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Eric Huybrechts, 1994



Barcelona : the new ring road and the sea front

Major urban projects

Was the theme selected by the Association of Urban Development and Cooperation Professionals for their last meeting a further sign of a new positioning of French operators on the problems of developed or rapidly developing countries? From the interest shown in major urban projects and from the rare reference to Africa, it would seem so. But the aim of the meeting was not such. In order to reach a better understanding of the debate on major urban projects, two observations have to be made.

First observation, which was a constant in the discussions of September 6 : To implement major urban projects, significant amounts of money have to be mobilized, with the support of the highest political authorities - this has been a characteristic of urban development for a long time and shows how powerful some operators are. From the covered market of the merchants of Ypres in the 16th century to Beyrouth business centre, many examples provide food for thought : neither financial creativity nor resounding failure are innovations of our century.

Second observation : we must look in retrospect at the priorities of the urban projects of the last ten years. Let us remember the discussions that led us to better understand the need for adequate management of urban services, increased role of local governments and of towns as economic catalysts. We must continue and consolidate our reflection on issues such as the social and cultural dimensions of urban life, access for all to basic services, etc. But why are some towns more magical than others? History, climate, geographic location are also important. But the quality and cohesiveness of

urban design and architecture make a world of difference. A close look at the Parisian patchwork of residential areas and major real estate projects reminds us that such quality and cohesiveness also, and above all, result from concrete implementation, i.e. projects are financed and executed - whether realistic or crazy, classical or provocative, forcing contemporary town dwellers to look at city life in a different way; projects stemming from conflicting ambitions but able to coexist, as we still see it in Hong Kong today; projects which make their promoters rich, or ruin them - but who remembers such aspect of the whole thing? What place is left for such projects in the development strategy of poorer towns? How can professionals concretely and positively ally the mobilizing capacity of major projects with the financial, social and technical constraints, which are significantly heavier when the domestic economy has difficulties in facing up to international competition? Can major private projects still contribute to the emergence of a true «art of living» for the 21st century? Are there really minimum conditions for the emergence of such major urban projects? And if the answer is yes, what are they?

The articles in this new issue provide an outline of the presentations and high quality discussions of the September 6 meeting and remind us of the importance of major urban projects in the history of our towns - a way to relaunch an unfinished discussion. ■

François Noisette
Ministry of Foreign Affairs
President of AdP

Urban development and the Caisse Française de Développement (CFD)

by Antoine Poullieute, General Manager of CFD

Urban development, and towns in general, have an increasingly important role in CFD interventions

CFD, whose task it is to finance French project-aid in the French Overseas *Départements* and Territories (Dom-Tom), the African continent, in the Indochinese peninsula, the Carribean and the Indian Ocean, spent over the last 8 years a little more than 15 per cent of its commitments (excluding DOM-TOM) for urban development through 135 projects (for a total amount of FF. 6 billions). Out of this total, 4 billions were spent on commercial public services and the remainder on infrastructural or municipal facilities projects.

It is impossible to elude urban development for social, economic and political reasons. Socially, because in the 30 years to come, if we manage to maintain rural population at its current level, it will be quite an achievement and, consequently, population growth will definitely be an urban phenomenon. Economically, because production and gross fixed assets formation are concentrated in towns. And politically, both because of the democratization process in Africa and because, as seen over the last decade, the risk of disturbances is also concentrated in towns.

The problem of urban development is due to the fact that, even more than in any other areas of development, it is not possible to act on one's own - be it at the level of local governments, national authorities, donors or economic operators. Towns are by their

very nature places where people must work together, i.e. must find a common ground in their respective concerns and interests.

CFD has a wide experience of funding through a broad range of operators : other donors, governments, private operators (executing the projects but also private operators which may be users of the relevant facilities). Therefore, what we are looking for is integrated projects, which, according to the rules imposed to us as a public French development agency, must be based on 3 basic principles : continuity, realism and proper management.

The principle of continuity : the worst enemy of development is fashion. Development timing is not political timing; urban development takes time, therefore requires continuity, hence stability. It requires political will in order to get real answers from people who truly commit themselves. Political will means the will to act but also to allocate the required resources to support action. As far as local governments are concerned, I nevertheless think we must be cautious and that it is better to get those who have similar concerns to work together; this is why we are in favour of twinning-cooperation agreements. For instance, one of our projects is a twinning operation between Toulouse and N'Djamena.

