

# villes en développement



Sept. 1992 - N°17

## What training for the managerial staff of the south ?

In Africa, for a long time, cities were regarded as regrettable, and even dangerous, phenomena. So national policy-makers and donors alike tended to limit urban growth as much as possible. Seen against this background, it is easier to understand why both national investment and assistance programmes favoured a very «traditional» approach: cities were considered as administrative, commercial and transit centres as well as areas for the industries deemed necessary to development.

This conception of the role of cities in Africa resulted in unsuitable action and training aims. In recent years, it has become apparent that urbanisation, although still dangerous, is not necessarily regrettable. The cities of sub-Saharan Africa are much more than mere administrative or commercial transit centres: like the cities in the regions that were urbanised earlier, they produce division of labour; they generate new activities; they are areas of production, exchange, innovation; they attract large public and private investments; and they are governed by market forces.

Such areas can no longer be managed as colonial cities used to be. This truth has been brought home to us by economic studies, and by the winds of change currently blowing Africa towards a redistribution of powers between the State and numerous other players. These are the phenomena at work. In urban areas, the most favourable places for local handling of local problems are districts and municipalities.

These findings are relatively new. French assistance work has made a significant contribution to their discovery.

They call for a deep change in both the spirit and practice of the way in which problems are analysed, jobs are done and action is taken. Such change concerns technical assistants, experts and development agencies. This is the



*Vatthai Luang Vientiane, Laos*

*Source : Francis Engelmann*

reason why ADP chose as the theme of their overseas development and urban assistance day held on 4th September: «What type of people for what type of cooperation with the South».

The change concerns first and foremost the leaders of the South, who are confronted with change they can only either submit to or face up to.

So new forms of continuing training of existing managerial staff have to be invented. We also have to invent initial training courses more suited to the challenges of urbanisation as we

perceive them now and as they will evolve in the future.

The debate has been opened. African town planners, engineers and administrators must foster it and ensure that operational conclusions are drawn from it. They must also rely on the support of professionals from the North. The theme of this issue is a contribution to this debate.

**Jean Nemo,**  
Director of General Administration,  
French Ministry of Cooperation and  
Overseas Development.

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## IIAP seminars in Africa

The object of *L'Institut international d'Administration publique* (IIAP) is to provide foreign civil servants with refresher training courses in international relations and public administration. These courses take place either on IIAP's premises in Paris, or abroad in the civil servants' countries of origin in order to meet their specific needs.

The series of courses on town and country administration and on urban management in Africa were organised at the request of various countries and of the French ministries of overseas development and foreign affairs. «Town and country administration and urban management» seems a strange combination of terms initially suggesting reflections on democracy but actually leading to... sewerage management. Yet such preoccupations are the very stuff of local life, which oscillates between debate on freedom and responsibility and the provision of vital services such as drinking water or refuse collection.

To begin with, one of the main training objectives was to clarify the terminology used in this field, given the jumble of concepts in use. Thus, regarding countries' inter-regional organisation itself, apart from the now classic distinction between devolution and decentralisation, it appeared necessary to analyse as precisely as possible the vocabulary used, which often combines notions that go back to colonial times (circles, ex-urban municipalities) with a variety of others, some marxist (executive committees), some local government (eg Madagascar: *faritany*, *fokontany*) and some French (communes, prefectures).

This institutional vagueness was made worse by the context in each country: periods of transition during which the progress of democratisation led to national conferences, provisional governments, and an undercurrent of disputatious questioning, forcing us and the participants to make an effort to define our terminology more accurately and to make more precise proposals.

After having defined the institutional framework, it was logical to go on to analyse the scant local financial resources and their use. The object of such an analysis was, first of all, to seek the best means of mobilising resources and, secondly, the best means of optimising the management of expenditures

in order to obtain a surplus of receipts over operating expenses that would make it possible to invest. As regards local finances, the clarification of the respective roles of local government authorities and of the State, notably the respective roles of officials with the power to authorise expenditures and of accountants, turned out to be prerequisite to any discussing of such questions.

