

Mobilizing expertise



"The expertise activity takes much more than logistic skills alone".

Whether to gain a higher level of proficiency in a system, technique or organization, to meet the requirements of a partner or client, or to guarantee choices and comply with norms and standards, expertise has become a benchmark method used in both developing countries and developed countries.

Expertise, an essential tool for international cooperation, works in terms of time, level and nature of the support measure. It is usually a core component of a project, on a par with investments, operating methods, training, facilities and equipment.

In France, throughout the post-independence periods, expertise tended to take the form of longer term assignments for technical assistance and was mainly targeted towards the former colonies. This gradually gave way to short- and medium-term expertise (less than six months).

The expert must have technical and linguistic skills and a culturally open mind, and must also integrate his/her work into a project or a programme. The method of selecting, appointing and managing experts is critical. On it will depend the quality of the work.

Finding and selecting experts, situating them in context and managing them through to their reinstatement in their original professional and personal context is thus an activity in its own right, requiring qualities that go beyond logistics alone.

Through a few examples of programmes managed by Isted on behalf of its members and partners, this issue of *La Lettre* shows the thematic and geographic diversity of the expertise activity. The success of these programmes derives from the quality of the experts in charge of implementing them.

Jean Smaghe,
President of Isted

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Franco-Moroccan cooperation on roads

A triennial convention for technical and scientific collaboration signed in May 2001 by the French Directorate of Roads (DR) and the Moroccan Directorate of Roads and Road Traffic (DRCR) sets the framework and broad guidelines of a cooperation programme on roads between the two countries.

This cooperation aims to provide the DRCR with assistance by French experts in drawing up road policy, and more specifically, in preparing instructions, standard documents and technical manuals, or providing aid for some training activities.

The cooperation programme has six components: motorways and high-capacity road schemes, road technologies, a road management system, road operating and safety, project ownership assistance, engineering structures.

Each component comprises a number of dedicated practical projects reflecting the DRCR's present work priorities and covering many of the problem areas and technical fields in the road sector.

To complete these numerous projects, a specific organization has been set up. A joint monitoring committee coordinates all the activities and a French and a Moroccan responsible expert are assigned to each project.

These experts jointly define and propose the contents and operational objectives of the projects for which they are responsible and direct the work using the necessary resources, particularly the expertise, available in each country. In France, monitoring and coordination of the cooperation programme has been entrusted to the Isted "Roads" Department.

Both the technical network and some central and local State-run departments are strongly mobilized in the cooperation programme projects.

The departments concerned include:

- CGPC, General Council for Highways and Civil Engineering, (road investments and concessioning, cooperation programme assessment),
- The Directorate of Roads (environmental impact studies, motorways, cooperation programme coordination),
- The Directorate of Road Safety and Traffic (Road operating and safety),
- Setra, Roads and Motorways Engineering Department (technical instructions, standard contract documents, road safety, engineering structures),

A triennial convention for technical and scientific collaboration on roads was signed in May between France and Morocco.



- LCPC, Central Road Research Laboratory (technical manuals, earth road management system,
- Regional laboratories (assistance to Moroccan laboratories),
- Cete, Regional Public Works Engineering Centres (road safety, engineering structures).
- DDE, County Public Works Directorates (road safety, marking, engineering structures).

The Moroccan experts' visits to France can involve both public and private French players and many meetings are scheduled.

The programme has not only enabled a real skills network to be set up between the two countries but has also developed technical exchanges of experts and a better knowledge of specific issues. ●

(Source: Guy Poirier, Assistant, Isted "Roads" Department)

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Pochentong Airport

The initial rehabilitation project of Pochentong Airport – located some 10 km from the Cambodian capital of Phnom Penh – was developed in 1995 with the help of the Paris Airport Authority (ADP).

This large-scale BOT project¹, placed under the concessionaire's leadership² and involving two Malaysian partners, is in two stages:

- rehabilitation of the existing airport, strictly for domestic use,
- the building (from scratch) of a new terminal and its ancillary buildings, used exclusively for international flights,
- the construction of a new runway for wide-body aircraft.

In Autumn 1996, at the request of DREE³, an initial assignment was undertaken by Jean Smagghe, an expert from the General Council for Highways and Civil Engineering (CGPC), to examine this project on behalf of Isted. This enabled a number of technical proposals to be made.