The principle of realism : to be realistic is to be flexible, to be able to move and operate in the field - not to identify projects

but to implement them - i.e. to conduct projects . We, the French, have a well-established reputation for this : we know how to make projects because we are realistic and flexible. We must be aware of the changes on the financial and real estate markets and be able to modify project contents as we move on, in order, for instance, to benefit from any institutional changes. This is what we call at CFD «project-process». Project-process is the capacity to provide policy guidance and to execute step by step a number of project phases, together with the required institutional changes, in order to capitalize immediately from any favourable environment and to ensure the success of further project phases. We are developing this methodology in Libreville, for example, on a watershed drainage and development project.

The third principle, **proper financial management**, means that the donor must know how the funds given to a project (originating from the French taxpayer) are spent. Project accounts must therefore be separate from that of the project owner (government) and from that of the donor. Hence the concept of delegated ownership, which allows for clear identification of the players in legal, financial and accounting terms, with specific procedural manuals defining the modes of operation. In the Dom-Tom, we usually do it through joint economic enterprises; in Africa, through specialized agencies

such as AGETIP, as initiated by the World Bank. In Cambodia, for the development of tourism around the Angkor temples, we significantly contributed to the setting up of a public development agency, APSARA. In conclusion, what I consider vital issues for CFD in terms of development is drinking water, urban transport (for which we encounter difficulties), and domestic waste. The issue of water is more important than that of electricity, because it is more difficult to solve, and because it has broader peripheral effects on health and environment. In addition, we should not merely develop capital cities, but also secondary towns. One of the conditions for urban development is also an acceptable road network throughout the country to link up major poles and to open up the country to the ports, hence to the rest of the world; it also is the development of information and intercommunication networks. ■

Apsara, Angkor



Groupe Huit

Major urban development works

by Michel Arnaud (extract of his presentation at the ADP meeting in 1996)

The topic selected for the meeting called for a reflection on the linkages between major urban projects and urban development, particularly in developing countries. Michel Arnaud is looking at these linkages from an overview of what Braudel called «le temps long» (duration). His presentation was supported by many slides.

Urban Renaissance and its projects.

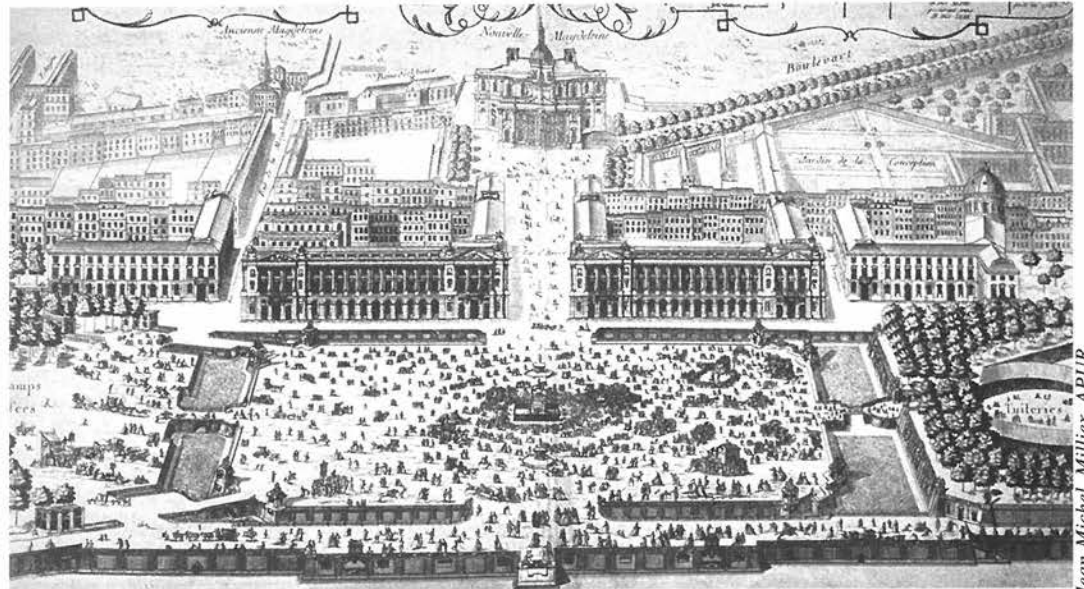
A typical view of mediaeval European towns such as *Nuremberg in the 15th century*, shows the «trite» houses of the bourgeois with the castle towering over them, the cathedral and other churches, the covered market... and the surrounding fortified wall - which were the major works of the time. What can be said about the «major urban projects» of that time?