Urban management as such, focusing on spatial planning, management and maintenance, urban facilities and services, was the theme of specific seminars organised in collaboration with Compiègne Technological University (UTC), Management of Urban Techniques (GTU) and the African Training and Administrative Research Centre (CAFRAD). People from around ten Maghreb and French-speaking west African countries attended these regional seminars. The aims of these training courses were, through discussions between participants on their experiences, to highlight the most exemplary achievements and to analyse each theme in such a way as to bring out the basic concepts. Our approach applied only to the administrative and financial mastering of facilities and services, it having been assumed that the technical choices had already been made. The actual aim, therefore, was to analyse various management methods (direct, indirect and the special case of semi-public sector corporations) and their financial impact, which made it possible to tackle such questions as cost recovery, privatisation and public support.

At the last seminar organised jointly with CAFRAD in Tunis, we also included some aspects of urban security: the management of natural, technological and social risks. In fact, accident prevention and the organisation of help are closely linked with urban planning, the maintenance of facilities and networks, and the organisation of transport. Three IIAP seminars (Cotonou, Tamatave, Yaoundé) and three joint IIAP-CAFRAD seminars (Tangiers, Tunis) were each attended by about 40 participants representing local authorities (mayors, town/clerks) and the ministries of the interior, of finance and of urban planning. These participants had been chosen at the suggestion of local authorities in consultation with French overseas technical assistants, with

the approval of the IIAP. These sessions for deliberately composite groups of people, who met outside their day-to-day professional environments, gave participants great freedom of expression and the opportunity to clarify the lines of demarcation between them in terms of powers, skills and resources.

During each week-long seminar, plenary sessions alternated with specialised workshops by groups of ten participants.

The training staff was made up of three IIAP trainers, professors from schools of national administration local engineering and french urban experts.

Given the diversity of the seminars, contributions to which reflected the current realities of the various countries represented, it is, of course, difficult to draw general conclusions from the shared experience of these seminars. Nevertheless, the context of democratisation, decentralisation and economic liberalisation that characterises Africa today is such that, faced with the urgent need for reforms, there is a convergence of concerns, worries and sometimes solutions. Against such a background, local government authorities appear to be harbingers of hope for some form of democracy and economic development. This is where training has an important role to play in support of reforms. It is to be hoped that our seminars, even if they have not yet fully met current needs, will have made it possible to define the set of problems posed by town and country administration and urban management, to foster dialogue between the various parties involved in the decentralisation process, and perhaps to bring to light the need for real training plans in these fields for the personnel concerned.

**Gérard Guillaumin,**  
worked for the IIAP from 1989 to 1992,  
currently the training officer of the  
GIE «Villes Nouvelles de France».

*Proceedings and information are available from: IIAP, 2 avenue de l'Observatoire, 75006 Paris, France - Tel: (33.1) 43.26.49.00*



# Training in Senegal suitable for the urban sector

In Senegal, the ministry of urban planning organises training courses in support of new urban policies and the implementation of projects in the urban sector.

## Towards decentralisation

Urban policies are strongly influenced by the trend of institutions towards decentralisation. In Senegal, a few towns have enjoyed the status of municipalities for a long time (Saint Louis and Gorée since 1872, Rufisque since 1880, and Dakar since 1887). Since independence, this trend has been reinforced, and by 1972 the 37 major towns and cities had achieved the status of urban municipalities. Finally, the law of October 8th 1990 increased the number of urban municipalities to 48 and raised the status of 317 rural communities to that of fully-fledged municipalities.

At the same time, a reform of town and country administration implemented gradually since 1972 has resulted in the setting up of 10 regions which will shortly be granted the status of regional governments.

## Inter-sectorial urban planning

The decentralisation process currently under way suggests that it is necessary to switch from traditionally technocratic urban planning to concerted programming of urban development incorporating the projects of all economic and social partners.

