforms decentralizing public administrations, and will thus in a sense be the "after sales service" of such reforms.

These in any case are the lessons learned by the IRCOD (Regional Cooperation and Development Institute) concerning technical and administrative cooperation undertaken with the Urban Community of Douala and the Rural Commune of Ngambé, in Cameroon.

Some three million francs a year is spent on technical training, backup missions and other actions leading to urban know-how transfers, backed in the case of Alsace by several major cities such as Strasbourg and Mulhouse. Technical cooperation of this kind is opening up with local development by the creation of "little" jobs in poor districts, job training, backing for medical services, etc.

Understanding urban problem situations cannot however be separated from the national standpoint of countries in the South where political considerations, cultural peculiarities and economic barriers are all rolled into play.

This is why decentralized cooperation, in conjunction with bilateral and multilateral partners, is becoming accepted as a true partner for the authorities in the host countries so that all city projects run harmoniously with a given national context.

Jean-Luc Schaffhauser, General secretary, IRCOD.



individual action decided firmly to play a role in ongoing municipal development projects — notably the FAC project, the World Bank project, and the interventions of the FMCU and the AIMF.

The technical assistance means used led quite naturally to a complementarity that added to the efficacy of the interventions. The city of Agen's efforts were focused on two main lines: the introduction of a computerized management system for accountancy, pay and the registry office, and a general schedule to redefine the technical services.

## II. Computerization

The first choice was made with three objectives:

- to mobilize departments in the use of modern techniques,
- to create a stricter atmosphere,
- to improve the performance of public services.

Three departments have already benefited from this computerization program. In each case the city of Agen paid for a microcomputer (purchased in Bangui), and also bought and adapted software and financed missions for Agen council personnel. The FAC funded the setting up of a computer office.

The first department to be computerized was **the accounts department** - improvements thus occurred in the management and accountancy of markets, tax collecting, tickets, the organization of several categories of tax-payers, etc.

**Pay and personnel management.** The aim here was to make the commune independent as far as the calculating and paying of monthly salaries is concerned, thereby avoiding the cost of hiring an outside service for these tasks, at the same time giving permanent control of municipal department employees. The mayor thus has a valuable tool with which to supervise community administration.

**The registry office.** This is a partially completed project in the sense that an analysis was carried out and the first version of the software (specific to African social structures of course) has been installed. A network of four workstations is planned in the department after restoration of the premises co-financed by the AIMF.

The first data has now been entered to test the system, which will be expanded during 1992 in line with observations received. Here too personnel training was necessary and will continue.

## III. Backing of the technical departments

Inefficiency in the technical departments of the city of Bangui is primarily due to the total absence of method and work procedures, and extremely poor training standards. To put things right an initial training course took place in January 1992 aimed at middle management; it resulted in an assessment and a diagnosis which should inspire the mayor to action. Working schedules have also been designed, explained and instigated to add dynamism and install control functions.

Also planned for 1992: a training course in maintenance of rolling stock which causes some paralysis due to lack of regular maintenance; and a series of courses limited to a small number of agents specialized in mechanical fields.

## IV. Extending the Agen-Bangui link itself

A decentralized cooperation project is coming into being that is mobilizing community authorities from the Lot-et-Garonne department toward the Central African Republic and Bangui. The project is integrated and associates the General Council, the Chamber of Commerce and Industry, the Chamber of Trade, the Central Treasury for Economic Cooperation and the Ministry. The details are at present being defined and the likely topic will be the struggle against the development of the informal sector by backing the creation of small businesses.

The starting of these various activities has never caused any problems vis-a-vis the Bangui municipality who had asked for help and had already in 1990 accepted expert conclusions based on assessments carried out in 1989. It should however be stressed that the municipality willingly accepted the necessary upheavals involved, notably the improvement work on premises, but the fact that the scheme followed the lines of the FAC project was an ace card. The technical assistant's qualifications contributed to the quality of this collaboration.

## V. Suitable qualified: the Secretary general

The excessive mobility of African administrators is directly linked to the efficiency of structures, and specific

competence in terms of local administration.

Communal administrators in Africa (general secretaries, technical or financial department heads) are often State administration agents on missions and may be called back<sup>1</sup> at any time by their home office - they have no local community roots. Team spirit is in fact typical of local administrations, whether elected or employees. The presence of a catalyzing element is absolutely essential, and the presence of a technical assistant with long experience in the field would seem indispensable both to gain confidence and to get things moving.

Communal problems moreover are fundamental, and some solid experience seems essential in training and help. What is more, knowledge of problems found in France help us correct and improve the administrative norms which we are called upon to help install. We put forward for example to the Ministry of the Interior a statute for local community personnel based on the general principles of public service. It however at the same time took into account specific features of Central African community life, and some shortcomings in the light of experience in French mainland public function statutes.