- In terms of investment, at a time when road network and public space development was not a big thing, such projects main factor of lasting public, collective or community capital formation.

- In terms of design, these projects were independent programmes, without any overall planning, but involving political, economic and social elements.

- Institutionally, they represented huge levies when compared to the wealth of that time, obtained through diverse means: authoritarian (the castle and, partly, the churches), Evergetic (hospitals) or contributive (the enclosure, the Town-House...) The diversity of these means are linked to the formation of society.

What can be seen in terms of urban development on a map of *Bruges around 1500*? That is was not very different from the medinas of that time but had a specific organic characteristic: for defence reasons, buildings were packed together, which imposed both diverse funding modes and erratic localization of buildings. The enclosure is the limit between «inside» and



Place of the Concorde, Paris

«outside» and hence represents a tax barrier (town vs. suburbs). It shows the urban formation of that time, the problems, management systems and solutions: a shift from mediaeval to bourgeois society.

Solutions were adapted to modest sizes (50 000 inhabitants) and to the growth rates of the time (which may have seemed high but averaged less than 0.5 per cent annually, being part of the «organic» aspect too).

Creation of the urban space

The famous *Square of Siena*, where the *Palio* horse race takes place, is an outside area meant for festive events, for the urban shows; it represents the opening of the town to the outside world: the urban project creates urban space.

On a map of *Venice*, one can note how the aesthetic and institutional creation of the

mediaeval town evolved - from tentative organic development through informal settlements outside the public utility network - the *campi*, all the way to the architectural achievement of St Mark's Square.

Bruges again. An axonometric view of the town in 1568 also shows affirmed, if not voluntary, urban creation: arrangements of buildings and urban space; the canal under the covered market - a project of urban centralization: town within town; the *Jungfernstieg Drive in Hamburg (1800)* is the expression of «new urban needs»: the mall, meant for a society of leisure, nature becoming one element of the town, integration of natural sites into the town, heralding the era of «urban parks», a number of places meant «for seeing and for being seen».

In the few examples mentioned above, one identifies the «urban project cycle»: from the idea to

the programme, from the programme to the project and... to architectural or urbanistic formalism.

Towns were still of a modest size and their growth rate was slow. Thus, at the time of the «major project» of Sixtus the Fifth (overall urban traffic and composition), launched around 1590 - i.e. some 250 years before Haussmann's projects in Paris, Rome only had 100 000 residents; with the return of the popes, its population had doubled over 75 years (growing by 1 per cent a year!)

London grew from 200 000 to 1 million inhabitants between 1600 and 1800, i.e. by 0.8 per cent a year. Paris from 250 to 500 thousand over the same period, i.e. a growth of 0.35 per cent per year. At the time, such growth rates were seen as quite significant. Today, we would consider them as almost nil. However, there is a change in scale.

Total urban creation

At all times, there were major projects of «new towns». We could almost say that this is the normal form of urban expansion, urban development and its spread round the world, the «urban project» par excellence (such as the *bastides* of the South of France, which somehow represent in a schematic form the spontaneous achievements of the time), true project on a conceptual level, freed from the constraints of existing realities, designed as a proposal aimed at structuring urban development and not as an answer to a need. Similarly, the «*simplistic*» plan of Philadelphia is both a mass answer to a mass problem and a show of confidence in the fu-

ture : i.e. «a project» in the full meaning of the term. At the time, the United States of America had an unprecedented urban growth rate : 6 per cent from 1830 to 1860. A situation which can be compared to that of developing countries in the 30 years after World War II (1950-1980).

