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INTERNATIONAL CIVIL AVIATION ORGANIZATION (ICAO) - POTENTIAL CONTRIBUTION OF AVIATION TO
AFRICAN ECONOMIES, REGIONAL PROJECT - REPORTS BY N. DETIERE, PROJECT MANAGER

20 JAN - 12 FEB 1976

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INTERNATIONAL CIVIL
AVIATION ORGANIZATION

Technical Assistance Project
RAF/74/021



ORGANISATION DE L'AVIATION
CIVILE INTERNATIONALE

Projet de l'assistance technique
RAF/74/021

POTENTIAL CONTRIBUTION OF AVIATION
TO AFRICAN ECONOMIES

CONTRIBUTION POTENTIELLE DE L'AVIATION
AUX ECONOMIES AFRICAINES

P.O. BOX 400, SUCCURSALE: PLACE DE L'AVIATION INTERNATIONALE,
1000 SHERBROOKE STREET WEST, MONTREAL, QUEBEC, CANADA H3A 2R2

File TA 9/2.352

12 February 1976

Dear Mr. Grisogono,

TE 210(2) ICAO

Subject: RAF/74/021 - Potential Contribution of Aviation
to African Economies

Reference is made to my letters of 10 September 1975 addressed to you and to the Government authorities transmitting the report on the country mission to Tanzania under this project. At the same time, we announced that a further visit would be made to Tanzania in the context of the inter-country Phase II of the project. The purpose of this letter is to bring you up-to-date on the developments.

Inter-country mission - Phase II

As you know, this mission was carried out by our team members, Messrs. A. Ellison and A. Van Oppens from 24 to 30 November 1975. A separate report is in preparation consolidating the inter-country findings and the prospects for the seventeen countries visited during the period November/December 1975. This report will be volume I of the general report on the inter-country possibilities for all countries covered in the survey. For the interim, we attach at Annex A, a statement concerning those inter-country aspects that specifically concern Tanzania.

Country mission - Phase I

The latest visit also provided an opportunity to follow-up on the recommendations contained in the country mission report on Tanzania issued in August 1975. The Government authorities had expressed a positive reaction to the recommendations in the report namely:

(a) Civil Aviation Infrastructure

Recognition was given to the central role that air transportation plays in the development of the Tanzania economy. Discussions were held with the Director of Air Transport of the Ministry of Communications and Works.

Mr. Gvido Grisogono
Representative of the UNDP
P.O. Box 9182
Matasalamat Mansions
Zanaki Street
Dar es Salaam
TANZANIA

cc: UNOTC

.../2

The need was recognized for the appointment of an Air Transport Economist at the Ministry of Communications and Works. The expert will work alongside the Director of Air Transport, and will be directed towards the following tasks:

- a) Expanding the demand for Air Transportation. At the moment there is a considerable excess of air transport capacity. Expensive infrastructure has been provided for air transportation which can play an important role in improving the utilization and so increasing revenue (tourist hotels).
- b) Preparing a detailed plan of action which will improve Tanzanian domestic transport system. The object will be to coordinate domestic air services with international services so as to develop the tourist, industrial and agricultural industries of Tanzania.
- c) Training a local Tanzanian economist, so that the understudy is able to fulfill the duties of an Air Transport Economist.

The foregoing proposal has been translated to a draft project document, copy of which you will find in Annex B of this report.

(b) Tourism

The Mission's contact with the Tanzanian Tourist Authorities proved to be most fruitful. In this undertaking the ICAO mission was supplemented by Messrs. R. May and H. Wabeck of the United Nations Office for Technical Cooperation (UNOTC). The Tanzanian Authorities expressed the strong desire to improve the performance of the tourist industry. At the request of the representatives of the Ministry of Natural Resources and Tourism the UNOTC experts prepared three draft project documents which you will find in Annexes C, D, and E. These projects cover the following appointments:

1. A Tourism Adviser (Marketing) for 2 years
2. A Tourism Adviser (Training) for a period of 2 months
3. The appointment of four OPAS Officers for a period of 2 years.

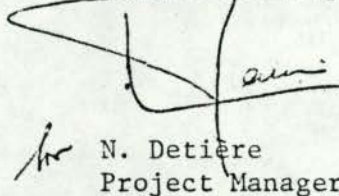
The posts are as follows:

- a) Director, Hotels and Tourism Services
- b) Manager, Tourism Services
- c) Manager, Hotels (North)
- d) Staff Development Officer.

... It is my understanding that the Government's reaction to the above proposals continues to be very positive. Enclosed you will find five copies of this letter and its attachments for distribution to and discussion with the Government Departments that are concerned in these proposals, particularly the Ministry of Communications and Works and the Ministry of Natural Resources and Tourism. Please let me know if we can be of further assistance in expediting approval of the above proposals.

I trust that the attached material will be useful in the further discussions with the Government on these matters. I would like to thank you for the assistance given by you and your staff to this project.

Yours sincerely,



N. Detiere
Project Manager

Enclosures: Annex A - Possibilities for Regional Cooperation
Annex B - Draft Project Document: Assistance to Civil Aviation
Annex C - Draft Project Document: Proposed Technical Assistance to the Government of Tanzania providing the services of a Tourism Adviser (Marketing)
Annex D - Draft Project Document: Proposed Technical Assistance to the Government of Tanzania providing the services of a Tourism Adviser (Training)
Annex E - Draft Project Document: Proposed Technical Assistance to the Government of Tanzania providing the services of four OPAS Officers to the Tanzania Tourism Corporation

POSSIBILITIES FOR REGIONAL COOPERATIONTourism

Tanzania, south of the tourism "giant" Kenya is at a disadvantage from the point of view of attracting tourism from world markets.

However, a considerable number of tourists from Kenya cross the border of Tanzania for a day stay. This is of little help to the economy.

Kilimandjaro Airport, built to be a major international airport, is merely a domestic port of call at the present moment, the bulk of air traffic is directed to Nairobi airport.

The Mission had the feeling that in view of the highly competitive aspect of Kenya, Tanzania would prefer to enter into a cooperative development with Ethiopia and Somalia to the north.

The air fare structure should be reviewed and a study undertaken to attract the attention and the interest of international airlines to Kilimandjaro Airport. This is situated in the center of the main tourist attraction and within reach of the Kagera River basin.

As in the case of Kenya, Ethiopia and other neighbours of Tanzania, a composite team should undertake a pertinent study to link the various interests involved and establish liaison between the tourist organizations concerned.

Agriculture

Tanzania hopes to export by air around five tons per week of horticultural produce during the sixteen week season from January to March 1976. Although there is some doubt that such an output will be achieved, officials in Tanzania have made (unsuccessful) attempts to obtain an agent to handle their produce in Nairobi. In the future Tanzanian produce will increase, in which case coordination between the two horticultural authorities will need improvements. This may involve a strengthening of Tanzanian's interests on the HCDA committee in Nairobi, as well as the appointment of an agent to handle Tanzanian produce.