Lastly, it is clear that the links between Agen and Bangui have been considerably strengthened by our presence. The city of Agen finds it easier to grant annual help via its ex Secretary General, it is also easier to choose training staff from Agen for someone who has personally met the people involved. It has also become easy to obtain decentralized cooperation program agreements from other public collectivities such as the Lot-et-Garonne Department and the Chambers of Commerce and Trade.

## VI. The outlook

Knowing that tools exist that are not only well understood by their users but also meet expectations leaves room for higher hopes that the transplant will take. The objective is that the interested parties themselves will operate the process and deliberately apply new methods and working procedures. The city of Agen's role will simply have been to ease the way.

André Harnist,  
Technical advisor to the mayor of  
Bangui.



# City resources : analytical elements

Given the specific nature of accounting and financial regulations in English-speaking African countries, this article, as a matter of convenience, will only deal with countries "in our field". It will be based on detailed studies carried out in the cities of Antananarivo, Bobo-Dioulasso, Nouakchott, Ndjamen, Pointe-Noire and Conakry. Before analyzing the main resources of these towns, we shall first look at their common features.

## 1. General features of resources in the towns concerned

### A. An identical Budget Design

French-speaking towns in Africa and Madagascar have adopted the principle of recapitulatory budgets that cover income and expenditure operations and investments over a given period, generally a calendar year.

Far from being just a simple chart covering the commune's operations, the budget represents an agreement — "the people's consent for the raising of taxes to carry out expenditures" (1).

Since budgets in all the countries being considered are administration tools, it follows that the resources must be sincere, in other words they must be neither over nor under estimated.

The rules of budget balancing require that expenses be covered by foreseeable resources. Generally speaking there is separation of powers, the mayor being responsible for claiming revenue payments and undertaking expenditure, while the accounting department collects the revenues and pays the bills.

### B. Old-Style Resources

In Madagascar, the Congo and in Chad the right to payment for space on markets is very old even if collecting and payment methods are very different today (2).

In the same way in the 19th century, the occupation of land by dwellings was subjected to an annual tax. This practice grew with colonization.

### C. Taxes and duties are essential resources for these towns (cf. chart)

As an example we can note that in 1987 in

France 51% of operating revenues came from taxes, duties and levies, while 31% came from external sources including gifts and grants paid by the State.

### D. Taxes are Indexical

Whereas State taxes (on revenues, companies, consumer) are decided on checkable bases, in the goods countries concerned city revenues come from fictional tax bases. Thus rentable values on which land and housing taxes are based are estimated values that are often abstract and rarely updated. These factors indicate that whatever country we talk about the resources available to towns have characteristics in common.

## 2. Structure of resources town by town

Given the variety of usable budgetary documents and the difficulty of studying them over 3 or 4 consecutive fiscal years, it is not easy to establish firmly and accurately the general structure of the resources in the towns in question.

We can however establish general trends in a given fiscal period by cross-checking (see chart).

i) Apart from Antananarivo (PDU/ World Bank IDA - around US\$8 million), the loan element is inexistent even if legally authorized. One of the reasons for this situation is the lack of ability to generate surpluses so as to be able to face debts.

ii) Direct taxation levels vary from 30% to 80%.

iii) Apart from N'Djaména, revenues from real estate do not represent an essential resource. On-the-spot observations show however that improved collecting and thus increased resources is completely possible especially when tariffs are old (often ten years or more) and collecting procedures laxist.

iv) State participation in the form of general grants or subsidies is very limited except in Antananarivo. This is the result of central power's low financial intervention capability. The corollary of such a situation is the necessity for towns to generate their own resources.

v) Lastly, parafiscal, or indirect, municipal taxes are generally speaking at a low level. On the one hand they reflect the town's economic situation, and on the other the shortcomings in the collecting of taxes, levies and duties with, strikingly in many cases, a lack of determination on the part of local deciders to create new resources.

This rapid analysis of resources in a few French-speaking African and Madagascar towns does not claim to resume their present situation, and even less to recommend panaceas.

If financial and fiscal analyses are linked to on-the-spot observation, it can be said, without much fear of contradiction that:

- improved recovering of revenue from all sources is an essential prerequisite. Town officials must find ways to train staff (and State officials if need be) to collect communal revenues over the long term from those who are subjected to payments. All this based on a system that reflects the town's real economic situation.

- inhabitants have stronger motivations for paying local taxes if supplies and services are of good quality.

- local financing of investments can only take place if operating expenses are controlled and even considerably reduced (especially staff costs) so as to align necessary tax collecting with operating income.

If it can be said that management equals planning, we can also add that without guaranteed, equitable revenues, a town is unmanageable.

