

## Enlargement



*"With a renewed, strengthened team, Isted is preparing to meet the new challenges".*

**T**he European Union will take in ten new countries on 1 May 2004, which will then bring the number of Member States to 25. It will be an event without parallel since the fall of the Berlin wall, for which the administrations of the candidate countries, supported by those of the member countries, have been working with determination for years, with financial aid from the European Union (Phare). The "enlargement-twinning" projects, particularly in the transport field, are making a significant contribution to this process.

Through the close ties forged and developed with Latin America and South-East Asia, French bilateral cooperation in the context of the European Union has striven to balance its international action but without abandoning its essential presence in Africa and around the Mediterranean basin. This geographical opening requires an adjustment of intervention mechanisms by international cooperation operators and the mobilization of a wide range of expertise. The increased importance of international safety entails a renewal of cooperation issues, paying special attention to activities concerned with international mobility (air and sea transport), tourism and natural hazards. At the same time, access to essential services is reaffirmed as a priority, particularly in cities undergoing development. Research, study and work groups are an appropriate means of consolidating a responsive international cooperation portfolio.

With a renewed, strengthened team and the active help of its public and private members, Isted is preparing for this enlargement which concerns at one and the same time the intervention base, an enlarged Europe, geographic scope and thematic involvement. Isted is also developing deeper partnership links with donors including the World Bank and Regional Development Banks.

**Xavier Crépin,**

Chief Executive Manager of Isted

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 Isted's activity has changed significantly in recent years, moving towards new sectors (tourism, civil aviation and environmental hazards) and new geographic areas (Europe, the Mediterranean, Latin America, South-East Asia). In the institutional sector, Isted has become a permanent partner of donors and has built up ties with regional authorities. In parallel with these trends, the Institute has consolidated its core activities and international cooperation agenda.*

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## ISTED: New Directions

*Isted's<sup>1</sup> activity has changed significantly in recent years, moving towards new infrastructural and environmental sectors such as tourism, and has opened up to all the developing, emerging and transition countries. New orientations have also been confirmed in the institutional sector, which include monitoring EU calls for proposals and organizing collaboration with regional authorities. At the same time, the core activities and international cooperation agenda have been consolidated.*



*Under the Franco-Algerian cooperation programme, Isted organizes training seminars on the rehabilitation and upgrading of old city centres.*

<sup>1</sup> Isted, Institut des Sciences et des Techniques de l'Équipement et de l'Environnement pour le Développement, is a non-profit association, a platform for debate, information and action, working for its public and private members in the following sectors: infrastructure, transport, planning, cities and the environment. It contributes to their international action, primarily in countries outside the OECD (Organization for Cooperation and Economic Development), for the optimal use of French know-how in the world and the implementation of international programmes in collaboration with third country authorities.

Central to the work of the Isted internal seminar held last October<sup>2</sup> were geographic expansion, sectoral expansion and institutional expansion. For the past four years, the association has been considerably diversifying its activities and has benefited from further funding. That is why the appointment of Jean-Didier Blanchet as President of Isted (December 2002) was the occasion for new strategic guidelines to be proposed and adopted by the Administration Board. They can be summed up as follows:

- sectoral expansion: tourism, civil aviation and environmental hazards;
- geographic opening towards Europe, the Mediterranean, Latin America and South-East Asia.

In the institutional sector, Isted is adapting by becoming a permanent partner of donors and by building up ties with regional authorities for decentralized cooperation. This further step once again illustrates Isted's great adaptability over a span of more than twenty years.

### Progressive consolidation

Isted was created in 1981 as a result of a decision taken by the French Ministry of Public Works (Economic and International Affairs Department – DAEI) and other Ministries (Foreign Affairs, Cooperation, and Research), and some public and private founding organizations. Its objective was to promote a more open approach by the professional network and a commitment to disseminate French technical knowhow to developing countries. From 1982 to 1988, Isted published reference documents, organized two-yearly symposiums and, from 1986 onwards, ensured a French presence in the main international events, particularly in the road sector.