DRAFT

UNITED NATIONS DEVELOPMENT PROGRAMME

TITLE: Assistance to Civil Aviation in order to efficiently utilize existing air capacity

NER:

DURATION: 2 years

SECTOR: Civil Aviation

GOVERNMENTAL COOPERATING AGENCY:
Ministry of Communications and Works

EXECUTING AGENCY:
International Civil Aviation
Organization (ICAO)

DATE OF SUBMISSION: November 1975

STARTING DATE: July 1976

GOVERNMENT CONTRIBUTION: _____

UNDP CONTRIBUTION: _____

APPROVED: _____
On behalf of the Government
(signature)

DATE: _____

APPROVED: _____
On behalf of the Executing Agency
(signature)

DATE: _____

APPROVED: _____
On behalf of the UNDP
(signature)

DATE: _____

I. BACKGROUND AND SUPPORTING INFORMATION

A. JUSTIFICATION OF THE PROJECT

Tanzania has invested heavily in tourist infrastructure and the Government contributes considerable sums of money to the East African Airways Corporation. The two immediate problems facing the Government are how to fully utilize this infrastructure, and so reap the desired returns on this investment, and how to increase the occupancy of the aircraft seats and cargo space produced by the carriers supplying scheduled and charter services.

The two tasks are closely interrelated, for in order to increase Tanzanian tourism the cost and quality of air travel to (and within) Tanzania must be made more attractive to the tourist. In short, Air services play a crucial role in the development of Tanzanian tourism.

Estimates place the Government's investment in tourism at well over T.Shs. 130 million (including hotels and transportation facilities), while some T.Shs. 92 million have been invested in the Kilimandjaro airport, which was primarily intended for tourist traffic. These are large sums of money for a country like Tanzania with a developing economy. Unfortunately, the utilization of these facilities has been low. Most of the estimated 178,000 tourists in 1975 originated in Kenya, where they purchased a day or two-day excursion to one of the northern Tanzanian Game Reserves. The lack of tourist traffic destined exclusively for Tanzania has resulted in poor occupancy rates and low change earnings. The dependency on Nairobi must be broken, for otherwise Tanzanian tourism will stagnate and the much needed foreign exchange will remain low.

Air travel has an important contribution to make in the building of such a Tanzanian tourist industry. By offering regular services and competitive air fares, the tourist will be attracted to Tanzania's many scenic areas. The aircraft, the airlines and the technical knowledge are available. International Air Services to Dar es Salaam are operated by 18 carriers on a scheduled basis, while some 23 operators provide non-scheduled services. The urgent need is to fashion these expensive transport resources, so as to be of service to the development of Tanzania's tourist and horticultural industries. The capacity is available, sufficient to accommodate a large expansion in tourism and horticultural exports. Such expansion could take place if the Air services were better coordinated and priced more attractively.

Such tasks require a skilled and experienced air transport economist. The present Air Transport Department in the Ministry of Communications and Works is undermanned. The appointed Air Transport Economist is needed to advise the Director of Air Transport on the problems mentioned above and to train a Tanzanian counterpart.

3. INSTITUTIONAL FRAMEWORK

The responsibility for civil aviation in Tanzania is vested in the Department of Civil Aviation in the Ministry of Communications and Works.

C. Other Related Activities

D. Future UNDP Assistance

No major additional UNDP assistance is envisaged as it is expected that the trained Tanzanian counterparts will be able to satisfactorily continue this programme.

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II. OBJECTIVES OF THE PROJECTA. STATUS

This project is not included in the existing Tanzanian country programme.

B. LONG-RANGE OBJECTIVES

1. To increase the foreign exchange earnings from Tanzania's exports of tourism and horticulture by utilizing the available air capacity.
2. To train a body of Tanzania economists able to handle the future air transport requirements of the country.

C. IMMEDIATE OBJECTIVES

The appointed air transport economist should assist the Director of Air Transport

1. Analyzing the many projects that have examined Tanzania's transport system. The objectives should be to survey the reports and present a summary of the most pertinent recommendations.
2. Advise the Director of Transport and the Air Traffic Coordinating Committee on the means by which air traffic can be stimulated, particularly in the areas of tourism and horticulture. When this traffic is stimulated, the next task should be to assist in its facilitation.
3. Advising on a day to day basis the young Tanzanian economist in his duties as a trainee air transport economist.
4. Prepare a detailed plan of action which will improve Tanzania's domestic air transport system. The object will be to coordinate air services with international services so as to develop the tourist, industrial and agricultural industries of Tanzania. A useful task would be to coordinate the horticultural and tourist industries by developing air services which would provide the tourist areas with fresh supplies of horticultural produce.

D. PROVISION FOR GOVERNMENT FOLLOW-UP

After the establishment of initial procedures, reports and files relative to their junction, the Government should perform a periodic review of the work accomplished to ensure continued productivity and effectiveness in meeting the aims of the appointment.

III.

WORK PLANA. DESCRIPTION OF PROJECT ACTIVITIES

The project will provide the services of an Air Transport Economist for a period of two years. He will assist the Director of Air Transport, and train a Tanzanian economist in his duties so that the latter will be able to continue the duties after the expert's departure.

The duties of the appointed air transport economist will include:

1. Survey of all existing studies of Tanzania's air transport system. To prepare a short brief summarizing the findings and to prepare an air transport plan for Tanzania.
2. To train the Tanzanian economist the skills of the air transport economist.
3. To prepare the air traffic coordinating committee with background information which will allow the members to stimulate the demand for air transport services.
4. To assist the Director of Air Transport in his efforts to stimulate tourist traffic to Tanzania. This will involve coordinating domestic air services with tourist schedules and creating attractive air fares which will be acceptable to the community's air lines. Strong liaison with the Tanzania Tourist Corporation will be required.
5. To assist in the coordination of all sector of the civil aviation industry in order to fully utilize existing capacity. This will involve coordinating with:
 - EAA with respect to air transport within Tanzania;
 - Tour operators and tourist agencies with respect to complimentary air transport services within Tanzania;
 - Private air charter operators with respect to air transport within Tanzania.
6. Assist in developing the role of civil aviation in the shipment of horticultural products.

Project ActivitiesLocationDate

- | | | |
|----------------------------|-----------------|----------------|
| 1. Approval of the Project | Dar es Salaam | 1 June 1976 |
| 2. Expert Recruitment | ICAO - Montreal | March-May 1976 |

B. DESCRIPTION OF UNDP INPUTS

1.	<u>Assignment of International Staff</u>	<u>Location</u>	<u>Starting Date</u>	<u>Duration M/M</u>
1.1	Air Transport Economist	D'Salaam	1.7.76	24
2.	<u>UNDP provided supplies and equipment</u>	D'Salaam		Cost US\$
2.1	Expendable equipment	D'Salaam		-
3.	<u>Miscellaneous</u>			
	Sundry costs	D'Salaam		-

C. DESCRIPTION OF GOVERNMENT INPUTS1. Assignment of National Staff

A counterpart economist will be provided. It is planned that this economist will take over from the expert at the end of the expert's term.

1.1	Economist	D'Salaam	1.7.76
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2. Government provided buildings, supplies and equipment

An office and typist/secretary will be provided for the expert and counterpart assigned to the project.