¹ Build Operate Transfer.

² The concession is awarded to the airport concession company (SCA), whose shareholders are GTM-Entrepose (70%), through its subsidiary Dumez-GTM (now Vinci Group), and Muhibbah Masteron Cambodia (30%), an entity under Cambodian law.

³ In the Ministry of Economy, Finance and Industry, the role of the Department of Foreign Economic Affairs (DREE) is to prepare and implement the public authorities' policy on foreign economic relations and international corporate development.

⁴ Assignment commissioned by the French Development Agency (AFD) on behalf of DREE.

After the events in Cambodia in 1997 and the Asian financial crisis, the project became financially impossible because the Malaysian banks refused the necessary loan and the Asian Bank was reluctant to finance the second runway.

The project rejected the initial option of an entirely new airport and was re-engineered towards the priority aim of a successful concession. The new option consisted in extending the existing terminal and building the international terminal onto it. The project of a second runway was abandoned but widening, lengthening and strengthening of the present runways are programmed for 2005.

The first donation by the French government, made in 1995 to finance the urgent facilities, was followed by several other donation protocols.

It was the wish of both the French authorities and the Cambodian government to ensure that the French financing facilities were used satisfactorily. A further assignment was entrusted to Isted⁴, which consisted in:

- checking the arrangements for allocating contracts to suppliers (competitive bidding conditions, regularity of pre-contract negotiations),
- ensuring prices were consistent with market prices,
- ensuring compliance with acceptance criteria for delivery and commissioning.

For these assignments, Isted drew on the expertise of CGPC and the Civil Aviation Authority (DGAC) of the Ministry of Public Works, including the Air Base Department (SBA). Building of the new terminal is nearing completion. It will be operational at the end of 2002. Phnom Penh Airport will then be an international class airport of which Cambodia can be proud. An addition to the initial concession contract was also signed between the Cambodian governments and Vinci Group in September 2001, which brought some serenity as to the future of the concession, which now also covers Siem Reap Airport. The decision to include this airport, which is open to international traffic and serves the temples of Angkor, gives the concessionaire better visibility of future passenger traffic, much of which is tourist traffic. ●

(Source: Paul Saada, Isted Task Officer)

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The financing of cities in Latin America

On 6 and 7 December 2001, in Santiago de Chile, Isted and the Economic Commission for Latin America and the Caribbean (ECLAC) organized a seminar on the financing of cities. ●●●



Isted/VED

To promote French expertise in urban issues, Isted, in collaboration with Eclac, has organized a seminar in Chile.

••• This initiative was supported by the Regional Delegation of French Development Aid and funded by the Inter-American Development Bank (IDB). It resulted from the interest that the region's main cities involved in the *Mercociudades* network had shown in learning more about French urban expertise.

Firstly, the Isted "Cities" Department gathered information to gain insight into the problems in Latin American cities. They drew on a study on delegated management in this region, conducted by the Isted "Urban Services" working group, to investigate the already-existing institutional environment in which this type of contract could be implemented.

The *Mercociudades* cities were then invited to present their own experiences and ask questions. Based on this work, Isted submitted a programme proposal to the Latin-American partners. Emphasis was placed on a number of aspects: importance of the institutional and legal framework, urban development management and planning, the need to make preliminary, comprehensive, multidisciplinary studies, the different types of contract and public-private partnership, the banks' role, regulation of delegated management contracts and access to urban services by the most disadvantaged groups.

Once the programme was validated, Isted mobilized French public and private sector experts and a local elected representative:

- Jean-Louis Oliver, expert from the Ministry of Public Works (institutional matters concerned with water management),
- Gilles Antier, director of international action of the Institute for urban planning and development of the Paris Île-de-France region (Iaurif),
- Jean-François Verges from a private consultancy firm (Icea), a specialist in delegated management contracts and their regulation,
- Gilbert Canameras, president of the Centre for research and studies on international insurance and financing,
- Jean-Sylvain Ruggiu, local authority financing specialist from Crédit Agricole,
- Jean-Marie Tetart, mayor of Houdan and former director general of the United Towns' Organization (UTO).

The seminar enabled the representatives of the institutions to provide case-documented information for analysis and to present the conclusions drawn from assessments of their actions. These exchanges of experiences could be used to better quantify the benefits of reproducing these actions in different contexts. ●

(Source: François Croville, Head of the Isted "Cities" Department)

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Mobilizing expertise

Administrative cooperation with CCEE

The Countries of Central and Eastern Europe (CCEE) seeking accession to the European Union must undertake reforms to meet the membership criteria.