<sup>2</sup> The Isted internal seminar (6-7 October 2003, Saint-Germain-en-Laye) was prepared with an external consultant (Dominique Voisin, Consulting & formation) on the basis of a diagnostic and gave rise to an action plan. The main aim was to present the new challenges to a substantially renewed Isted team (half the staff joined after 2000), and propose a better organizational structure as a response.

When the "Villes en Développement" documentation centre became part of Isted in 1988, and in accordance with the recommendations of a 1991 audit on the Association's missions and policies, carried out by the General Council of Civil Engineering (CGPC), Isted intensified the implementation of development cooperation projects financed primarily from French public funds.

The expansion of sectoral activities was confirmed by the incorporation in 1993 of the network management activities of African railroads leaders after the dissolution of Ofermat, the French office for cooperation in railways and rolling stock. In response to the increasing level of international economic competition, in a context of accelerating European integration, in 1996, Isted adopted new sectoral and geographical policies of a more operational nature, which involved the private sector to a greater extent. Isted has refocused on a better definition of the technical and management skills of its three sector-based activities, and on its communication, information and service capacities and since 1999, has developed international partnerships in support of the collective interests of its public and private members, in close collaboration with its partners and correspondents.

Mechanisms for strengthened control (financial control, framework convention with the Administration) and validation (sectoral steering committee for the Isted departments, multi-

*While opening up to new sectors, Isted has consolidated its core activities and international cooperation agenda.*



Aude Burger / Isted

year programmes) have enabled these new activities to be integrated into a framework governed by principles of subsidiarity and transparency.

### **A profound change in the French and European international context**

The multilateralization of international relations which has replaced bipolarization since 1999, has been accompanied by a decrease in state-to-state funding for bilateral co-operation and a diversification of actors involved in international co-operation, first of all with NGOs (Non-Governmental Organizations) and regional authorities and now to a greater extent, with contractor companies. This movement has also been based on the increased importance of the environment and sustainable development fields which propose a cross-cutting and integrated approach to international issues, since the traditional sectoral approaches have lost their direct relevance.

The general context in France has been marked by a reorganization of international co-operation mechanisms and in Europe by the enlargement process which mobilizes a greater proportion of French public expertise and requires considerable European funding (Phare<sup>3</sup>). The importance of European official development aid has been confirmed, particularly by the grouping of funding within the context of EuropeAid<sup>4</sup>.

In response to these changes, Isted must both consolidate its organization and adapt, by particularly taking into account the challenges of accessibility to regions and to services for all and the need to base economic and social development on increased safety in the light of the risks we face today, while making this development part of the integration process being implemented in different regions of the world.

Effective responses being made are internal capacity-building supervised by a renewed Board<sup>5</sup> and use of the high-quality expertise of the Administration and the Isted members.

*(Source: Xavier Crépin, Chief Executive Manager of Isted)*

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3 Phare: Programme of technical assistance to Countries of Central and Eastern Europe – CCEE (European Union).

4 The EuropeAid Cooperation Office was set up on 1 January 2001 to implement the external aid instruments of the European Commission which are financed by the European Community budget and the European Development Fund. It does not deal with pre-accession aid programmes (Phare, Ispa and Sapar), humanitarian activities, macro-financial assistance, the Common Foreign and Security Policy (CFSP) or the Rapid Reaction Facility.

5 The Isted Bureau consists of the President, 3 sectoral Vice-presidents (Cities, Roads and Transport), a secretary and a treasurer.

6 Tacis: Programme for technical assistance to the independent states of the former Soviet Union – CEI – and Mongolia (European Union).