DRAFT PROJECT BUDGET GOVERNING CONTRIBUTION IN KIND
(In Local Currency)

Country: Tanzania

Project No:

Title:

		<u>Total</u> <u>Man/Months</u>	<u>1976</u> <u>Man/Months</u>	<u>1977</u> <u>Man/Months</u>	<u>1978</u> <u>Man/Months</u>
10.	<u>PROJECT PERSONNEL</u>				
11	Professional, technical and counterpart staff				
11-01	Economist	24	6	12	6
11-09	Sub-total				
15	Support personnel				
15	Secretary	24	6	12	6
19	Component Total				
50	<u>MISCELLANEOUS</u>				
51	Miscellaneous				
59	Component Total				
99	Grand Total				

DRAFT PROJECT BUDGET COVERING UNDP CONTRIBUTIONS
(In US Dollars)

Country: Tanzania
Project No.
Title:

		Total		1976		1977		1978	
		m/m	\$	m/m	\$	m/m	\$	m/m	\$
10.	<u>PROJECT PERSONNEL</u>								
11.	Expert								
11-01	Air Transport Economist	24	96,000	6	24,000	12	48,000	6	24,000
1	Component Total		96,000		24,000		48,000		24,000
49	Equipment		1,000		1,000				
59	Miscellaneous		1,000		1,000				
99	UNDP Total Contributions		98,000		26,000		48,000		24,000

PROPOSED TECHNICAL ASSISTANCE TO THE GOVERNMENT OF TANZANIA PROVIDING THE SERVICES OF A
TOURISM ADVISER (MARKETING) FOR A PERIOD OF TWO YEARS

I. BACKGROUND AND SUPPORTING DATA

a. Justification for the Project

The substantial array of tourism attractions and hotel facilities in Tanzania have been under-utilized in recent years and the Government is reacting to this decline by undertaking affirmative measures to revive the industry. It has been estimated that such measures could yield potential earnings of about 40 million shillings (\$5,000,000) annually on Tanzania's total tourism investment of 224 million TShs (\$28,000,000) over the past decade, not including 16 million TShs budgeted projects during 1975-76.

Measures required for the recovering of the tourism industry include:

1. Reorganization of the Tanzania Tourist Corporation (TTC) and its related enterprises to provide for centralized policy development and more effective administrative control.
2. Immediate concentration on the improvement of hotel facilities at a limited number of sites and hotels.
3. Effective marketing of these selected sites and hotels with reduced air fare and charter packages, by centralizing all marketing programmes in the TTC.
4. Improvement of TTC's managerial capability and the quality of its staff services by recruitment and the expansion of present training activities.
5. Modification of restrictive regulations on dress and photography and relaxed border crossing and entry formalities.
6. Government Tourism Policy.

The above measures have been recommended in reports by several advisers and consultants who have visited Tanzania and undertaken studies during the past year.

1. Marketing of Tourist Product in Tanzania
V. Popovic, Regional Tourism Adviser, Economic Commission for Africa.
10 February 1975.
2. Kagera - For Regional Cooperation in Tourism Development in Burundi, Rwanda and Tanzania. Phase I. Transport and Tourism Associates, London.
August 1974. (UNDP Project RAF/71/147).
3. Training for the Hotel and Tourism Industries, Tanzania.
Final Technical Report, by Mohamed Karmal El-Boulaki, ILO Technical Adviser
July 1975.

4. Reorganization of the TTC and its Subsidiaries.
Report to the General Manager of the Tanzania Tourist Corporation by the National Institute for Productivity (NIP), October 1975.
5. Report on Mission to Tanzania. August 1975 by field survey team for UNDP/ICAO Project RAF/74/021 - Potential Contribution of Aviation to African Economies.

To assist in effecting its reorganization and improved operation, the TTC in September 1975 retained Adviser Mark Egan as General Tourism Adviser for a six-month period with possible extension. Mr. Egan is a Volunteer Executive with many years experience in Tourism including the initial promotion of Hawaii's Tourism development programme during the 1950's. Mr. Egan has already made a significant contribution to the Reorganization Study of the NIP and to the strengthening of TTC's managerial capability and administration.

It is proposed that to achieve continuity in the reorganization process and to particularly improve the TTC's capability in its Marketing Division, that upon Mr. Egan's departure he be succeeded by a qualified Tourism Adviser (Marketing) for a period of two years. It is anticipated that within the next six months the marketing activities now dispersed among the Ministry of Natural Resources and Tourism, the State Travel Service, Tanzania Tours Limited, the three hotel corporations will be merged with the Marketing Department of the TTC. The Tourism Adviser will assist the Director of the Marketing Division in setting up an efficient organization for the marketing of hotel space, tour packages and various other services provided by the subsidiaries of the TTC and the Tanzania tourism industry as a whole.

b. Institutional Framework

Tourism development is the responsibility of the Ministry of Tourism and Wildlife and the Tanzania Tourist Corporation (TTC). Agencies involved in the development and operation of hotels include Tanzania Hotels Ltd., Coastal Hotels Ltd. and Serengeti Safari Lodges Ltd. Tour operations are managed by Tanzania Tours Ltd. and the State Travel Service. The reorganization plan proposed by NIP would consolidate all the previous corporate entities and the Tourism Division of the Ministry of Natural Resources and Tourism into a single operating company responsible for planning, organizing, coordinating and controlling all tourism activities in Tanzania. The organization plan establishes two levels - the Corporate Services level and the Operations level. The Corporate Services level functioning in a staff capacity to the General Manager will include:

1. Corporate Secretarial
2. Internal Audit
3. Administration
- and 4. Financial Planning and Development functions.

At the Operations level will be the: 1. Marketing 2. Hotels and Tourist Services and 3. Accounting divisions.

c. Associated Activities

In addition to this project, a request will be submitted to the UNDP by the Government for four OPAS appointments to fill the following high level posts to be created in the TTC under the reorganization plan: Director of Hotels and Tourist Services, Manager of Tourist Services, Manager of Hotels North and Staff Development Officer. Also, a request is being submitted for a short term (2 months) mission by a Tourism Training Adviser to formulate a plan for the reorganization of the existing Tanzania Hotel Training School under the Ministry of Natural Resources and Tourism.

Finally, since air transport to and within Tanzania is vital to increase tourism, parallel projects are recommended for assistance to the Government by ICAO for a review of market potential, air fleet requirements and subsequent preparation of an air transport plan.

d. Government Follow-up

It is intended that the Government will take immediate measures to implement recommendations of the tourism adviser as these are deemed feasible.

e. UNDP Follow-up

Subsequent requests may be submitted to UNDP for technical assistance in Hotel and Tourism Manpower Training and Development with the ILO as executing agency.

II. OBJECTIVESa. Long-Range Objectives

To revive the tourism industry by increasing the utilization and occupancy rates of its extensive capacity and infrastructure in ways which will maximize economic and social benefits.

b. Immediate Objectives

1. To most effectively plan, organize, coordinate and control the Corporation's research, advertising and sales promotion, sales and public relations activities.
2. To ensure that world wide marketing outlets effectively promote Tanzania as a tourist destination.
3. To improve the image of Tanzanian tourism and thus increase the number of tourists and their length of stay.

III. WORK PLAN

The project will provide the services of a Tourism Adviser (Marketing) for a period of two years. He will assist the Director of Marketing of the Tanzania Tourist Corporation in setting up an efficient marketing organization entrusted with marketing of hotel space, tour packages and various other services provided by its tourism subsidiaries and in preparing the budget of this Division. His specific duties will include:

1. Preparation of a marketing programme for the Organization, listing the sales/aids which have to be produced and the marketing actions which have to be undertaken with indication of costs of each aid and action as well as their timing;
2. Preparation of the text of the necessary sales/aids and help in organizing their production;
3. Training the marketing officers as well as production officers in their main tasks;
4. Cooperating with Tanzania Tours Limited in preparing tour packages to be offered in overseas markets, including price calculation and presentation of the offer;
5. Preparation of a programme of advertising and other kind of promotion in connection with the marketing;
6. If required, accompany the Director of Marketing on his first visit to the most important travel markets and assist him in establishing direct business connections with travel wholesalers and the press;
7. Establish liaison with airline officials and tour wholesalers to arrange for lower fares and more salable package tours;
8. Recommend other measures of tourism policy which will support the marketing efforts and ensure successful development of tourism in Tanzania.