Through adopting the *acquis communautaire* and strengthening their institutions, they must be in a position to apply the common provisions in the same way as the Member States.

To help them achieve these objectives, a twinning procedure has been introduced which organizes administrative cooperation between a Member State and a Candidate Country under the auspices of the Commission. In this procedure, the Member State second civil servants and experts to the candidate country and undertakes to achieve a result. At the end of the operation, the candidate country must possess the *acquis communautaire* and will have set up efficient institutions.

The twinning covenants are supported by "Phare" funding¹, paid to the body mandated to lead and implement the cooperation programme.

These programmes require extensive expertise, which Isted provides² for each project:

- Poland: 250 missions – twinning in road transport (in progress);
- Lithuania: 350 missions – twinning in road, air and rail transport (under preparation);
- Romania: 60 missions – twinning in road transport (under preparation);
- Malta: 30 missions – twinning in sea transport (under preparation).

The twinning procedures apply to sectors defined as priorities. The Ministry of Public Works sectors were not included as such until 1999. Initially, the projects concern

¹ The "Phare" programme (Poland and Hungary Assistance for the Restructuring of the Economy) was started in 1989. It was subsequently extended to all CCEE.

² Isted has been "unreservedly" approved by the Commission for implementing this type of project.

transport and roads, to be followed by rail, sea and air transport.

The demand is for high-level, sophisticated, specialized expertise. Guidelines are provided on the regulations and the institutional support used to implement them. Then in order to set up institutions that will be operational on completion of the project, it is necessary to define these institutions, to recruit, equip and train the personnel, oversee the start-up of work and provide monitoring and assessment.

Two covenants have taken more than nine months to prepare. Before they are signed, they must each give an extremely precise definition of the required expertise. Each assignment is attached to a project and must indicate the number of days of expertise, the required support resources and the expert's profile.

Finalizing the budget also requires much preparation – up to 900 budget lines that must be individually checked throughout the project – a task with a heavy cost that is met by the Member State.

Even when the covenant between two countries is exceptionally precise, the aim must be to achieve the most perfect result possible, however rigid the system may be. The proposed expertise must therefore be preserved intact throughout the project, to be brought into play as and when required and each assignment must be closely monitored. The first assessments of twinning projects show average completion rates of 60%. The first twinning project handled by the Ministry of Public Works and Isted is coming to an end and gives reason to hope for a completion rate higher than 90%. ●

(Source: Paul Saada, Isted Task Officer)

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Road safety in Africa

Road safety has been singled out as a key subject of discussion by the Land Transport Directors (DTT)¹ of Sub-Saharan Africa. This group, set up in 1992 at the initiative of the Ministry of Foreign Affairs, with the support of the Ministry of Public Works, meets each year to build synergies in the land transport sector. The DTT meetings provide an opportunity to enrich and capitalize the innovative experiences gained in each of the countries of the sub-regions (West and Central Africa) individually or with foreign aid, with discussions and comparisons on the

¹ To date, this working group includes land transport directors from the following countries: Benin, Burkina Faso, Cameroon, Central African Republic, Congo, Democratic Republic of Congo, Ivory Coast, Gabon, Guinea, Mali, Madagascar, Mauritania, Mozambique, Niger, Rwanda, Senegal, Chad, Togo.

ways problems are posed and approached in the transport sector of Sub-Saharan Africa.

The Isted “Transport” Department has been managing this activity for the relevant Ministries since 1994. The regular exchanges and meetings organized by Isted help to develop and give direction to this decision-makers’ network. They have enabled some pilot projects to be initiated, such as a road traffic accident injury analysis form (BAAC), a reform of the driving test and prevention in schools, and they encourage cooperation on road safety at local and regional levels.