### **Main achievements since 1999 & projects**

- Sustainable tourism working group project, 2004
- Project of assistance to clients for management and development of cities in Cambodia, 2003-2004
- Support for the Cities Alliance programme (World Bank and UN-Habitat), 2003
- Twinning with Lithuania, 2002-2004 (c.f. page 4)
- Urban development in Latin America – land and real estate management / financing, 2001 and 2003
- Final symposium of the national programme for land transport research and innovation – Predit, Paris-La Villette, 2001
- Urban Development Research Programme – Prud, 2001-2004
- Opening of the ALM-WLA website (World Local Authorities), 2001
- Prevention and end-of-crisis management programme, 2001-2003
- Road Maintenance Congress, Paris-Le Bourget, 2000
- Twinning with Poland (Phare3), 2000-2002 (c.f. page 4)
- PRDN Asia IT&C programme (Information Technology and Communication), 2002-2003 (c.f. page 4)
- Road project in Armenia, first EU-funded project (Takis<sup>6</sup>), 1999
- Road safety in Africa, 1999

## European enlargement: twinning

The twinning procedure was introduced to help the countries of Central and Eastern Europe on entry into the European Union. It organizes administrative cooperation between a member country and a candidate country under the auspices of the Commission.

Civil servants (including a pre-accession adviser seconded for one or two years to the ministry concerned and a project leader) and experts are made available by the member country which commits to an objective to achieve a result.

This cooperation seeks to help the candidate country to adopt the convergence criteria and set up the administrative structures required to apply European Union legislation.

The twinning agreements are supported by Phare funding (c.f. note 3) allocated to the body mandated to facilitate and manage the cooperation programme. It was in this context, on a proposal by the French Ministry of Public Works, Transport, Housing, Tourism and the Sea (METLTM), that Isted was "unreservedly" approved by the Commission in 1999. Isted is particularly active in the transport sector and can mobilize considerable expertise (more than 800 expert missions since 1999, c.f. box).

The quality of this administrative cooperation is greatly appreciated. With the accession of the ten candidate countries nearing conclusion, it is not decreasing as might have been thought but, on the contrary, is extending to "neighbouring" countries with the programmes Meda (Mediterranean Basin), Cards (Balkans), Tacis (former USSR countries), Transition Facilities and EuropAid.

But as the European Union is gradually building up, the tools are changing in nature – national budgetary intervention is declining whereas better-funded, programme-based community resources are being introduced. It is precisely because they are Community tools that they require a systematic competitive bidding procedure for the 15 – soon to be 25 – member countries (there is no longer any question of a country being allocated a mission and a budget).

### Twinning projects led by France

*Poland* – road transport (1999-2002): 1.7 million euros; 27 months; 350 expert missions

*Romania* – road transport (2002-2003): 0.8 million euros; 18 months; 50 expert missions

*Lithuania* – road, air and rail transport (2002-2004): 2.5 million euros; 24 months; 380 expert missions

*Malta* – sea transport (2002-2004): 0.5 million euros; 14 months; 20 expert missions

*Romania* – river transport (2003-2004): 0.5 million euros; 18 months; 60 expert missions

#### Under preparation

*Estonia* – rail transport (2004-2005): 0.8 million euros; 13 months; about 100 expert missions

*Bulgaria* – road transport (2004-2005): 0.5 million euros; 18 months; about 100 expert missions

These programmes are also better "targeted" than conventional bilateral cooperation programmes. They aim to include the Community acquis (European legislation) into "priority" sectors. To date, the twinning projects launched in sectors within the scope of METLTM activities account for about 5% of all the projects. Seven of the forty programmes have been won by France and they all form part of the Phare institutional support programme.

METLTM now has resources and high-quality expertise as at total of 200 civil servants have received training for this work.

(Source: Paul Saada, Isted Task Officer)

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## ASIA IT&C Natural disaster warning and mitigation

The Asia IT&C programme (Information Technology and Communication) launched by the European Commission at the end of 1999, aims to strengthen Euro-Asian cooperation in the field of information technology and communication (ITC).

In this context, the Asia PRDN project (natural disaster warning and mitigation), which lasts fifteen months, is the first stage that aims to use ITCs to improve flood hazard warning and forecasting in the Lower Mekong countries.