Perspectives

From 1900 to now, over one century, urbanization spread around the world : there were 350 million people living in urban areas at the turn of the century and 2 billions new urban dwellers thereafter. In the coming century, on the basis of current world population figures, i.e. 8 billions (75 per

cent of which are urban dwellers), it is estimated that urban population should increase by 4 billions individuals. In any case, by 2 billions over the next 50 years. In any period of intense urbanization, there were waves of major urban projects. But there was always, and inevitably, hesitation as to their nature - «remakes» of other urban projects (implemented elsewhere or many years before and adapted to modern times) or innovative programmes and sometimes, but not so often, appropriate responses to the problems of the time... leading, often towards the end of a given period, to classicism, formalism or academism... It would certainly be surprising if the current

urbanization process and major socio-economic changes in the world happening mainly in the least advanced and urbanized countries (now and for at least another few decades) do not give rise to major urban projects and to creative solutions, based on the creative and management capacity of the societies involved in the movement. Should we accept the creation of hundreds of Ibadans - Ibadan is the Nigerian city of over 3 million people whose population will double in the next 25 years : it has no public utilities network but a highway goes right through it! Note that there were only 500 000 people in Paris when Haussmann put himself at work -and growth was at 1 per cent a year. ■

Funding of major projects urban infrastructure

by Eric Francoz, Société Générale

The public sector, seriously constrained, is increasingly turning to project financing.

Paradoxically, while the needs of urban development are currently huge, both in the area of transports (urban highways, bridges, tunnels, airports, parking lots) and in the service sector (heating, water, waste treatment), public entities cannot invest much as their level of indebtedness increased when real rates were high. Faced with such a dilemma, and given the overall wave of liberalization in the world, local or national governments tend to turn to the private sector, particularly under BOT (Build Operate

Transfer) arrangements, in order to finance their infrastructure. Such solutions appear to be ideal : the urban highway is built by the concessionary company which takes on all the risks (overcosts, inappropriate identification of needs, design errors), i.e. savings on public funds. The investment is made in the form of «project financing» : a technique according to which debt servicing is covered by the income of the concession, based on a precise distribution of risks among the various players. Quite flexible in its approach, project financing is on the increase, despite margins wider than in the case of conventional corporate financing and despite the complexity of funding packages, hence slow process. However, in 1995, out of a total

of USD 23 billions of project financing in diverse areas (energy, telecom, etc.), the share of infrastructural projects (roads, bridges, tunnels) was limited - USD 2 billions - even though the needs were huge. In comparison, power generation accounted for USD 8.7 billions and telecommunications, for USD. 5.5 billions.

The development of private infrastructure is constrained by users' capacity to pay for the service rendered

While in a number of cases, the public sector merely sub-contracts an activity to the private sector and does not charge users (*shadow tolling*, jails or hospitals under concession), it generally prefers to shift

the costs from taxpayers to users of the infrastructure in order to reduce the burden on its budget. In addition to the traditional construction risks linked to delays and overcosts for technical (geological, terrain) or macro-economic (interest and exchange rates) reasons, the project is faced with the risk of insufficient cash-flow, usually linked to an overestimation of income (generally of traffic). While it is difficult to foresee how users will react when told they must pay for the infrastructure - which has occasionally led to nasty surprises - dealing with urban infrastructure makes things much worse as users are necessarily more sensitive about toll fees they must pay twice a day than about those payable for a highway they only use once a year.

Although risk reduction rules are applied...

With a number of simple rules, the risk of insufficient income can be reduced :

- start from customers' creditworthiness and the price they are prepared to pay for the service rendered (bottom up);
- make sure that operators are true professionals;
- do not underestimate subsidiary sources of supplementary income, such as value added on land or buildings (which EuroDisneyland did).

... very few projects can be solely financed by private funds.

Except for a few notable exceptions - some airports or parking lots which enjoy a monopolistic position or whose customers have a particularly good financial standing - most urban infrastructural projects are faced with the fact that users cannot pay for the full cost of the service. Either users simply cannot afford it, as in many emerging economies, or they plainly refuse to pay for a service which was formerly provided to them free of charge, as in developed countries. When it comes to behavior, model building is not reliable, as shown by the frequent discrepancies between the results obtained through traffic models based on time values (users' time is calculated in money terms, and users decide between time gained and toll fee paid) and observed behaviors. The risk is increased in countries with no real financial markets and where the national debt is expressed in foreign currencies : then, toll fees must be fixed in dollar-equivalent. The exchange risk then disappears but the traffic risk is increased : because of the huge increase of toll fees in local currency, users will no longer use the infrastructure. Finally, given the constant involvement of public entities, from the moment safety rules are to be defined (e.g. Eurotunnel) to that when tariffs are fixed, the theoretically private project is in fact very dependent on the political context. Thus, in Lisbon, the concessionary



For a long time urban infrastructure have had public financing : urban highway in Atlanta

Benoît Rolland, Société Générale

company entrusted with the building of the second bridge obtained a monopoly over all road crossing over the Tagus River for the concession of the first bridge, which existed before. But the increase in tariffs, which is needed to reach break-even point for the project, is constantly delayed, under taxpayers' pressure, by the political powers in place.