Indeed, a multiplicity of administrative authorities, at different territorial levels, are involved in urban management as actual or potential investment managers, ranging from town and country planners to providers of municipal technical services or devolved central government authorities. More broadly, urban management links up major public, semi-public and private concessionary urban service companies as partners in producing and managing marketable facilities and services.

This change in urban planning can be seen in Senegal, in particular, by the way the integrated regional development plans are linked up with the urban development plans.

It can also be seen by the concomitant and joint drafting of «reference urban development plans» and «municipal investment plans». These new integrated procedures are implemented within the framework of «the



Seminar : Cotonou

Source : Gérard Guillaumin

support for urban municipalities project» financed by the FAC (french aid).

## Project urban planning

More and more, urban planning finds expression in projects whose scope is clearly defined in terms of space and time, be it projects to build facilities or comprehensive projects for the overall development of a part of an urban area, such as a neighborhood.

Although local governments are the right bodies to act as contracting authorities for such urban projects, it is necessary for the State, and particularly its decentralised departments, to provide local authorities with technical support, as they are still ill-equipped to assume their new responsibilities.

## The continuing training of managerial and supervisory staff

These in-depth reforms, whose object has been to improve the management of strong urban growth, have been introduced at a time when recruitment to the civil service has ceased for several years.

Realising this fact, the ministry of urban planning has come to the conclusion that the only way to meet the needs for new qualifications and skills in the urban sector is to

redeploy existing human resources, which calls for a major effort in favour of continuing training.

To begin with, this involves the retraining of administrative managerial and supervisory staff to enable them to acquire new qualifications and to adapt their skills.

This is the purpose of the continuing training seminars that have been organised in recent years or which will be organised very soon. In June 1989, the theme of the seminar held in Fatick was: «Urban Development Plans and urban planning projects».1

In May 1991, the theme of the seminar was: «Mastering urban planning projects».2

Training programmes are being prepared for the autumn of 1992 on: «Technical Management of Municipalities».

These 10-day seminars will be attended by about 30 executives from all of the departments and institutions involved in urban development and management, and notably the departments responsible for the technical and financial administrative supervision of local governments.

Municipalities are also involved either through their elected representatives or in the persons of their technical officers. One of the main benefits of these seminars is certainly that they are opportunities for a concrete dialogue on urban management problems between



central and local government authorities. This is all the more important as these seminars have a bias in favour of sticking to local realities and of basing the reflection on actual examples analysed in the field.

During these seminars, a lot of time is devoted to presentations by officers in charge of the departments concerned.

The seminars offer unique opportunities to conceptualise and to formulate each department's aims and projects, and to do so in the presence of the other players involved in the urban sector. Thus, the fact that all the participants in urban management and municipal administration are invited to the seminars, not only as listeners but also as speakers, has contributed to removing the barriers between administrative departments, and to decompartmentalising the urban sector.

However, each technical area of expertise requires some input from external sources. In addition, such input gives a wider dimension to the seminars. There are also case studies, which are the object of preliminary analysis and presentations in training modules.

For this purpose, specialised training organisations have been called in. Thus, the case studies (local finances and municipal

management in Fatick) and the seminar on «Urban Development Plans and Local Development» were successfully designed, prepared and led by ADRET. The seminar on «Mastering Urban Planning Projects» was jointly prepared and led by the French Urban Planning Institute and l'Ecole des Ponts et Chaussées (Paris School of Civil Engineering).

### Adapting initial training

The trends in urban policies also call for the diversification of qualifications and the definition of new career profiles. Local governments have new needs in areas such as the technical management of urban development, projects for the provision of urban services etc. So we decided that it would not be of much operational value to provide one-off seminars in the field of continuing training, whereas the situation obviously required that such proposals be part of a plan that also encompassed initial training.