This project, which forms part of the "Get in touch, keep in touch" component, puts European hydraulic and fluvial specialists in touch with Asian Administrations in charge of water resource management and flood control (c.f. box). Isted is the project coordinator.

The project has just ended with a final seminar in Hanoi (Vietnam) on 28 November 2003. Inaugurated by Bui Ba Bông, the Vietnamese Vice-Minister of Agriculture and Rural Development and by Xavier Crépin, Executive Manager of Isted, it brought together European and Asian partners with multilateral and bilateral donors (United Nations Development Programme – UNDP, World Bank, French Embassy, French Development Agency, Asian Development Bank).

The Vietnamese institutions presented their information systems for natural disaster prevention (Disaster Management Center – MARD), the project website, the discussion forum (Center for Water Resources Software – MARD) and the general cooperation framework under the auspices of the Natural Disaster Management Partnership (UNDP – Disaster Management Unit).

The European partners presented the Osiris project (Sogreah and the Centre for Sea and River Engineering). They raised the problems inherent in hazard management, including the

## The partners

### In Europe:

- Sogreah (France)
- CNR: Compagnie Nationale du Rhône (France)
- TNO: Dutch organization for applied scientific research (Netherlands)

### In Asia:

- MARD: Ministry of Agriculture and Rural Development (Vietnam)
- Secretariat and National Committees of the Mekong River Commission (Cambodia, Laos, Thailand, Vietnam)



Some 80 participants met for the final seminar of the "Natural Disaster Prevention and Mitigation" project (28 November 2003, Hanoi).

impact of dyke and dam construction (CNR), and presented the environmental challenges of climatic changes, European provisions on water (TNO) as well as feedback from flash floods in the Gard Département which show similarities with the situation in some regions of Vietnam (CNRS).

The project will continue with a call for proposals issued for March 2004, to which Isted will reply.

(Source: Philippe Ferreira, Task Manager of the Isted "Cities" Department)

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## Enlargement

# Global Facilitation Partnership

Transport facilitation was the theme of the seminar held on 4 November 2003 at the Arche de la Défense (France) by the International and Economic Affairs Department of the Ministry of Public Works, Transport, Housing, Tourism and the Sea (DAEI-METLTM) jointly with Isted. Representatives of METLTM, the General Customs Directorate of the Ministry of the Economy, Finance and Industry, the French Development Agency and the World Bank met together for discussions.

The purpose of transport and trade facilitation is to reduce complexity and cost. This particularly involves simplifying procedures at national, regional and international levels.

Based particularly on work by the World Bank for the Global Facilitation Partnership (GFP), the participants addressed the following aspects of the "facilitation" theme:

- transport cost reduction in the new context of safety and security;
- the resulting implications for growth of international trade;
- the resulting implications for poverty alleviation;
- multimodal transport aspects;
- facilitation and competitiveness;
- customs reforms;
- the special case of corridors.

The World Bank has made facilitation a priority. Growth of the economy is derived mainly from foreign trade, which is why efficient transport systems and infrastructure are essential for development. And this growth is itself a guarantee of sustainable social progress.

For instance, the World Bank has set up a Trade Logistics Agenda with a view to improving foreign trade logistics, particularly for land-locked countries (31 of them tend to be among the poorest developing countries in the world), and a joint Task Force between its Transport and Trade Departments. In 1999, the Bank launched the GFP<sup>1</sup>. This partnership aims at pulling together all interested parties, public and private, national and international, who want to help achieve significant improvements in transport facilitation and trade facilitation. The SSATP program implemented jointly by the World Bank, numerous regional and multilateral donors and most of the African countries, includes a facilitation component. Isted is involved in this program which was set up in the 1980s to strengthen the development of efficient government transport policies.

As regards more specifically the customs aspects, the long-term objective of many projects is an electronic customs system that offers possible interfacing with systems specific to other economic actors. This should better reconcile free flow and trade security.