In the final analysis, mixed financing, with public support, seems to be the best solution.

Turning taxpayers into users can only help to finance a limited number of urban infrastructural projects. The financial standing of users is definitely an important factor : in order to finance over 15 years a FF. 5

billions bridge in a city with a population of 1 million, the debt service burden would be so heavy that toll tariffs would not be affordable for most users (enterprises or households forced to cross several times daily).

If the users' financial standing is not sufficient, you must be able to resort to the taxpayers. Not because taxpayers are so much richer, but because they can take risks in the longer term by anticipating on future collective gains, difficult to collect within the framework of a concession (e.g. creation of new companies, reduced number of accidents, decrease in pollution levels and related respiratory affections, etc...)

But, as noted above, public support is not forthcoming and, to be useful, should concentrate

on the risks that the private sector cannot assume. This principle of subsidiarity helps to ensure maximum benefits from the input of private funds. The technique of project financing then plays two parts : - it helps distribute risks and identify those which are unbearable for the private sector;

- it helps organize risk coverage by the public sector at the lowest possible cost through a whole range of tools (from guaranteed bond issues to the coverage of interest and exchange risks). ■



Urban transport in developing countries. Conference proceedings of the CODATU VII, New Delhi, February 12-16, 1996. Paris: Codatu, 1996, 2 vol. mult. pp.

Since its creation in 1980, and through its biennial conferences, CODATU has proved to be a good support network for international cooperation in the area of urban transport in developing countries. In New Delhi, over 150 presentations were made by experts from more than 30 countries, providing inputs in an area of development which is vital in the perspective of sustainable development.

Price : FF. 396

→ *Contact : Agence Cités Unies Développement, 22 rue d'Alsace 92300 Levallois-Perret, France*

Urban research in Algeria. An overview of the situation by Rachid Boumediene and Messaoud Taïeb - Paris, Tours : Interurba; Urbama, 1996, 107 pp. (Coll. Pratiques urbaines, N°14) It was only in the seventies that training and research structures were set up in Algeria in the areas of town planning, urban development and towns. The urban context in Algeria and the concepts and tools of urban development are presented in 2 introductory chapters. The changes in the urban context and the institutional operational modes have indeed impacted on the new directions of research.

Price : FF. 60

→ *Contact : GDR Interurba, 162 rue St Charles, 75740 Paris cedex 15, France*

The European town overseas : a conquering model? (15th-20th centuries), coordinated by C. Coquery-Vidrovitch and O. Goerg, Paris : L'Harmattan, 1996, 302 pp. (Coll. Villes, histoire, culture, société)

Far from presenting a single model of exported European model, the various presentations show how the ideas from Europe were transformed, adapted or abandoned overseas. The multidisciplinary approach (history, urban planning, geography, architecture) allows for cross references on common themes applied to contrasted spaces.

Price : FF. 180

→ *Contact : L'Harmattan, 5-7 rue de l'Ecole Polytechnique, 75005 Paris, France*

Are major projects the key - to urban dynamics ?

by Christian-Pierre Cormier, LL.B., lawyer-urban planner.

And first of all, what do we mean by major urban project?

When the Metropolis Association asked its members this year to send examples of «major urban projects» in their own big city, it did receive a list which is astonishing because of its diversity. Some cities presented rather conventional structuring projects such as the City of Science and Technology of Adlershof in Berlin. But New York thought that its drinking water supply piping system - which, indeed, is gigantic - was a major urban project.

Can we consider that improving the management of urban services in a big city is a «major urban project»? Indeed, while the daily management of a huge city is not as prestigious an activity as the launching of a major project, it nevertheless is an immense task that requires significant resources. It often is the only true challenge to develop urban dynamics.

A «major project» can sometimes turn out to swallow up money, which deprives the city of scarce resources for day-to-day management. Isn't there a danger that such major projects be merely the reflection of demiurgic concerns or the will to mark History - neglecting more adequate and efficient solutions?