For this purpose, Isted calls on a network of French experts from technical services or departments of the Ministry of Public Works: Department of Road Safety and Traffic (DSCR), Economic and International Affairs Department (DAEI), public works regional engineering centres (Cete), and the Centre for studies on road networks, transportation, urban planning and public construction (Certu). Experts from research institutes and universities also contribute: National Institute for Transport and Safety Research (Inrets), Research and Technology Centre (Cret), Aix-en-Provence University. One example is the implementation and improvement of the BAAC system (since 1994), which has involved French experts from the Cete centres (East, Mediterranean, Nord-Picardie, and South-West regions) and from Certu, and African Experts from the ministries concerned, road safety authorities and private expertise companies (information technology firms, engineering and consultancy firms, etc.). It is increasingly difficult to mobilize French expertise because of the positions of some organizations and/or departments which are tending to prioritize geographic zones other than Africa or to scale down their international activities. And yet French and African expertise has provided the impetus for pilot road safety projects, their success and their sustainability. The availability of expertise is key to the success of this type of programme based on interchange, an enabling approach and the capitalization of innovative projects. ●

(Source: Nathalie Stanisiere, Assistant, Isted “Transport” Department)

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French and African experts are mobilized for pilot road safety projects.

Information

News

TECHNOLOGY TRANSFER CENTRES MEETING

In conjunction with the committee meetings of C3 "Technological Exchanges and Development" and C20 "Appropriate Development" (Cambodia, May 2002), a specific meeting took place between the Technology Transfer Centres (TCC) supported by PIARC (World Road Association). This TCC meeting gave an opportunity to share experiences and analyse the conditions of success of such centres. For this

first workshop, several African and Asian countries were represented: Bangladesh, Burkina Faso, Cambodia, Madagascar, Mongolia, Tanzania, Chad, Vietnam, Sri Lanka.

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SSATP MEETING IN MAPUTO

The next conference of SSATP (Sub-Saharan African Transport Policy Program) will be held at the beginning of July in Maputo (Mozambique). It will begin with the traditional coordination committee meetings of the SSATP components*, which will be followed by a workshop open to all the program partners. The conference will end with the Annual General Meeting.

The main aim will be to draw up the framework of a long-term action plan to develop an integrated approach to the SSATP program.

A delegation of ADAR members (Association of African Road Directors) is expected to participate in the work sessions.

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*The main SSATP components are:
Road Maintenance Initiative – RMI
Rural Travel and Transport Program – RTTP
Urban Mobility – UM
Trade and Transport – T&T
Railway Restructuring – RR

Events

7TH INTERNATIONAL CONFERENCE ON GEOSYNTHETICS



The Seventh International Conference on Geosynthetics will be held at the Nice Acropolis Convention Centre (France) from 22 to 27 September 2002. More than 300 technical papers will present the many applications of geosynthetics in the fields of civil engineering, environmental protection, natural or technological hazard prevention and agriculture. All types of works will be covered, including roads, railways, dams, reservoirs and canals, and many specialized workshops will address all aspects of use of geosynthetics. At the same time as the conference, a technical exhibition will present the entire product range: geotextiles and allied products, bentonite geosynthetics, synthetic and bituminous geomembranes, erosion control products, etc.

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9TH ITS WORLD CONGRESS



The ninth World Congress on Intelligent Transport Systems will take place from 14 to 18 October 2002 in Chicago (United States). The congress programme includes meetings with decision-makers and a full series of specialized sessions. At the same time, a vast exhibition will present the most recent technologies and systems and provide opportunities to try them out. They will cover: driving assistance systems, advanced traffic management, vehicle fleets and goods management, public transport, electric vehicles, telecommunications, electronic toll collection, driverless vehicles, navigation systems and parking equipment. A French pavilion, beside the Ministry of Public Works, will group together companies wishing to promote their skills.

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BAUMA CHINA 2002



Bauma China 2002, the International Trade Fair for Construction Machinery, Building Material Machines, Construction Vehicles and Equipment, will be held from 5 to 8 November 2002 in Shanghai (China). This event, which was first organized by Messe München, will take place a few months after China's accession to membership of the World Trade Organization (WTO). This is why Ubifrance has included Bauma China 2002 in its official programme.

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Training

CNFME: 2002 CATALOGUES



The Centre National de Formation aux Métiers de l'Eau (CNFME – National Training Centre for Water

Professions) has published two catalogues for 2002: "Water Professions" and "Water in Industry". Traineeship has passed the 175 mark, with more than 300 training sessions, and now includes additional subjects such as boring and drilling, river safety and maintenance, and new sessions on regulatory changes. Both catalogues are on the Internet and can be consulted on-line.