The Tourism Adviser will prepare periodic reports on each of the above work elements and comprehensive reports on his activities at the end of the first and second years of his mission.

IV. GOVERNMENT'S CONTRIBUTION

The Director of Marketing will work with the Tourism Adviser as full-time Government counterpart. Supporting staff will consist of the heads of each of the four departments in the Marketing Division: Research, Sales, Advertising and Sales Promotion and Public Relations and Publicity. Each of these departments will be adequately staffed.

PROPOSED TECHNICAL ASSISTANCE TO THE GOVERNMENT OF TANZANIA PROVIDING THE SERVICES OF A
TOURISM ADVISER (TRAINING) FOR A PERIOD OF TWO MONTHS

I. BACKGROUND AND SUPPORTING DATA

a. Justification for the Project

The substantial array of tourism attractions and hotel facilities in Tanzania have been under-utilized in recent years and the Government is reacting to this decline by undertaking affirmative measures to revive the industry. It has been estimated that such measures could yield potential earnings of about 40 million shillings (\$5,000,000) annually on Tanzania's total tourism investment of 224 million TShs (\$28,000,000) over the past decade, not including 16 million TShs budgeted projects during 1975-1976.

Measures required for the recovery of the tourism industry include:

1. Reorganization of the Tanzania Tourist Corporation (TTC) and its related enterprises to provide for centralized policy development and more effective administrative control.
2. Immediate concentration on the improvement of hotel facilities at a limited number of sites and hotels.
3. Effective marketing of these selected sites and hotels with reduced air fare and charter packages, by centralizing all marketing programmes in the TTC.
4. Improvement of TTC's managerial capability and the quality of its staff services by recruitment and the expansion of present training activities.
5. Modification of restrictive regulations on dress and photograph and relaxed border crossing and entry formalities.

The above measures have been recommended in reports by several advisers and consultants who have visited Tanzania and undertaken studies during the past year.

1. Marketing of Tourist Product in Tanzania.
V. Popovic, Regional Tourism Adviser, Economic Commission for Africa.
10 February 1975.
2. Kagera - For Regional Cooperation in Tourism Development in Burundi, Rwanda and Tanzania. Phase I. Transport and Tourism Associates, London, August 1974.
(UNDP Project RAF/71/147).
3. Training for the Hotel and Tourism Industries, Tanzania.
Final Technical Report, by Mohamed Karmal El-Boulaki, ILO Technical Adviser
July 1975.

4. Reorganization of the TTC and its Subsidiaries.
Report to the General Manager of the Tanzania Tourist Corporation by the National Institute for Productivity (NIP), October 1975.
5. Report on Mission to Tanzania. August 1975 by field survey team for UNDP/ICAO Project RAF/74/021 - Potential Contribution of Aviation to African Economies.

To assist in effecting its reorganization and improved operation, the TTC in September 1975 retained Adviser Mark Egan as General Tourism Adviser for a six-month period with possible extension. Mr. Egan is a Volunteer Executive with many years experience in Tourism including the initial promotion of Hawaii's Tourism development programme during the 1950's. Mr. Egan has already made a significant contribution to the Reorganization Study of the NIP and to the strengthening of TTC's managerial capability and administration.

The Tanzania Hotel Training School has been operated by the TTC since 1973 with technical assistance provided by the Netherlands Government. The school offers five hotel courses: hotel reception and bookkeeping, cooking and baking, restaurant service, bar service and housekeeping. Courses are of three-month duration. Up to 62 students can be accommodated, trained and fed.

The school is located in Dar es Salaam adjacent to the Government owned Kilimandjaro Hotel and consists of 4 classrooms, 5 lecture rooms, a large banquet hall, dining room (30 seats), a bar, an institutional type kitchen, bakery, cold storage rooms, administrative offices and 12 residential rooms with space for 4 beds each.

The contract with the Netherlands Government expired early in 1975 and the management of the school was put directly under the TTC, which receives a Government subsidy for the school operation. In the third five-year plan (still under review) TShs 1 million has been budgeted for an extended long term pre-employment training programme in tourism, including capital funds for building rehabilitation and furniture. Until recently there were four Dutch instructors but only one will remain during the calendar year 1976. There are six Tanzanian instructors including the Principal.

It is now proposed that the present short-term training programme be revived and expanded, and that planning action should begin for it to become a full-fledged "Institute of Tourism and Hotel Management". With the envisaged broader scope of the school's objectives and activities, TTC has proposed that the school become a Government responsibility and is taking steps to transfer it to the Ministry of Natural Resources and Tourism during the coming year.

The July 1975 report by Mr. El-Boulaki of the ILO cited above describes the present situation and proposes the expansion of the school program with the aid of a UNDP technical assistance project in "Hotel and Tourism Manpower Training and Development". The project would have a duration of 3 1/2 years with a UNDP contribution of \$1,039,300. The report and project recommendation has been submitted to the Ministry of Natural Resources and Tourism.

At this time no formal steps have yet been taken to transfer the Hotel Training School from the TTC to the Ministry or for the submission of the ILO proposed project to the UNDP. Although the proposal for the reorganized curriculum and expansion of the school is clearly set forth in the ILO report a further preliminary step is now needed to firmly establish the school in the new framework. First, to determine whether it should come under the jurisdiction of the Ministry of Natural Resources and Tourism, the University of Dar es Salaam or some other appropriate body. Second, to formulate the composition of its Board of Directors. Third, to work out a viable plan for its organization and financial base for at least the first three years of its operation and gradual expansion.

In view of the urgency of the need to settle these questions it is proposed that a qualified Tourism Adviser (Training) be provided to the Government for two months to prepare a plan and programme for the reorganization of the school, including possible technical assistance to be provided by the UNDP with the ILO as executing agency.

b. Institutional Framework

Tourism development is the responsibility of the Ministry of Tourism and Wildlife and the Tanzania Tourist Corporation (TTC). Agencies involved in the development and operation of hotels include Tanzania Hotels Ltd., Coastal Hotels Ltd. and Serengeti Safari Lodges Ltd. Tour operations are managed by Tanzania Tours Ltd. and the State Travel Service. The reorganization plan proposed by NIP would consolidate all the previous corporate entities and the Tourism Division of the Ministry of Natural Resources and Tourism into a single operating company responsible for planning, organizing, coordinating and controlling all tourism activities in Tanzania. The organization plan establishes two levels - the Corporate Services level and the Operations level. The Corporate Services level functioning in a staff capacity to the General Manager will include:

1. Corporate Secretarial 2. Internal Audit 3. Administration and 4. Financial Planning and Development functions.

At the Operations level will be the: 1. Marketing 2. Hotels and Tourist Services and 3. Accounting divisions.

As described in (a) above, the Tanzania Hotel Training School is now under the jurisdiction of the TTC, but it has been proposed to transfer it to the jurisdiction of the Ministry of Natural Resources and Tourism.

c. Associated Activities

Tourism project proposals related to this request include that for a Tourism Adviser (Marketing) for a period of two years and the appointment of four OPAS officers to key posts in the reorganized Tanzania Tourist Corporation. Also, parallel projects are recommended for assistance to the Government by ICAO for a review of market potential, air fleet requirements and subsequent preparation of an air transport plan.

d. Government Follow-up

It is intended that the Government will take immediate measures to implement recommendations of the tourism adviser as these are deemed feasible.

e. UNDP Follow-up

It is anticipated that upon the action by the Government regarding the jurisdiction of the school and its reorganization, the proposed UNDP project for technical assistance in Hotel and Tourism Manpower Training and Development prepared by the ILO will be submitted to the UNDP.