Some of these major projects were often seen as a solution to various problems, such as overcrowding and land pressure on arable land. But the relative success of the new town of the «6th of October», near Cairo, of New Bombay or of the satellite town of Hay Ryad, near Rabat, showed that the high expectations we had about such

a concept were somewhat exaggerated.

In this regard, the almost complete lack today of major projects on the African continent south of the Sahara is food for thought. The relative failure of major projects aimed at boosting big cities on that continent somewhat shows the limited scope of such operations. At a time when we are faced with increasing urban problems, the solution is often to be found in a more appropriate use of existing urban facilities. And yet, major projects have always helped to build towns. Let us remember the impact on towns, but also on the surrounding territories and the whole empires, of major works undertaken by the various Roman, Inca or Chinese emperors. Closer to us, the works of Haussmann or those launched by Roosevelt under the New Deal, show the catalyst role of major projects in urban construction. Mr. Ascher¹ admits to the impact major projects may have on urban development, urban restructuring and the image of the town - we would even say, on the image of the whole country. Such interventions are sometimes effective to boost urban dynamics and provide a new impulse, beneficial to the whole country. A major project can also be an opportunity to improve some of the urban functions that up to then were inadequate (housing, transport, economic activity, etc.). The Lujiazui Project in Shanghai (a new business centre) may be the archetype of major urban projects in Asian big cities : the aim is to build the infrastructure

that will help them consolidate their position in the next century. As for the aerial metropolitan train network of Manila or the inner-city superstructure thoroughway of Bangkok, their objective is to reduce traffic congestion, which may hinder economic development. In the US, following the re-election of Clinton, some argue that inner city rehabilitation should be the priority of the new administration. The point is to better manage towns, but also to initiate major projects aimed at strengthening and rehabilitating neglected urban areas. The challenge - and the solution - is to associate both approaches. We must therefore move away from major projects that merely strike imagination and find solutions adapted to sustainable urban development. This is only possible with adequate city governance.

In addition to improving the functions of housing and employment, the quality of urban life must be improved. This indeed is a factor which will help reverse the current trend of population outflow from American inner-cities, particularly through urban heritage development and improvement of the general environment of degraded neighborhoods. The Inner Harbor project in Baltimore or the Battery Park project in New York are in this respect pilot projects as they are fully integrated in the existing social fabric. ■

¹ Ascher, F., Public Project and Private Achievements, in Les Annales de la Recherche Urbaine, N° 51, July 1991, p. 13.

One of the members of ADP shares with us his thoughts on the September 6 meeting : without any concession.

Villes en Développement (VED): What do you think about the topic selected ?

J-L P : Ambiguous. «Major» : in terms of size, cost, fame... quality? «Urban» : refers to the specific location (town or countryside?) or to the «urbanity» of a project? «Project» : quite a broad term that covers both transformation and innovation.

Therefore, initially, I asked myself two questions :

- Can we classify an ambitious project of urban transformation as a «major urban project» and attract to it the fame it deserves (Land use plan of Paris for example?)

- Can we recognize in advance the «urbanistic nature» of a major operation and classify it as a «major urban project» or should we wait to get the relevant drawings to do so ?

VED : From your questions, we suspect your preference.

J-L P : Of course. Towns are constantly changing. Every day, many different players implement their projects, small or large, and transform the towns. It is only through day-to-day management of change that you will be able to maintain the specific identity of the town, linked to its history, geographic location, specific characteristics. But you must also allow for innovation, contemporary design... which, one day, will be part of history. In this way, Paris, Rabat, Istanbul managed to keep their identity - with their historical areas at the heart of the city. But major projects were implemented there too, adding new layers to their history. The quality of such operations can be seen from the capacity of the town to absorb them and to transform them into additional richness. This does not happen

by chance; it results from constant governance and «previous urban thinking».

So, when we are speaking of «major urban projects», shouldn't we think first about these exceptional and difficult achievements? When seen in this way, urban development helps the city to get richer without losing its soul, to function more effectively for the benefit of its residents and for economic progress.

VED : Nothing was said along this line during the meeting?

J-L P : Very little. Talking about Paris, for example, the major operations referred to were presented in isolation while I think that overall city management is much more important than each separate individual project.

VED : Each town presents what is more important according to its current ambition.