Madame Osmont of the Paris Urban Planning Institute was assigned the task of analysing the supply of and demand for training in the urban sector.

As a result, the Senegalese authorities, after

consultations between the ministries concerned and the university, were able to identify two courses of study particularly suitable for the training of senior technicians, considered as a priority.

These are, on the one hand, a three-year diploma course in «The Management of Urban Development» given by the National School of Applied Economics (ENEA); and, on the other hand, a planned two-year university course on urban techniques given by Ensut, the object of which will be to train urban development project technicians to be immediately operational.

In addition to these technical training courses, it is planned to set up a third and fourth year university course at the University of Saint Louis on the subject of the development and management of large human settlements.

**Claude Baehrel, technical advisor  
to the Senegalese Ministry of Urban  
Planning and Housing.**

1. *The procedures of this seminar were published in Dakar: «Les PDU et le développement local» (280 pages).*

2. *See the French ministry of cooperation publication: «Mastery of urban development projects» (280 pages).*

## COOPERATION BETWEEN THE CITIES OF LILLE AND RIO DE JANEIRO

The high international profile of Lille Urban Community continues to grow under the leadership of its President, Pierre Mauroy, the Mayor of Lille, also President of the World Federation of United Cities and Twinned Towns.

Such an opening up to the outside world finds expression in different ways, the most original and innovative of which is decentralised overseas development aid. The Lille Urban Community's commitment to this has two motivations:

- to show solidarity and cooperation with the towns and cities of the developing world;
- to increase Lille's international influence by being party to the friendly understanding between the towns and cities of the world.

A significant example of technology transfer is the renovation of the traffic regulation system in the city of Rio de Janeiro (Brazil). Lille Urban Community has designed and developed its own traffic regulation system. In cooperation with the city of Rio de Janeiro, the area coordinator developed by Lille has been rebuilt to the specifications of the local market. An area coordinator is an apparatus based on a microprocessor which, by means of sensors, gives a real-time image of traffic and efficiently controls the 40 traffic-lights situated in a given geographical area.

To implement this project, an exchange of visits by engineers was organised; the relationships thus established favoured regular contacts between the people involved. In order to facilitate transfers of software, a data-processing linkup by switched telephone network is planned. Once this cooperation phase has been completed, the establishment in Rio de Janeiro of a reference centre relating to urban traffic control could be envisaged. The goals of this centre would be:

- to turn Rio de Janeiro into a recognised centre of expertise in the field of traffic management, based on genuine local innovative capabilities and know-how, as well as on the existence of physical facilities of experimental value;
- to turn this centre into a «data-base utility» dedicated to information on development cooperation for the benefit of other Latin American cities.

The following courses of action would have to be implemented:

- continual updating and perfecting of the existing system so that it becomes a technological showcase, ie both a laboratory and an operational facility;
- initiation of or participation in R & D programmes in the field of traffic management;
- development of information and training sessions in the region open to municipal technicians from all over Latin America;
- provision of technical assistance to the cities of the region (by sending experts, welcoming trainees, advisory missions etc.).

This is a particularly ambitious and difficult project to carry out.

Its successful completion, by its tremendous potential leverage effect on other cities of the South, would serve as a shining example of development aid.

**Bernard Désert, Chief Engineer in charge of International Cooperation**



# What kind of school for laotian managerial

The Democratic People's Republic of Lao is one of the ten poorest countries in the world. It is a small country with a population of nearly four million inhabitants whose economy is evolving towards a free market system. The role of the State, the function of the single political party, the structure of the administration are all being transformed. Laos is faced with enormous problems due to a lack of human resources and, more particularly, a lack of managerial and supervisory staff. The change of political regime in 1975 resulted in a dramatic loss of qualified manpower in every field; these losses have not been made up for by the training of very varying quality received by some Laotians in eastern Europe. Laos has no university and its higher education system remains weak (it comprises a medical school, a teacher-training school, the national polytechnic institute, and the college of civil engineering and architecture).