Improving resources to make a success of urban development and installing local democracy as the basis of a legal constitution is one of this decade's wagers for developing towns.

**Xavier ETTORI,**  
Alumnus, the Treasury school,  
Consultant- RCP.

(1) J. BOURDIN, *Les finances communales - Economica* 1988.

(2) R. CAILLE, refers in his memoirs to payment rights for caravan parking.

| City         | Population | Year  | Currency | Revenues |           | Of which<br>taxes, levies and duties |     | Of which<br>external revenues |
|--------------|------------|-------|----------|----------|-----------|--------------------------------------|-----|-------------------------------|
|              |            |       |          | Forecast | Collected |                                      |     |                               |
| DAKAR        | 686 560    | 89-90 | FCFA     | 8 600    | 6 700     | 5 900                                | 88% | 12%                           |
| NOUAKCHOTT   | 550 000    | 89    | Ouguiya  | 426      | 224       | 170                                  | 76% | 24%                           |
| ANTANANARIVO | 900 000    | 86    | FMG      | 9 500    | 1 820     | 1 050                                | 58% | 42%                           |
| POINTE NOIRE | 400 000    | 86    | FCFA     | 2 260    | 816       | 750                                  | 90% | 8%                            |



# Coopération news

## ■ Honors

Mr. Michel Arnaud, Bridges and Highways Engineer and urban architect, has been named knight of the national order of the Legion of Honor.

He was General Secretary of the Urbanism and Housing Mission Secretariat (SMUH) from 1965 to 1969, then as an independent professional he carried out numerous advisory missions for a variety of French and international cooperation organizations in, among others: Morocco, the Ivory Coast, Iran, Venezuela, Madagascar, Cameroon, Burundi. He was interim director of urbanism, then highways and networks at the Ministry of Public Works, Transportation, Building and Urbanism in the Ivory Coast from 1979 to 1984. He was one of the founders of the Association of Urban Cooperation Development Professionals (ADP) and its first president.

## ■ Municipal development program

The countries of West Africa have undertaken decentralization decisions to varying degrees. In spite of crisis situations, the most advanced countries transfer more and more urban management responsibilities to local authorities. To meet this challenge loan organizations have worked with their African partners to set up a Program of Municipal Development (PDM).

The aim of the Program is to facilitate the preparation and instigation of decentralization and devolution policies and to improve the capability of municipalities to manage urban development.

The various elements of this program will materialize in the following activities: seminars, training, technical aid and consultations, urban and municipal sectorial analyses, the writing and distributing of manuals and other teaching material, and an information bulletin.

A Program unit based in West Africa will be the starting point for the Program in May 1992 with a budget of 5 million dollars. The associated agencies will also finance specific activities on a case by case basis.

## ■ Technical assistance appointed in 1991

### - Benin

Sartena Gianni, ITPE, responsible for the Parakou urban development project.

### - Burkina Faso

Sucher Jean-Louis, ITP, SEHU-DRUT-CACL in Bobo-Dioulasso, Gasco Pierre, ICPC, SOCOGIB/technical advisor to the director.

### - Burundi

Poli Vincent, economist, financial advisor to the mayor.

### - Cameroon

Audibert Christian, ITPE, advisor to the technical director, urban community of Douala.

Gabor Alexandre, urbanist, advisor to the head of the urbanism department, urban community of Douala.

Cazalas Paul, ITP, advisor to the roads department head, urban community of Douala.

### - Central African Republic

Harnist André, territorial administrator, technical advisor to the mayor of Bangui.

### - Ivory Coast

Rougier Alain Noël, ICPC, technical advisor to the principal private secretary of the Ministry of coordination and urbanism, Pain Jean Guy, architect-urbanist, DCGTX/DU,

Schuster André, economist, DCGTX/AUA.

### - Djibouti

Lassarte Philippe, ITP, MTPUL-DUL-DCP-SEB,

Autard Pierre, IDTPE, District of Djibouti.

### - St. Lucia

Cognac Jean François, IDTPE, Regional committee for water treatment.

### - Madagascar

Riou Thierry, ITP, MTP-DAUH/PUF Charvet Eric, economist, MTP-DAUH/PUF.

### - Mauritania

Pierrot Michel, IT, Nouackchott City Hall.

### - Namibia

Lemaire Pierre, ITP, in charge of the Eenhaha hospital project.

### - Rwanda

Galland Jean Pierre, architect-urbanist, in charge of the real estate filing project.

### - Senegal

Massein Jacques, economist-urbanist, Advisor to the director of the PDU, Gaudebert Francis, architect, MINUH, advisor to the urbanism director.

### - Seychelles

Debacker François, ITP, technical advisor to the principal secretary for the environment.