II. OBJECTIVES

a. Long-Range Objectives

To improve the capability of the Government and the TTC to meet the growing requirements for qualified professional manpower in conformity with international standards.

b. Immediate Objectives

To formulate a viable plan acceptable to the Government and the TTC for the reorganization and financing of the Tanzania Hotel Training School encompassing the envisaged revision and enlargement of its objectives and programme.

III. WORK PLAN

The project will provide the services of a Tourism Adviser (Training) for a period of two months. He will be assigned to the Ministry of Natural Resources and Tourism and will confer with the TTC, the University of Dar es Salaam, other Government ministries and agencies and the private sector. He will review the present status of the school and all reports and documents relating to the past, present and proposed future status and role of the school. At the end of one month he will prepare a preliminary report with his recommendations for the reorganization, jurisdiction and financial base of the school including a plan and programme for any expansion of its functions and curricula deemed appropriate and feasible. This report will be submitted to all the above concerned agencies and meetings will be arranged for review and revise the proposals in order that agreement can be reached among all parties prior to the Adviser's departure. At the end of his mission the Adviser will submit a final report incorporating the revised reorganization plan in form for its enactment by the Government, the TTC and other concerned parties.

PROPOSED TECHNICAL ASSISTANCE TO THE GOVERNMENT OF TANZANIA PROVIDING THE SERVICES OF
FOUR OPAS OFFICERS TO THE TANZANIA TOURIST CORPORATION

I. BACKGROUND AND SUPPORTING DATA

a. Justification for the Project

The substantial array of tourism attractions and hotel facilities in Tanzania have been under-utilized in recent years and the Government is reacting to this decline by undertaking affirmative measures to revive the industry. It has been estimated that such measures could yield potential earnings of about 40 million shillings (\$5,000,000) annually on Tanzania's total tourism investment of 224 million TShs (\$28,000,000) over the past decade, not including 16 million TShs budgeted projects during 1975-76.

Measures required for the recovery of the tourism industry include:

1. Reorganization of the Tanzania Tourist Corporation (TTC) and its related enterprises to provide for centralized policy development and more effective administrative control.
2. Immediate concentration on the improvement of hotel facilities at a limited number of sites and hotels.
3. Effective marketing of these selected sites and hotels with reduced air fare and charter packages, by centralizing all marketing programmes in the TTC.
4. Improvement of TTC's managerial capability and the quality of its staff services by recruitment and the expansion of present training activities.
5. Modification of restrictive regulations on dress and photography and relaxed border crossing and entry formalities.

The above measures have been recommended in reports by several advisers and consultants who have visited Tanzania and undertaken studies during the past year.

1. Marketing of Tourist Product in Tanzania.
V. Popovic, Regional Tourism Adviser, Economic Commission for Africa.
10 February 1975.
2. Kagera - For Regional Cooperation in Tourism Development in Burundi, Rwanda and Tanzania. Phase I. Transport and Tourism Associates, London.
August 1974. (UNDP Project RAF/71/147).
3. Training for the Hotel and Tourism Industries, Tanzania.
Final Technical Report, by Mohamed Karmal El-Boulaki, ILO Technical Adviser
July 1975.

4. Reorganization of the TTC and its Subsidiaries.
Report to the General Manager of the Tanzania Tourist Corporation by the National Institute for Productivity (NIP), October 1975.
5. Report on Mission to Tanzania. August 1975 by field survey team for UNDP/ICAO Project RAF/74/021 - Potential Contribution of Aviation to African Economies.

To assist in effecting its reorganization and improved operation, the TTC in September 1975 retained Adviser Mark Egan as General Tourist Adviser for a six-month period with possible extension. Mr. Egan is a Volunteer Executive with many years experience in Tourism including the initial promotion of Hawaii's Tourism development programme during the 1950's. Mr. Egan has already made a significant contribution to the Reorganization Study of the NIP and to the strengthening of TTC's managerial capability and administration.

At the initial phase of the reorganization of the Tourism Corporation it is proposed that the Director of Hotels and Tourism Services Division and three department heads within this division: the Manager Northern Hotels, the Staff Development Officer and the Manager Tourist Services be recruited as highly qualified OPAS officers. They will organize their officers and recruit their staff to perform their functions most effectively. Their appointment will be for a two-year period during which they will train one of their staff members to assume their functions after their departure.

b. Institutional Framework

Tourism development is the responsibility of the Ministry of Tourism and Wildlife and the Tanzania Tourist Corporation (TTC). Agencies involved in the development and operation of hotels include Tanzania Hotels Ltd., Coastal Hotels Ltd., and Serengeti Safari Lodges Ltd. Tour operations are managed by Tanzania Tours Ltd. and the State Travel Service. The reorganization plan proposed by NIP would consolidate all the previous corporate entities and the Tourism Division of the Ministry of Natural Resources and Tourism into a single operating company responsible for planning, organizing, coordinating and controlling all tourism activities in Tanzania. The organization plan establishes two levels - the Corporate Service level and the Operations level. The Corporate Services level functioning in a staff capacity to the General Manager will include:

1. Corporate Secretarial
2. Internal Audit
3. Administration and
4. Financial Planning and Development functions.

At the Operations level will be the: 1. Marketing 2. Hotels and Tourist Services and 3. Accounting divisions.

c. Associated Activities

Tourism project proposals related to this request include that for a Tourism Adviser (Marketing) for a period of two years, and that for a short-term (2 months) mission by a Tourism Training Adviser to formulate a plan for the reorganization of the existing Tanzania Hotel Training School under the Ministry of Natural Resources and Tourism. Also, parallel projects are recommended for assistance to the Government by ICAO for a review of market potential, air fleet requirements and subsequent preparation of an air transport plan.

d. Government Follow-up

It is intended that the Government will take immediate measures to implement recommendations of the tourism adviser as these are deemed feasible.

e. UNDP Follow-up

Extension of individual OPAS posts beyond two years may be necessary in cases where an adequate Tanzanian replacement has not been trained or recruited. Also, subsequent requests may be submitted to UNDP for technical assistance in Hotel and Tourism Manpower Training and Development with the ILO as executing agency.

II. OBJECTIVES

a. Long-Range Objectives

To revive the tourism industry by increasing the utilization and occupancy rates of its extensive capacity and infrastructure in ways which will maximize economic and social benefits.

b. Immediate Objectives

1. To transform the TTC from a loosely controlled holding company, to a compact, integrated operating company.
2. To consolidate hotel and tourist services in one division with common engineering, purchasing and reservation services and a central uniform system of accounting.
3. To provide tourists with accommodations, food, beverages, entertainment, transport and other services at competitive international standards and costs.
4. To recruit the most qualified managerial personnel as the initial appointees to the key positions in the Division of Hotels and Tourist Services and to thus assure its most effective organization and operation.

III. WORK PLAN

The project will provide the services of four OPAS officers to be appointed to the below named positions in the Tanzania Tourist Corporation for a period of two years with possible extension (listed in order of priority of need):

1. Director of Hotels and Tourist Services
2. Manager Tourist Services
3. Manager Hotels North
4. Staff Development Officer

A job description for each of the above posts is annexed hereto.

IV. GOVERNMENT's CONTRIBUTION

As in all OPAS post arrangements, the Government will pay that portion of the salary for each post which would be paid under Tanzanian standards with the remainder of their salary to be provided by the UNDP. The Government will also assure the provision of a counterpart officer who will be trained to assume the responsibilities for each of these posts following the departure of the OPAS officers. In addition, the Government will provide sufficient budget for the Division and each of its Departments assure sufficient and adequate staff services to effectively carry out the prescribed functions in each case.