The establishment in July 1991 of the National School of Administration and Management (ENAG) with the assistance of the French government marked an important step forward in the effort to provide Laos with managers who have received the same training ie training adapted to the country's «real current needs», to quote the words used in the school's charter. Germany's recent decision to provide ENAG with substantial resources\* in order to improve the skills of the Laotians responsible for their country's economic policy, confirmed the school's important role within the system that has been set up to support the current transformations. The school's aims are as much to retrain the existing managerial and supervisory staff in order to make them more suitable for current needs, as it is to produce young graduates. Within the last year, ENAG has held 14 short seminars or workshops which have contributed to the training or retraining of nearly 500 executives and supervisors. These training sessions included one week seminars, a few half-day or one-day technical conferences and more thorough courses lasting from one to three months. A whole variety of fields were covered: organisation, management, finance, law, macro-economics, accounting etc.. They were attended by executives from the civil service, as well as from public-sector and private-sector companies, which guaranteed greater mutual understanding between these two sectors, an indispensable prerequisite for the success of the reforms currently being implemented.

Two long series of training courses are now being prepared. Firstly, a two-year course for young university graduates on international

relations, the magistrature, public administration and company management. This course is greatly dependent on the administrative reform which is being prepared, itself being linked with the process of structural adjustment being implemented with the support of international financial institutions. Secondly, a so-called «crash course» for existing managers and supervisors who have not had any higher education or who had to stop their higher education when the political regime changed 15 years ago. These people are to be found throughout the Laotian civil service, but particularly among local government officials. Some of these unqualified officers have already been persuaded to leave the civil service, thus contributing to the lowering of the «insufficient surplus», the Laotians' humorous way of referring to the excessive number of unqualified, incompetent or absentee personnel.

This «crash course» should make it possible to teach these executives part of the basic knowledge they need, to mobilise and to highlight the experience gained by most of them, and also to give their career a second chance. The end-of-course results should make it possible to assign the best people to suitable jobs, and to redeploy the others, in consultation with civil service authorities.

Among ENAG's many assets is the firm will of Laotian leaders to reform the country's administration thoroughly, and thus to raise the standard of qualification of its executives. ENAG reports directly to the Prime Minister and has been involved in preparing the administrative reform. The

administration's senior staff have been very active supporters of ENAG's development, as they see it as a means of restoring the dignity of the civil service and of regaining the legitimacy of the State. They make up most of the teaching staff, along with a few executives from private companies and foreign experts.

However, many pitfalls and difficulties still have to be overcome. The project is making slow progress and sometimes comes up against very hardened attitudes on the part of many senior managers, ie elitism and purely academic thinking which leads some of them to mimic prestigious or well-known training models without any in-depth analysis of current malfunctions and of concrete needs; a still highly segmented and compartmentalised vision of development, whereas a systemic approach is indispensable and projects need to be integrated...

Over and above the expected «subjects», ENAG also aims to provide what a lot of people lack, viz the ability to put things into perspective, a sense of initiative and imagination, rigour and method, the ability to organise the decision-making process, knowing how to work out public policies or corporate strategies that take into account the complex links between institutions, the geographical area and economic development.

**Francis Engelmann**  
Senior technical advisor to ENA  
Vientiane, 4th June 1992

*\* The United States and Thailand have also contributed to the development of ENAG, as have the PNUD and the World Bank.*

Vat Sissaket, Vientiane, Laos

Source : F. Engelmann





# The training of African town planners

This article expresses the point of view of its author only. By having it published in «Villes en Développement», he wishes to provoke reactions that will lead to a discussion on the training of African town planners.

## 1. The training has to be adapted to the changing skills needed in town planning

Until recently, African students of town planning were destined for senior positions in their national government department in charge of town planning. This traditional view of career prospects has often resulted in concentrating the curriculum on the administrative and regulatory aspects of urban policies. Today, at a time when increased urbanisation has become the predominant socio-economic phenomenon in all African countries, this administered urban planning is marking time, and is disconnected from the realities of urban growth and urban facilities.