### - Chad

Martin Patrick, IVP, municipality of Ndjamena, technical department head.

## ■ NGO'S

As part of the lead in preparations for the "Planet Earth Summit" called for by the United Nations in Rio de Janeiro in June 1992, the Economic and International Affairs Department (DAEI) organized a meeting on February 26 of the French Ministry of Public Works, Housing, Transport and Space (MELTE) with the Non-Governmental Organizations (ONG) involved - the International Scale Environment Community (CEDI) and the Liaison Committee of Solidarity Organizations (CLOSI).

The main theme of this "mutual taming" day between partners who sometimes meet in other circumstances, was the City (Cities, Environment, Development). It included workshops covering housing, transportation, refuse and urban/ rural space.

The Ministries of Foreign Affairs, Cooperation and the Environment were present as observers.

It was clear that some collaboration routes emerged worthy of further examination - regular thematic contacts, the idea of a MELTE/ONG code of cooperation covering research and experimentation projects, and a joint relaunching of work on towns.

## Training courses

Training for technical assistants from the Ministry of Cooperation and Development:

- Sectorial Strategy - urban development, August 31 to September 2, 1992 in Paris, France.

- Institutional and Financial Management of Urban Operations, August 24-28, 1992, Paris, France.

- Urban Environment. Improving local living conditions in city districts, August 24-8, 1992, Marseilles, France.

Please contact either: "Missions de coopération et d'action culturelle" or: Département de la formation du ministère de la coopération et du développement, 57 boulevard des Invalides, 75007 Paris, France. Phone: (33.1) 4783 1840. Fax: (33.1) 4783 1869.



# Conferences

## Dakar, Senegal, May 13-15 1992

**Seminar on urban transport in Dakar.** As part of the sub-saharan African transport program (SSATP) organized by the Senegalese land transport board with the backing of the French cooperation organization and the World Bank. The aim will be to bring together representatives of local communities, state administrations and various public and private urban and suburban transport operators to specify fundamental directions to be taken and the key measures of a general coherent urban transportation policy for this 3-million population conglomeration.

*Please contact: Catherine Marque, OFERMAT, 5 avenue du Coq, 75009 Paris, France. Phone: (33.1) 4016 6494.*

## Paris, France, September 15-17 1992

**The twenty-second hydraulic open days : the future of water.** Some responses from the hydro technical sciences to a worldwide worry.

*Please contact: Société Hydrotechnique de France, 199 rue de Grenelle, 75015 Paris, France. Phone: (33.1) 4705 1337. Fax: (33.1) 4556 9746.*

## Lyons, France, November 18-20 1992

**Urban engineering and environment. What should be done for tomorrow's cities ?** The second international meeting of the Institut national du génie urbain.

*Please contact: Institut national du génie urbain, 21 rue François Garcin, 69003 Lyon, France. Fax: (33) 7868 2348.*

# Books

## - Organisation et fonctionnement des transports collectifs à Santiago du Chili.

A roundup of ten years of regulations, by Oscar Figueroa, Paris: CODATU, INRETS, 1991. 92 pages, in the Transport, Transfer and Development collection.

The market did not work along the theoretical lines propagated by supporters of liberalism. Supply was too high, as were tariffs (more or less agreed between transporters). Transport services are expensive in the long run for users and also for the community, with congestion in city centers, high pollution and accident levels.

*Please contact: INRETS, 2 avenue du Général Malleret-Joinville, 94114 Arcueil, Cedex, France. Price: 70 FF.*

## - L'agriculture urbaine à Lomé. Approches agronomiques et socio-économique, by Christine Schilter, Geneva, Paris: IUED, Karthala, 1991. 334 pages (in the Economy and Development collection).

In Lomé (Togo) where women hold economically important positions, urban farming is above all men's business. It is for the most part monetized and very open to modern techniques, but does not exclude the most traditional social relationships. It is a very fast growing activity sector but its future remains linked to land availability and the organizational skills of urban farmers.

*Please contact: Ed. Karthala, 22-24 boulevard Arago, 75013 Paris, France. Price: 140 FF.*

## - Maîtriser le développement urbain en Afrique Sub-saharienne. The proceedings of the international conference in Ouagadougou from October 1 through 5, 1990. This report was drawn up by E. Le Bris and H. Giannitrapani. Paris: Orstom department South, 1991. 738 pages, figures, bibliography.

The conference situates the importance of the urban question in development strategies. The debates and work of the commissions were based on two main topics: the evolution of cities and urban policies, the urban development stakes, and, the economic, social, spatial and environmental stakes.

*Please contact: Emile Le Bris - Orstom, 70 route d'Aulnay, 93140 Bondy, France.*

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