At this meeting, the importance of setting up facilitation procedures that are closely tied to successful action on infrastructure, was unanimously stressed, together with the necessity for capacity-building in this field.

(Source: Franck Charmaison, Head of the Isted "Transport" Department)

### Further information can be obtained from the websites:

[www.gfptt.org](http://www.gfptt.org)

[www.worldbank.org/afr/ssatp](http://www.worldbank.org/afr/ssatp)

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<sup>1</sup> The Partners who form the core of the GFP are to date: the United Nations Economic Commission for Europe (UNECE), the United Nations Conference on Trade and Development (UNCTAD), the World Customs Organization and the International Chamber of Commerce (ICC). More than 150 regular partners, including international organizations, professional associations and private companies, are also members.

# Information

News

## ISTED: NEW TRANSPORT AND ROADS VICE-PRESIDENTS

**Transport:** The Isted Administration Board has appointed Philippe Citroën (IEP-ENA) as new Vice-President of the "Transport" Department to replace Michel Henry. Throughout his career, he has acquired in-depth knowledge of the transport sector at both national and international levels. After becoming Transport Adviser in the Brussels Permanent Representation from 1986 to 1990, he was Technical Adviser in the Public Works

and Transport Minister's Office and then the City and Regional Planning Minister's office until 1993, when he joined the RATP (Paris public transport operator) as Head of the President's Office. He was Director of Strategy in SNCF (French Railways) from 1999 to 2002, then Managing Director of Systra (Engineering subsidiary of RATP and SNCF).

**Roads:** Michel Henry (Egis group, X-Ponts et Chaussées Engineer) now holds the Vice-Presidency of the Isted "Roads" Department. He worked in development engineering with BCEOM (French engineering firm) from 1970 to 1984 as Project Manager, Manager of the West Africa Department and Deputy General Manager. After becoming Assistant Director for Infrastructure and Industry in the French Ministry of Cooperation (1984-1987), he was appointed General Manager of BCEOM in 1987 and CEO in 1996. From 1999 to 2003, he was Director of the Development Department of Groupe Egis. Since 1 November 2003, he has been Director of Engineering and Development and Member of the Executive Committee of Groupe Egis. He had been Vice-President of the Isted "Transport" Department since 1999.

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## ROADS DEPARTMENT: A NEW HEAD

Jean-Robert Vaux, Public Works Divisional Engineer (IDTPE), has replaced Jean Philippe Lanet at the head of the Isted "Roads" Department. He was a Design Engineer at the Autonomous Port of Rouen (1968-1971), then until 1973, Technical Development Worker in Madagascar (roads, sea and road transport, PARC). From 1973 to 1976, he was Research

Officer (freight transport then urban transport) in the Land Transport Department. He was Regional Transport Inspector at the Provence-Alpes-Côte d'Azur Regional Department from 1976 to 1981 and was then appointed as Urban Transport Adviser to the Director General for Local Authorities (Moroccan Ministry of the Interior) from 1981 to 1983.

He spent 6 months with the Orleans semi-public transport company (SEMTAO) as Development and Marketing Manager and then held the post of Regional Transport Inspector at the Rhône-Alpes Regional Department from 1983 to 1995. After becoming Adviser to the Director General of Public Transport in Chad from 1995 to 1996 under a BCEOM/World Bank contract, he was in charge of SME export aid in the Economic and International Affairs Department (DAEI) from 1996 to 1999. He was appointed Adviser to the Gabonese Ministry of Transport (1999-2001) for privatizations and road safety, then Adviser to the Moroccan Ministry of the Interior, in charge of the "Casablanca Metro" Department from 2001 to 2002. After participating in the transport twinning tender for Romania, he was appointed Pre-accession Adviser to the Romanian Minister of Transport in Bucharest from 2002 to 2003.

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## TWO NEW ISTED MEMBERS

Isted has two new associate members: Codes Rousseau and Missions Publiques.