J-L P : Rightly so! Behind the presentations, I noted quite a disturbing view of the future of the relevant cities. Today, «major urban projects» often are the opposite of «town development projects» : they only get the label when they are spectacular - the biggest, the most expensive, the most original, under the signature of one of the most famous names in architecture (who may also be talented), and often controversial. We end up calling «major urban projects» what is only a major architectural operation (e.g. President Mitterand's major works). When shall we have major urban development projects involving overall thinking in terms of managing the transformation of space, over time and within cultural continuity?

VED : Where do you think things went wrong?

J-L P : The media are much more interested in stardom, records, polemics and provocation than in the slow and indispensable work which consists in thinking up urban development in advance and managing it and orienting it in a tenacious and intelligent manner. Where is the urban planner who will get famous doing just that ? Don't try and find the answer. He does not exist. Urban planning is team work. Which does not exclude talent or creativity... but the media are not interested in this slow, time consuming process, which requires modesty too. And yet, consultations on the extension of La Défense axis, on the transformation of the Renault property in Boulogne, clearly show that «major gestures» are useless if not inscribed in space, time, economy and culture.

VED : Some of the projects presented were running along those lines.

J-L P : At first sight, they did. But a project like the project of downtown Beyrouth (i.e. structuring a large area of the city) was presented in isolation from its surroundings. And this is not the only such example! Lack of time? Maybe. But arbitrary decision too (in the conference presentation only, I should hope).

VED : Your conclusions ?

J-L P : Let us not stop promoting the idea that projects are not meant for the fame of the designers but for the well-being of the people. We must go on explaining this to elected representatives, to the media, to all professionals. The «major urban development project» was not covered by the discussions. This was frustrating for me. I think ADP seemed, for once, to give in to fashion. ■



Training at EAMAU

The African School of Architecture and Urban Design (EAMAU) in Lomé is developing new activities, among which on-the-job training. In order to build up its capacity in this area, EAMAU decided to work with recognized institutions in the sector. Six activities are planned for 1997, two of which have already been programmed :

«Management of urban rehabilitation operations - developing countries», from April 28 to May 23, Lomé : this training session, jointly organized with the Ecole des Ponts et Chaussées of Paris, is directed at decision-makers on urban policy, at those in charge of country and town planning, at heads of projects.

«Town management» session, from May 1 to September 30 in Lomé (2.5 months), in France (1 month) and in the country of origin of the trainee (1.5 month). This session is organized with the Technological University of Compiègne. It is directed at technical and administrative managerial staff involved in planning and management of African towns.

Additional information can be obtained from EAMAU (Fax : 228 22 06 52 - E-mail : eamau@syfed.tg.refer.org) and from the partner institutions : ENPC (Fax : 33 1 44 58 28 30 - E-mail : mauger-m@paris.enpc.fr) or UTC (Fax : 33 3 44 86 52 08) as well as on the Internet site : <http://www.refer.tg.org> (under Education/Enseignement Supérieur/EAMAU).

Towns, development and international expertise

DESS on Urban planning and development, University of Paris VIII. This specialization provides an international insight and comparative data, broadens the specific and general knowledge acquired in the core cursus and strikes a balance between theoretical and practical training. Strong emphasis is placed on urban policy analysis within the context of globalization. In charge : Mrs. Osmont. → Contact : IFU, 4 rue Nobel, 77420 Champs-sur-Marne - France, Tel. 33 1 64 68 00 16 - Fax : 33 1 64 68 00 84

New French development aid
Projects in the area
of urban development :

- Support to urban and municipal development in the Congo : targeted to the cities of Brazzaville and Pointe Noire. The action is twofold :

- firstly, improve municipal resources management and use through the creation of an income-generating urban land register (in Pointe Noire), the introduction of new financial management rules and procedures in order to promote the financial autonomy of the concerned municipalities;

- secondly, reorganize technical services in order to delegate some of the communal services (waste collection, road maintenance...) to private partners or to mixed economy companies.

- Communal development project in Côte d'Ivoire : The project aims essentially at strengthening the financial autonomy and capacity of nine regional capitals (excluding Abidjan); training sessions will be organized for elected representatives and municipal leadership. In addition, two documentary centres on communal management will be established at the General Directorate of local governments of the Home Ministry and at the Union of towns and communes of Côte d'Ivoire. Secondly, the project aims at experimenting a local development policy in the commune of Man, on the basis of decentralized cooperation with the town of Besançon.