DIRECTOR, HOTELS AND TOURIST SERVICES - JOB DESCRIPTION

1. In cooperation with the Director of Marketing and with assistance from the Financial Planning and Development Manager and departmental subordinates:

- assesses the hotels' and tourist services current position, prospects, opportunities and threats.
- develops a strategic plan for all the hotels and tourist services as a group consistent with the new Tanzania Government Policy on Tourism.
- develops unit plans for each hotel unit and each tourist service.
- formulates and implements long and short range plans for improving customer service at all levels within the hotel and tourist service operations.
- develops on-the-job training and development programmes to improve levels of service and standards of performance.
- develops engineering, maintenance and purchasing plans for the department as a whole and for each unit and service.
- develops an appropriate and acceptable rate structure and prepares reservation and booking projections.
- prepares an acceptable revenue and expense budget for the division as a whole and for each unit and service.

2. Ensures that all hotels and tourist services are effectively and efficiently organized and staffed in accordance with expected volumes and standards of performance and that all facilities and equipment are in, or can be maintained in, satisfactory condition so as to provide an acceptable level of service to tourists and other users of the facilities.

3. Ensures that effective and efficient supervision, direction and coordination is provided in all hotel units and tourist services including but not restricted to the provision of advice and assistance where required on such matter as:

- food and beverage services, purchasing, menu planning, storage, portion control, pricing
- housekeeping services, equipment and supplies
- laundry services
- reception services
- tourist entertainment
- transportation

- travel services
- shop mechanizing
- inventory control
- building services

4. In association with the Chief Accountant and in accordance with the financial and accounting systems and controls specified, ensures the effective control of all assets, cash, stocks, etc. by all personnel in the department.

5. Through departmental subordinates, ensures the receipt, review, interpretation and necessary action associated with timely non-financial operating information from all units and tourist services so as to minimize any unfavourable variances from plans and budgets.

6. Provides timely reports and analyses to the General Manager on the non-financial results of the hotels and tourist services as a whole and for each unit together with explanation and a description of action being taken to correct all unfavourable financial and non-financial variances to plans and budgets.

MANAGER, TOURIST SERVICES - JOB DESCRIPTION

1. Ensures the effective and efficient planning, organization, coordination and control of all tourist transportation services and an integral part of organized tours and to meet the needs of individual tourists.

Provides an efficient travel agency service within Tanzania to serve the government, business and tourist needs for tickets, travel advice, hotel reservations, tour organizations and the like.

3. Plans, organizes, coordinates and controls the effective procurement, storage, merchandising and sale of imported and Tanzanian products through the duty free shops and hotel shops so as to maximize the turnover of the many unique products available to the tourist from various Tanzanian industries and in such a manner as to generate a reasonable surplus.

4. Conducts a continuous research programme to determine tourist needs in terms of services, amenities and entertainment, carries out feasibility studies for providing for these needs or plans, reorganizes, coordinates and controls the systematic introduction of such approved services.

5. Conducts a continuous programme to streamline and make more efficient an integrated organization which will provide for all tourist services.

6. Ensures that all personnel associated with the provision of tourist services are properly trained and developed and meet an acceptable standard of performance and provide an acceptable level of quality in their services.

7. Prepares an appropriate budget to meet the needs of the services provided and ensures that these services are provided within the constraints of the budget.

MANAGER, NORTHERN HOTELS - JOB DESCRIPTION

1. Acting as an extension of the Manager, Hotels and Tourist Services on northern hotels assist in the development of plans, budgets, standards of performances northern group.
2. Utilizing the services of the Purchasing Agent, North; Group Engineer, North and Development Officer; ensures that all hotels in the northern circuit are effectively and efficiently organized and staffed in accordance with expected volume of guests and standards of performance; and that all facilities and equipment are in, or can be maintained in, satisfactory condition so as to provide an acceptable level of service to tourists and other users of the facilities.
3. Ensures that effective and efficient supervision, direction and coordination is provided in all hotel units in the northern circuit.
4. In association with the Group Accountant, North, ensures the effective control of all assets, cash, stocks etc. by all hotel personnel.
5. Provides timely reports and analyses for the Manager, Hotels and Tourist services on the non-financial results of hotels in the northern circuit together with explanation and a description of action being taken to correct all unfavourable financial and non-financial variances to plans and budgets.

STAFF DEVELOPMENT OFFICER - JOB DESCRIPTION

1. In conjunction with policies established by the Director, Hotels and Tourist Services and in cooperation with hotel managers and managers of various tourist services, develops reasonable standards of performance and levels of service in every activity associated with hotel and tourist services. These standards and levels will take into account the needs and expectations of the tourists and other users of the Corporation's facilities as they relate to each individual unit or tourist service. They will include but not be restricted to standards of performance and levels of service associated with:
 - bookings, reservation, and accommodation, transportation and entertainment arrangements
 - reception and explanation of facilities and services
 - housekeeping services
 - beverage services
 - food services
 - transportation and guide services
 - travel services
 - entertainment
 - shop services
 - advice on customs, immigration and other matters of interest to tourists
2. In cooperation with the managers of the units and various tourists services, assists in measuring the levels of performance and service being provided by each employee in all activities and identifies the gap between standard and actual in quantifiable terms.
3. Having identified the gap between the acceptable standards of performance and quality of service and actual, assists in the development and implementation of employee on-the-job training and development programmes in cooperation with the Staff Controllers and unit managers.
4. Monitors the results of these programmes and provides regular reports to the Director, Hotels and Tourist Services on the rate of improvement.
5. In cooperation with unit managers, makes recommendations to the Director, Hotels and Tourist Services on the promotion transfer, demotion or termination of hotel and tourist service employees based on the response from these employees to the on-the-job training and development programmes and results achieved.

INTERNATIONAL CIVIL
AVIATION ORGANIZATION

Technical Assistance Project
RAF/74/021

POTENTIAL CONTRIBUTION OF AVIATION
TO AFRICAN ECONOMIES



ORGANISATION DE L'AVIATION
CIVILE INTERNATIONALE

Projet de l'assistance technique
RAF/74/021

CONTRIBUTION POTENTIELLE DE L'AVIATION
AUX ECONOMIES AFRICAINES

P.O. BOX 400, SUCCURSALE: PLACE DE L'AVIATION INTERNATIONALE,
1000 SHERBROOKE STREET WEST, MONTREAL, QUEBEC, CANADA H3A 2R2

Dossier TA 9/2.852

TE 210(2) ICAO
le 10 février 1976

Monsieur,

Objet: RAF/74/021 - Contribution potentielle de l'aviation
aux économies africaines

J'ai l'honneur d'appeler votre attention sur ma lettre du 13 août 1975 sous couvert de laquelle je vous ai fait parvenir (en même temps qu'à l'Administration nationale) le rapport de la mission par pays effectuée au Rwanda au titre de ce projet. Je vous annonçais par la même occasion qu'une nouvelle mission aurait lieu au Rwanda dans le cadre de la phase multinationale du projet. La présente lettre a pour objet de vous tenir au courant de la situation.