Codes Rousseau is the leading supplier to driver training schools of publications for learners and teaching material for instructors. The company's customers are also administrations, local

authorities and companies seeking to develop road safety policies.

Missions Publiques is a consultant specializing in assistance for public authorities, their administrations and public service operators.

Further information on the 54 Isted members is available on the website: [www.isted.com](http://www.isted.com).

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## ISTED JOINS THE GRSP



*Annual Report of the Global Road Safety Partnership (June 2003).*

Isted has just joined the Global Road Safety Partnership (GRSP). Officially launched in February 1999 as a World Bank initiative, the GRSP is implemented under the Business Partners for Development programme (BPD) with active participation by organizations from the private sector and civil society, governments, the World Bank Group and international and multilateral organizations. The activities and projects cover various road safety fields: the road environment, road user behaviour, vehicle safety, developing countries' specific requirements, safety management and coordination, education and health promotion. Priority is given to institutional aspects and local capacity-building.

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#### AN URBAN AGENDA ON THE ISTED WEBSITE

A new section is proposed on the Isted website: Urban Agenda. This regularly updated agenda presents all events (such as seminars and congresses) in the urban sector in the months to come. A link leads directly to the website for each event.

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#### AFRICITIES 2003



*The Cameroon Prime Minister at the joint stand of MAE / AFD / PS-Eau / Isted.*

The third edition of the Africities Summit was held from 2 to 6 December in Yaoundé (Cameroon) on the theme "Ensuring access to basic services in African local governments". Alongside the thematic sessions, Citexpo gave central and local governments and economic operators an opportunity to present their products and services. Isted was on the joint stand hosted by the Ministry of Foreign Affairs (MAE), the French Development Agency (AFD) and the Water Solidarity Programme (PS-Eau).

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#### WORLD ROAD CONGRESS

PIARC (World Road Association) held its XXII<sup>nd</sup> World Road Congress in Durban (South Africa) from 19 to 25 October 2003. Alongside the congress was an exhibition of road techniques in fields such as construction, maintenance, safety, management, equipment, R&D, and technology transfer. On this occasion, the PIARC French Committee called on Isted to coordinate a French pavilion bringing together public and private actors\*. During the visit to the French pavilion by Gilles de Robien, Minister of Public Works, Transport, Housing, Tourism and the Sea (METLTM), a cocktail was held for some 400 guests.

\* Exhibitors at the French pavilion:  
PIARC-FC, Asfa, Bidim Geosynthetics, Ceca, Cofiroute, Directorate of Roads, Department of Road Safety and Traffic, LCPC, RGRA, Route Actualité, Secmair, Setra, Sterela, Usirf, Vectra.



*Left to right: Michel Demarre, International Affairs Adviser to the Chairman (Colas), Michel Henry, "Roads" Vice-President (Isted), Patrice Parisé, Director of Roads (METLTM), Paul-Marie Ringwald, Development Department Manager (BCEOM).*



*The French pavilion coordinated by Isted hosted fifteen public and private exhibitors.*

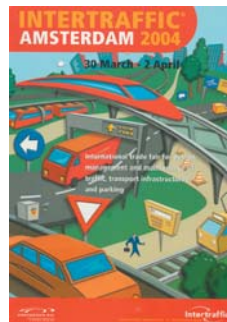
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## Events

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#### INTERTRAFFIC 2004



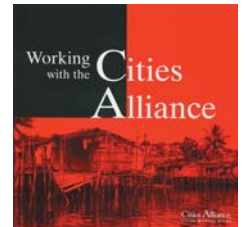
Intertraffic, the international trade fair for development, management and maintenance of traffic infrastructure and communications, will be held in Amsterdam (Netherlands) from 30 March to 2 April 2004. The exhibition programme will include: traffic management, traffic signals and signs, road signs, traffic and urban planning, control equipment and systems, detection, road building, road maintenance, urban furniture, infrastructure management, automation, winter service, parking, communication, emergency call-out, public transport, car pooling, research and regulations, public lighting. Isted will coordinate a French stand at Intertraffic 2004.