- Support to the development of the city of Antanarivo. This project is a complement to the project launched in July 1995 for 5 regional capitals in Madagascar and the town of Antsirabe; its action is twofold :
- at central government level, support will be provided to the Ministry of Public Works and Country Planning for the review of urban planning laws and their adaptation to the new decentralized context;
- at the level of the 16 communes of Greater Antanarivo, support will be provided to help reorganize and computerize technical and financial services.

- Support to local initiatives in the Kimbanseke neighborhoods of Kinshasa: The project will assist some 15 neighborhoods of the Kimbanseke area and will set up two local funds : one to support the creation of infrastructural and social facilities, with the participation of residents; the other one, to assist small crafts. A savings-credit scheme will be set up as well for residents involved in vegetable and animal production. Two or three local organizations are directly involved in project implementation, under the responsibility of GRET.

News on coopération

«At the heart of the cities of the world»

The TV 5 Channel organizes in 1997 an operation called «at the heart of the cities of the world». TV 5 is a French-speaking TV channel, and an essentially urban channel, given its transmission mode (Cable TV) : 80 per cent of its customers are said to be urban dwellers.

Several events are planned. First, at the beginning of February, a whole day will be devoted to the topic of towns : towns as inspiration, towns as research topics, towns we love, towns we want to change. Debates, tales, existing documentaries will attempt to «wake up the peasants in our towns, those who move through their territory with closed eyes.» Films will be shot in Bamako, Belgrade, Alexandria, Istanbul...

«Describe your town» is a contest for all students who study French around the world. Pupils are invited to write, photograph and draw their town. Over 400 classes should participate.

Special broadcasts will be organized in June 1997, once the jury has selected the winners.

At the same time, many booksellers of the TV5 network organize special events on the topic of towns (selection of titles, creation of special local events etc.) This may be an opportunity for further scientific and technical cooperation links with those involved.

Contact : TV5, Mrs. Dominique Martineau, 19 rue Cognacq-Jay, 75341 Paris cedex 07, France, Tel : 33 1 44 18 55 90, Fax : 33 1 44 18 48 48

Specialized glossaries on urban development

PIR-Villes of CNRS is engaged in the preparation of 25 glossaries containing the highly specialized terminology of land use and urban planning, based on the cooperation network set up around the programme «les mots de la ville» (words and towns). Each trilingual brochure (French/English/third language) will include the translation (and comments if need be) of some 350 terms. For 1996, the Ministry of Foreign Affairs financed the basic work (French-English glossary; Arabic and Hindi glossaries)

Contact : Francis Godard, PIR-Villes, Tel 33 1 45 03 31 81, Fax : 33 1 45 04 27 81

Territory and globalization

In order to discuss the challenges of globalization in the financial, commercial and technological fields, the Ecole nationale des Ponts et Chaussées chose as a theme for its 250th anniversary : «Territory and globalization». How can we improve facilities and services in France as well as the general performance of our firms in order to strengthen our economic effectiveness and actively participate in the globalization process? How should we modify training? How can we protect our environment to promote sustainable development?

These are some of the issues that will be discussed on this occasion; there will be 8 presentations followed by a roundtable with a wide range of experts (engineers, academics, entrepreneurs, elected representatives, government representatives).

March 12, 1997, Paris, Maison de la Chimie

Contact : Mrs. Françoise Bourgain, ENPC, International Department, 28 rue des St Pères, 75343 Paris cedex 07, France, Tel: 33 1 44 58 28 22/25 Fax : 33 1 44 58 27 06

ISTED «Town» sector

After the launching period, which was mainly devoted to presenting activities in France relating to international urban issues, within the context of the preparation and the holding of the Habitat II conference, the «Town» sector of ISTD must meet new challenges : getting public and private players together; organize action around operational themes; concentrate programmes on priority areas; strengthen the links with international actors. This involves a further opening towards new countries, the concentration in the «Town» sector of urban transport issues, as well as establishing links with the private sector.

This work will be facilitated by Chantal Barbieux, economist, seconded from MELTT, whose experience gained by working on international issues in France in the area of urban services (both with public and private sectors) is precious in this new context. Marie-Claude Tabar-Nouval is also detached from the World Federation of United Cities by MELTT; she will be attached to the General Manager in her capacity as expert in charge of urban policy.

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