Since the early 1980s, African states have embarked on the decentralisation of urban management. But this decentralisation has not led to the hiring of many town planners by municipalities because the laws, rules and regulations rarely provide for the state to devolve its town planning powers onto the municipalities. Thus, except in very large urban areas, town halls do not need highly qualified managers such as traditional town planners, but supervisors capable of getting everyday urban management tasks done by superabundant and uneducated personnel.

Urban design has been entrusted to national public or private sector design offices and to bilateral urban planners, who are sometimes under contract to international agencies. Active participation management of neighborhood requires the leadership of NGOs (non-governmental organisations) within which well-trained town planners have a natural part to play. Finally, companies that provide marketable services can offer some job prospects to urban planning executives, notably for the purposes of setting up and managing geographical information systems. Is it not necessary to take into account these changes in career prospects when training future urban planners who will no longer be life-long ministerial civil servants but **town planning professionals** capable throughout a 30 to 35 year career of adapting to a variety of changing occupational skills, both in the private and public sectors? Their main job

will be to advise political decision-makers in a complex urban environment. And when they will be required to plan urban development projects, they will mainly have to apply themselves to integrating such projects into a physical fabric and a socio-economic force.

## 2. Effective working practices

The few years dedicated by future urban planners to their training should be aimed primarily at breaking the habit of schoolish work in order to turn them into self-reliant individuals capable of setting themselves goals and of finding the means of achieving them in a given environment. Whatever they do, these future urban planners will need to know how to manage their work effectively with short deadlines, how to submit simple, well-argued and convincing written proposals with drawings and sketches that express the essentials, how to make clear presentations using all the modern means of communication, how to lead working party discussions or committee meetings and how to speak clearly.

## 3. Know-how

The current approach to the teaching of urban planning, although designed to produce executive civil servants, trains them mainly in report-writing, the prototype of which is the PhD thesis or a report written in justification of an urban plan. In practice, the civil servants concerned very rarely have opportunities to produce this sort of study, and their design work is limited to plotting the allotment of building land. Thus, the first piece of know-how that they should acquire is the ability to plot these allotments intelligently by integrating them into an overall plan which already does or does not exist, and to know how to assess their project in terms of its technical, administrative and financial feasibility.

Too many urban planning reports still include many useless analyses that are there just to fill up the pages. For instance, they contain climatological or demographic analyses that are irrelevant to the question which the study is supposed to answer. So future urban planners must learn to analyse properly the question which has been put to them, in order to identify the problems they will have to deal with. They must learn to collect and process only the data that is relevant to the

proposals they will have to submit and justify. As urban questions have to be answered from several viewpoints, it is important that urban planning students should learn how to work as a team so as to confront the conclusions drawn from their various analyses so as to arrive at a joint proposal. This can only reinforce their convictions and the solidity of their argumentation when they face the critical judgements of the numerous other players involved in the urban planning process.

## 4. Knowledge

Of course, the training of urban planners cannot do without the acquisition of knowledge. But many branches of knowledge are required to understand the urban phenomenon, each belonging to several scientific disciplines which are being continually enriched. It would be vain to expect urban planners to know everything about everything when they have completed their studies.

As regards the social sciences, it is important for urban planners to acquire a passion for reading, to be able to identify the different scientific fields of knowledge about urban planning (economics, demography, sociology, social anthropology and geography) and to find their way around them easily. This implies that they should learn how to conduct bibliographical research rapidly and accurately. Each of them will then discover that there are several scientifically justified and socially valid approaches to one and the same subject. This will reduce the temptation to mouth the clichés which are so widely heard today, and each urban planner will discover that he or she is temperamentally more inclined to such and such a discipline, and to such and such a point of view.