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MARITIME TRANSPORT: 2002 TRAINING



The Institut d'Économie du Transport Maritime (IETM – Institute for the Economy of Maritime Transport) offers a full range of services from the organization of continuous training seminars to tele-education and intra-corporate training. For 2002, the IETM trainee programme covers five main subjects:

- Maritime transport and international trade
- The maritime transport environment
- Ocean chartering
- Liner shipping
- Hazardous materials.

The sessions are conducted by specialized trainers and professionals from the transport, logistics and international trade sectors.

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Publications

WINTER SERVICE IN FRANCE



For the XIth International Winter Road Congress (Sapporo – Japan, 28-31 January 2002), Isted has produced a CD-ROM on winter service in France, at the request of the Directorate of Roads of the Ministry of Public Works. Designed to promote French knowhow, it is divided into three parts: the road network in France, winter service organization and development update. It also includes much practical information: contacts and partners, a bibliography and a French-English glossary.

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MEETINGS ON WINTER SERVICE



Rock Company* is editing a CD-ROM to report on

the last "Meeting on Winter Service" held in Mulhouse (France) on 19 March 2002. It collates the main contributions on the subject of "Anticipating climatic hazards to manage them better". This was a partnership project with the East Region public works engineering centre (Cete), Météo France, Arvel-Groupe Giletta and Axa Corporate Solutions.

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* Rock Company was formed to group together the "de-icing salts" activities of Compagnie des Salins du Midi et des Salines de l'Est (CSME), Société Commerciale des Potasses et de l'Azote (SCPA) and Mines de Potasse d'Alsace (MDPA). The company is an Isted member.

PIARC TERMINOLOGY

The World Road Association (PIARC) has developed and distributed a CD-Rom on road and road transport sector terminology. It offers not only consultation and updating of the multilingual terminological database but also enables authorized writers to make proposals to improve it (new terms, new languages and even new dictionaries). A general administrator places on line on the Internet any modified or new publications which immediately become freely accessible to owners of the CD-ROM.

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METHODOLOGICAL GUIDE ROAD SAFETY IN AFRICA

Feedback from experience
1994-2001



This guide, intended for those involved in road safety in developing countries, provides information derived from a regional programme of assistance in defining and implementing road safety policies in Sub-Saharan Africa. It was produced to build up and promote pilot experiences and local initiatives in some countries. The document is edited by Isted and an English version is available.

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SOUTH-EAST ASIA



South-East Asia is the subject of the latest "Villes en Développement" bulletin, with an editorial by Jean-Michel Severino, Chief Executive Officer of the French Development Agency (AFD).

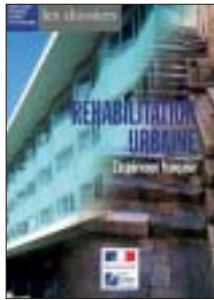
Table of contents of this issue:

- Laos: Luang Prabang, world heritage
- Is the "Asian economic miracle" an urban miracle?

- Cities and regional planning in Cambodia
- Vietnam faced with the urban challenge

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URBAN REHABILITATION THE FRENCH EXPERIENCE



Since the 1975-1980 period, rehabilitation of the residential environment has become a key component of French housing policy and urban policy. This document presents all French knowhow in this field. It has been drawn up by the Directorate General of Urban Planning, Housing and Construction for the Ministry of Public Works, and is available in English, French, Spanish and Russian.

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2001 CERTU ACTIVITY REPORT



The Centre for studies on road networks, transport,

urban planning and public construction is in charge of conducting studies on urban networks, transport, urban planning and public buildings on behalf of the State or for the benefit of local authorities, public institutions or companies with a public service function. The Certu activity report for 2001 outlines all the centre's activities and its organization.

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STUDY ON AUTOMATIC TRAFFIC ENFORCEMENT SYSTEMS



A number of countries have initiated experiments or even deployment programmes on automated enforcement systems. This report, published by Certu (Centre for studies on road networks, transport, urban planning and public construction) reviews automatic enforcement systems and procedures for road offences in various countries. It covers the application of rules on speeding and traffic lights together with a number of other offences.

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Isted, a non-profit organization, is a platform for study and debate, information and action, at the service of its public and private members in the public works, transport, planning and environment sectors. It facilitates their international activities, optimizes the use of French knowhow throughout the world and helps to implement international programmes with third country leaders.

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