Mission multinationale - Phase II

Cette mission a été effectuée par les experts de notre mission, MM. P. Wenzel, A. Ellison et A. Van Oppens du 7 au 12 novembre 1975. Un rapport distinct en cours de préparation, regroupera les observations faites dans les dix-sept pays visités en novembre/décembre 1975, ainsi que les perspectives qui s'offrent à eux. Ce rapport constituera le premier volume du rapport général sur les possibilités multinationales qui se présentent à tous les pays couverts par l'enquête. A titre intérimaire, vous trouverez ci-joint, à l'Annexe A, un exposé des aspects du projet qui concerne expressément le Rwanda.

Mission par pays - Phase I

La dernière visite a permis de voir quelle suite avait été réservée aux recommandations formulées dans le rapport, publié en août 1975, sur la mission par pays effectuée au Rwanda. La mission a également tenu compte des commentaires formulés par le Gouvernement que vous nous aviez transmis par votre lettre du 30 octobre 1975 sous votre référence 1,462.

(a) Recommandation n° 2: Développement du Tourisme

Dans le domaine du tourisme le Gouvernement a formulé une requête pour recevoir l'assistance d'un expert

M. Zauze Gabre-Madhin
Représentant résident du PNUD
Boîte postale 445
Avenue de l'Assemblée nationale
Kigali
RWANDA

c.c. UNOTC

.../2

... en tourisme pour une durée d'environ 3 mois. Afin d'arriver à des recommandations fermes à ce sujet, nous avons fait appel au Bureau de la Coopération technique de l'ONU (UNOTC) qui a désigné leurs experts MM. R. May et H. Wabeck pour participer aux activités de notre mission. Ces experts ont formulé une ébauche de projet pour l'assistance d'un conseiller de tourisme dont vous trouverez copie en Annexe B. Ils ont également formulé une ébauche de projet sur la formation de personnel technique pour le tourisme et l'hôtellerie. Vous trouverez en Annexe C le texte anglais de cette ébauche et le texte français de ce document vous sera soumis d'ici peu. Ces deux documents sont soumis pour approbation après discussions avec les autorités du Gouvernement.

(b) Recommandations 6, 7, 8 et 9: Aviation civile

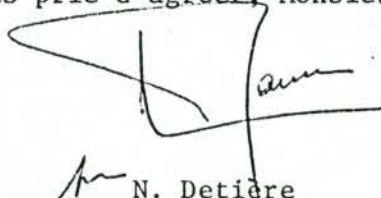
D'une façon générale ces recommandations ont été favorablement accueillies par les autorités du Gouvernement. Comme suite à la recommandation n^o 7 du rapport, les autorités ont créé la compagnie Air Rwanda en vue de se donner l'instrument nécessaire pour négocier avec d'autres compagnies aériennes des arrangements et assurer ainsi l'exportation de ces produits. Un expert de l'OACI est déjà en place pour conseiller la direction de la nouvelle compagnie.

(c) Recommandation n^o 4: Industrie

En ce qui concerne la révision du code rwandais des investissements, nous avons été informés que le Gouvernement a mis au point de nouveaux textes qui feront l'objet d'un décret de la Présidence.

... Je crois savoir que l'Administration continue d'accueillir nos propositions avec beaucoup d'intérêt. Je vous fais parvenir ci-joint cinq exemplaires de la présente lettre afin que vous puissiez les distribuer aux services de l'Administration que ces propositions concernent.

Je vous remercie de l'aide que vos collaborateurs et vous même nous avez apportée pour ce projet et je vous prie d'agréer, Monsieur, l'expression de mes sentiments très distingués.



N. Detière
Directeur du Projet

Pièces jointes: Annexe A - Possibilités de Coopération régionale
Annexe B - Ebauche de projet: Proposition d'une assistance technique au Gouvernement du Rwanda concernant l'organisation et la mise en oeuvre de services de tourisme
Annexe C - Ebauche de projet: Proposed technical assistance to the Government of Rwanda for the training of personnel in tourism and Hotellerie
5 copies de la présente lettre

POSSIBILITES DE COOPERATION REGIONALE

Les entretiens entre les représentants officiels du Gouvernement et les membres de la Mission ont révélé un désir réel de coopérer, d'une façon générale avec les pays voisins y compris ceux de langue anglaise, comme la Tanzanie, la Zambie et le Kenya.

Dans le domaine particulier du tourisme, le cadre du projet pour le développement du bassin de l'Akagera constitue une entité susceptible de renforcer la coopération entre le Rwanda, le Burundi et la Tanzanie. Il a fallu cependant constater que le Rwanda et le Burundi forment avec la partie est du Zaïre par sa région du lac Kivu, des volcans et du parc de la Kirunga, un ensemble d'attraites touristiques susceptible de constituer une destination unique et valable. A cet égard l'aéroport de Goma au Zaïre pourrait être aménagé en aéroport international pour servir à la fois le Zaïre et le Rwanda à l'instar de l'aéroport de Genève (pour certains types d'avions), qui sert aussi bien la Suisse que la France.

En ce qui concerne une coopération touristique avec la Tanzanie, les autorités aussi bien du Rwanda que du Burundi pensent, tout en étant favorable à la coopération, qu'elle s'avèrerait difficile sur le plan de la rente d'un produit touristique englobant ces trois pays.

PROPOSITION D'UNE ASSISTANCE TECHNIQUE AU GOUVERNEMENT
DU RWANDA CONCERNANT L'ORGANISATION ET LA MISE EN ŒUVRE
DE SERVICES DE TOURISME

I. Contexte et données de base

a) Justification du projet

Le Rwanda est déterminé à développer un programme de Tourisme varié destiné à attirer les touristes européens intéressés par la beauté des Parcs Nationaux et les attraits d'un climat idéal.

Le Gouvernement envisage le développement de son potentiel touristique dans un contexte régional impliquant la coopération avec ses voisins d'expression française, le Zaïre et le Burundi, à l'ouest et au Sud du Rwanda, ainsi qu'une orientation vers l'ouest et l'est avec l'Ouganda, le Kenya et la Tanzanie.

Le Gouvernement envisage également une coopération transsectorielle dans le contexte du projet de développement du Bassin de la Kagera.

Le rapport établi dans le cadre du projet RAF/74/147 par la firme "Transport and Tourism Associates London", vient d'être considéré comme acceptable par le Gouvernement ; toutefois, aucune suite formelle n'a encore été donnée aux propositions qu'il contient. C'est pourquoi le présent projet est demandé par le Gouvernement.

Il est évident que dans le cadre de son plan de développement, le Rwanda entend consacrer un effort particulier au Tourisme.

L'aéroport international de Kigali est desservi par Air Rwandais pour les services intérieurs du pays et par les compagnies étrangères Air France, Air Zaïre, East-African Airways, Ethiopian Airlines, Air Burundi et Sabena pour les services internationaux.

Le transport de surface est offert par l'Office Rwandais du Tourisme et des Parcs Nationaux (O.R.T.N.) à l'aide de 11 minibus et bateaux à moteur sur le lac Kivu.

Une assistance bilatérale substantielle au Tourisme a été fournie au Gouvernement du Rwanda par la Belgique pour l'amélioration et l'entretien des parcs nationaux de l'Akagera et des Volcans ainsi que par la République Fédérale Allemande pour l'amélioration de la région du lac Kivu sous la direction d'un Conseiller de Tourisme.

Un certain nombre de programmes internationaux au bilatéraux pour la construction et l'amélioration des routes sont en cours d'exécution ou d'examen. Dans le domaine aérien, l'assistance technique de l'OEI est acquise.