As regards the natural sciences and fundamental disciplines such as mathematics or physics, the job of urban planner does not require more than secondary (high) school knowledge of them. There is therefore no point in trying to turn every urban planner into a high-level engineer or a brilliant statistician. What is important is that he or she should know that these disciplines exist and that they have their specialists who should only be consulted judiciously.

Jean-Louis Vénard



# News about Overseas Development

## ■ Ecole des hautes études urbaines Fernand Braudel

On 3rd March 1992, an inter-departmental committee presided over by the Prime Minister took a decision of great importance: the establishment on 1st July 1992 of Ecole des hautes études urbaines Fernand Braudel (School of Advanced Urban studies). At the same meeting, the school's pre-foundation committee was asked to continue its good work, notably for the following purposes:

- to specify the contents of the school's future research and teaching work so that it may be operational as soon as possible;
- to get in touch with the scientific community and other institutions in the city of Lyon in order to ensure the school's successful integration into the life of the city;
- to draft the school's statutes and internal regulations, and, in an inter-departmental framework, to negotiate its legal form and annual budget.

## ■ ISTED and urban development

On the occasion of ISTED's tenth birthday, the French ministry of public works, housing and transport (MELT) launched a debate, which is still in progress, on ISTED's aims and assignments. This debate will lead to the publication of ISTED's charter and probably to some changes to its statutes.

Among the most notable innovations will be the assertion of ISTED's authority to operate in the field of «urban development».

The institute has already embarked on this course as a result of the attachment to it of the «Villes en développement» documentation and information centre. From now on, beyond its role as a documentation centre, ISTED will be a forum for the exchange of views, for dialogue and for the emergence of common projects relating to towns and cities, a role it already plays in the field of road and transport infrastructure.

Contributions to the furtherance of this new area of expertise are expected from various French government departments, agencies and research bodies, as well as from multi-service groups established on the urban services markets in developing countries.

## ■ Partnerships between regional services of the Equipement and corresponding services in Africa

The French ministries of Coopération et du développement and Equipement du logement et des transports (MELT) are considering a new assistance pilot-scheme: its aim is to set up institutional partnerships lasting several years between regional sections of the MELT (DDE) and the corresponding sections of the technical ministries of the African countries involved.

To each DDE would be delegated, on a contractual basis, the contracting authority for an assistance programme sponsored by the ministry of overseas development. Each DDE would have the authority to call on any useful expertise from within the MELT's own network or from external sources, be they public or private.

In choosing the objects of these partnerships, priority will be given to «organisational» projects: service structures, programming, management etc. within the scope of MELT's technical activities.

This new scheme should provide an alternative approach to overseas development aid which will be more flexible, more efficient at transferring know-how and more economical in terms of the number of expatriates on traditional technical assistance assignment. However, it is not intended that this type of scheme should become the exclusive form of technical cooperation.

An experimental pilot-scheme of this kind could start before the end of 1992.

## ■ ISTED

Mr Gérard Gros, having completed his term of office as General Manager of ISTED, has left to take up his appointment as Secretary General of SETRA (Road and Motorway Technical Studies Section).

His successor as General Manager of ISTED is Mr Hervé Lainé, ICPC, formerly the Director General of ADIFE-PARTENAIRES (Association for the Development of Economic, Technical and Industrial Partnerships between France and foreign countries), and the President of APTITUDES (Association for the Promotion of International Technical, Industrial, Economic and Scientific Partnerships).

## ■ L'institut national de génie urbain de Lyon

At the request of the ministries of overseas development and of public works, the above-mentioned Institute organised a seminar on the subject of the management of urban services in France, which was held in Lyon on 7th, 8th and 9th September 1992.

This seminar was attended by 15 operatives from the urban sector of the World Bank for African regions. Its objects were to promote French know-how in urban engineering and to help the institutions present at the seminar to discover common ground for cooperative work.