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## Publications

#### CITIES ALLIANCE: A GUIDE...



At the request of Cities Alliance (CA), Isted has coordinated the publication of a guide in French and English, which outlines CA organization, functioning and activities. Cities Alliance, formed in 1999 by the World Bank and the United Nations Centre for Human Settlements (UNCHS-Habitat), is an international coalition of cities and development partners engaged in the fight against urban poverty.

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#### ... AND A SPECIAL ISSUE OF VILLES EN DÉVELOPPEMENT



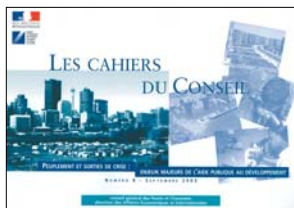
*Villes en Développement* proposes a special issue entirely devoted to the *Cities Alliance*. It presents a series of actions conducted under urban development strategies and slum upgrading

programmes in countries as different as, Brazil, Burkina Faso, China, Madagascar, Mauritania, Morocco, South Africa, Tunisia, Vietnam and Yemen. The editorial is written by Akin L. Mabogunje, Chairman of the Presidential Technical Committee on Urban Development and Housing, Abuja (Nigeria). Exceptionally this issue is also available in Spanish.

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**POPULATION GROWTH AND END-OF-CRISIS MANAGEMENT: MAJOR CHALLENGES FOR PUBLIC DEVELOPMENT AID**

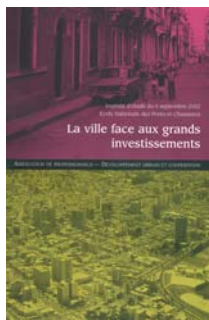


This handbook by the General Council of Civil Engineering (CGPC) is based on study and discussion of a seminar held in October 2002 with the Department of Economic and International Affairs (DAEI-METLTM). It highlights the pressing problems of global population growth, including the galloping, unregulated urbanization of cities, and raises the problem of end-of-crisis management. It also includes proposals for a declaration on guaranteed access to essential services, presented in Johannesburg (South Africa) by the French Institute of Delegated Management (IGD) and the United Nations Institute for Training and Research (Unitar).

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**THE CITY AND LARGE SCALE INVESTMENTS**

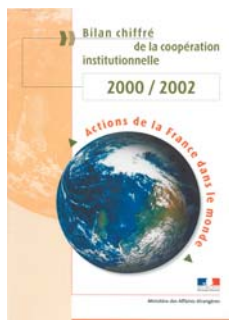


This document covers papers and discussions for the seminar of AdP (Association de Professionnels – Urban Development and Cooperation) on 6 September 2002. Contents: Cities and large-scale investments: the challenges; Cities and shopping centres; Innovative approaches: elected representatives' perspectives.

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**INSTITUTIONAL COOPERATION IN FIGURES**



This background paper, published by the Ministry of Foreign Affairs, (Department of Institutional Cooperation) analyses France's international activities for the 2000/2002 period. It points out that "the overall purpose of institutional cooperation is to put public institutions at the centre of the development process in order to reconcile collective and individual interests". The brochure is in English and French and will be updated each year.

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**FOR DEMOCRATIC GOVERNANCE**

This steering document for French cooperation policy "has incorporated all the views that address the new challenges facing international cooperation, namely the requirement that aid be effective, and the goal of human development. It inaugurates an empirical approach that espouses a process: our commitment to democratic governance" as written in the foreword by Pierre-André Wiltzer, Deputy Minister for Cooperation and Francophony.

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**RAILWAY CONCESSIONING TOOLKIT**



The railway concessioning toolkit aims to make a summary working paper available to African countries on the main experience acquired to date on railway concessioning in Sub-Saharan Africa. It is published by the World Bank SSATP program (Sub-Saharan African Transport Policy Program). This paper is in English and French and comes with a CD-ROM.

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