During the six sessions, local public authorities, urban service companies, users and experts shared their experiences. Specialists of different areas of knowledge were able to confront their points of view. Other topics discussed included: financial and institutional arrangements, social development of neighborhoods and local services etc..

Contact: INGUL, 21 rue François Garcin, 69003 Lyon, France.

Tel: (33) 78 62 23 40

## ■ OECD

A meeting organised by the OECD of the Development Aid Committee (CAD) will be held in Paris on 16th and 17th November 1992 on the subject of urban development aid.

At this meeting, the official delegations will present and discuss working papers prepared by various financial backers.

France (represented by the ministry of cooperation and overseas development) will present a methodological analysis of active participation development projects in outer suburban neighborhoods.

This meeting should be an opportunity to reassert within the coordination bodies of the OECD the importance of the urban sector, and to consider the new approaches adopted by the donors.

Contact: OECD, 2 rue André Pascal, 75775 Paris Cedex 16, France.



# Symposia

**Cambridge-Massachusetts,  
USA,  
26th Oct - 6th Nov 1992**

**Housing in developing countries.** The biennial international housing workshop: rethinking development, paradigms and practices. This is a seminar followed by technical workshops organised by the SIGUS group in the School of Architecture and Planning at MIT (Massachusetts Institute of Technology), and CENDES (Centre for Development and Environmental Planning), Oxford Polytechnic.

*Contact: Dr. Ing. Reinhard Goethert, SIGUS International Housing Workshop, School of Architecture and Planning, MIT, Building 5-416, 77 Massachusetts Avenue, Cambridge, MA 02139 USA.*

**Paris, 6th - 8th April 1993**

**Environment and Geotechniques.** From the decontamination of subsoil to its protection. International symposium.

*Contact: ENPC/IDFC - Département international, 28 rue des Saints Pères, 75343 Paris Cedex 07, France. Tel: (33.1) 42 60 34 13; Fax: (33.1) 42 60 40 72*

**Silves - Portugal,  
24th - 29th October 1993**

**«Terra 93».** 7th International Conference on the study and conservation of earthen architecture.

*Contact: Terra 93, Praça do Comércio, DGEMN, 1194 Lisboa Codex, Portugal.*

## Book review

**Systèmes d'information géographique pour petites communes.** (Geographical information systems for small municipalities).

A methodological guide. Paris: STU, 1992, 127 p. Municipalities inhabited by under 20000 people, of which there is a growing number, plan to adopt a geographical information system (GIS) or an urban data-base (UDB). This computer-assisted decision-making and management tool has been made available thanks to recent progress in computer hardware and software. Three series of information sheets describe in detail the methods used, the achievements of 10 French municipalities and the most popular software programmes. Price: FFfr80.

*Contact: Service technique de l'urbanisme, Arche de la Défense, 92055 Paris-la-Défense Cedex 04, France*

**Atlas de la population mondiale** (World Population Atlas), by Daniel Noin.- Paris: Reclus. La Documentation française, 1991, 160p. (Coll. Dynamiques du territoire).

This atlas is dedicated to the observation of the rapid changes and diversity of the world population.

With over 100 colour maps and charts, it is a gold mine of information on some of the major problems faced by the world at the end of the 20th century.

Price: FFfr180

*Contact: La Documentation française, 29 quai Voltaire, 75344 Paris Cedex 07, France*

**Les transports urbains en Afrique à l'heure de l'ajustement** (Urban transport in Africa at a time of adjustment), by X. Godard and P. Teunier.- Paris: Karthala-Inrets, 1992, 245p. (Coll. Villes et Citadins).

A growing crisis affecting public transport companies and the rise of small-scale enterprises were two of the main trends observed in the 1980s in the field of urban transport in sub-Saharan Africa. On the basis of case-studies of numerous French-speaking or English-speaking African towns and cities, the authors emphasise that these two forms of transport are complementary by virtue of their contributions to meeting needs and to the development process.

Price: FFfr140

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