À présent, l'Office Rwandais du Tourisme et des Parcs Nationaux est en mesure d'offrir des circuits touristiques notamment dans le Parc National de l'Akagera qui couvre tout le Nord-Est du pays et contient une multitude d'animaux sauvages ; le Parc National des Volcans qui recèle la gorille de montagne unique au monde et aux lacs près de Muhengeri, sur les rives claires du lac Kivu à Gisenyi et Kibuye incitant à la randonnée, à la navigation des bateaux et au ski nautique. Il existe des hôtels modernes de première classe à Kigali. La majeure partie de l'infrastructure et la superstructure pour héberger des groupes de 12 à 20 personnes est disponible à l'heure actuelle ou est en voie de construction dans ces localités.

Pour organiser convenablement et coordonner le transport aérien et celui de surface, les services hôteliers, les escortes et guides indispensables des divers circuits touristiques, l'Office Rwandais du Tourisme a besoin, de façon urgente, d'un Expert en Tour opérations pour une période de 3 mois, et cela aussitôt que possible.

b) Cadre Institutionnel

L'organisation du Tourisme au Rwanda est définie par l'Ordonnance-loi de 1973, créant l'Office Rwandais du Tourisme et des Parcs Nationaux (OATPN) placé sous la tutelle directe de la Présidence de la République. Le Directeur Général est directement responsable de la gestion de l'Office.

Au sein de cet Office, un Conseil d'Administration composé de cinq membres formule la politique de l'Office qui comprend quatre directions opérationnelles.

- 1) Direction du Tourisme responsable de la promotion, de la recherche de l'information et de la liaison
- 2) Direction de Conservation des Ressources Naturelles responsable de l'Administration des Parcs Nationaux et de leur réglementation.
- 3) Direction des Hôtels responsable du développement hôtelier, de l'administration et du contrôle financier.
- 4) Direction des Agences de Voyages responsable de la liaison avec les Agences de Voyages, les Compagnies aériennes, la réception, les réservations, le transport terrestre, les circuits touristiques et les guides. L'Expert à fournir par le PNUD devrait collaborer particulièrement avec cette 4e Direction.

c) Activités connexes

Parallèlement aux activités connexes du PNUD se trouvent le projet prévu pour l'établissement d'un Centre Régional de Formation pour le Tourisme et l'Hôtellerie ainsi que l'Assistance Technique de la part de l'OACI. Il y a d'autre part les emprunts pour les projets routiers financés par l'IBRD/AI, la Belgique, la Chine, la République Fédérale d'Allemagne et le FID, l'assistance bilatérale dans le développement du Tourisme par la Belgique et la République Fédérale d'Allemagne.

d) Action du Gouvernement

Il est désirable que le Gouvernement prenne, sans tarder, les mesures d'exécution des recommandations formulées par le Conseiller du Tourisme pour autant qu'elles soient considérées comme réalisables.

c) Action du PNUD

Faisant suite immédiate à ce projet, un autre projet sera envisagé pour l'établissement d'un centre de formation de Tourisme et hôtellerie qui couvrira la formation du personnel hôtelier, de guides touristiques, chauffeurs et autre personnel indispensable à l'opération des programmes de tours organisés pour les groupes de visiteurs étrangers. Les activités connexes couvriraient les bourses d'études pour la formation du personnel de direction d'hôtels et de techniciens d'entretien au cas où ce genre de formation ne serait pas adéquat au centre de formation.

1. RELEVÉa) Objectifs à long terme

Promouvoir au maximum le revenu en devises étranger par le truchement du développement touristique et procurer de l'emploi aux nationaux tout en minimisant les effets déstructeurs d'ordre sociologique ou d'environnement.

b) Objectifs immédiats

- Profiter de l'investissement substantiel national et international en infrastructure et superstructure en matière de développement touristique pour améliorer la capacité administrative et opérationnelle de l'Office Rwandais du Tourisme et des Parcs Nationaux afin d'atteindre les standards internationaux de Tourisme dans l'organisation des tours.
- Élargir le volume du trafic touristique et atteindre des taux d'occupation rentable dans les hôtels.
- Déterminer et promouvoir l'utilisation de circuits touristiques au Rwanda en coopération avec les pays de la Région.

- Coordonner les activités touristiques avec celles du transport aérien et des agences internationales de tourisme.
- Former du personnel Rwandais dans les diverses techniques d'exploitation de circuits touristiques.

III. PLAN DE TRAVAIL

- A. Le projet prévoit les services d'un Conseiller d'Opérations Terrestres pour une période de 3 mois à la disposition de l'Office Rwandais du Tourisme et des Parcs Nationaux. Ce Conseiller collaborera directement avec la Direction Agences de Voyages et ses responsabilités comporteront la formulation de systèmes et de procédures inhérentes aux fonctions et activités suivantes :

1. Administration

Personnel d'Administration

Liaison avec les opérateurs de Tours et les Compagnies aériennes.

Liaison avec les agences internationales de voyages

Liaison avec les hôtels et les agences de voyages du Rwanda.

2. Comptabilité administrative

3. Réception

Préparation des contrats avec les opérateurs de tours internationaux

Réervations locales : hôtels, transport, safari, vols de retour ou en correspondance etc...

Réception à l'aéroport. Assistance aux arrivées et départs

Bulletin journalier de tous les mouvements, arrivées et départs de tous modes de transport.

Présentation de cartes et guides à chaque visiteur avec l'itinéraire du tour.

Distribution des bons d'échanges aux hôtels locaux et aux services de transport.

Préparation des comptes pour les Agences de voyages et les opérateurs de tours.

4. Transport

Organisation des circuits touristiques et des safaris

Programmation des opérations terrestres

Organisation des transferts

Prévision des approvisionnements en essence et huile sur tous les parcours.

Equiperment et formation des guides

Formation et contrôle des chauffeurs

Entretien et réparation des véhicules

Organisation des services d'urgence en cas d'accidents, maladies et autres imprévus.

B. Horaires des activités

1. Etude des systèmes et des facilités actuelles.

Fonctions actuelles, facilités, services, personnel et équipement.

Visite de tous les parcs, hôtels et routes

Contact avec le personnel OACI et avec les agences pour discussions des procédures d'organisation.

Projection du mouvement touristique afin de déterminer les besoins en capacité hôtelière et en nombre de transport - 2 semaines

2. Préparation de recommandations préliminaires et formulations des systèmes proposés et leur mise en œuvre. - 3 semaines

3. Assistance à l'OACI dans la mise en application des propositions - 6 semaines

4. Préparation du Rapport final de Mission comprenant les révisions éventuelles des propositions préliminaires - 1 semaine.

III. CONTRIBUTION DU GOUVERNEMENT

Le Directeur Général de l'Office Rwandais du Tourisme, et des Parcs Nationaux maintiendra un contact permanent avec le Conseiller et fournira à ce dernier l'assistance administrative exigée par les besoins du projet. A cet effet, il lui affectera un ou plusieurs homologues appelés à lui fournir toutes informations nécessaires sur les structures actuelles du Tourisme, au Rwanda, à collaborer à la formulation des recommandations et enfin à mettre ces dernières à exécution.

Le Directeur Général facilitera les relations du Conseiller avec les départements du Gouvernement et les diverses agences dans la recherche des informations et données statistiques requises. Le Directeur Général examinera avec le Conseiller les observations et recommandations avant qu'elles ne soient mises en application.

PROPOSED TECHNICAL ASSISTANCE TO THE GOVERNMENT
OF RWANDA FOR THE TRAINING OF PERSONNEL IN
TOURISM AND HOTELLERIE

.. BACKGROUND AND SUPPORTING DATA

A. Justification for the Project

Rwanda is strategically located at the heart of the central African complex of natural attractions featuring the lakes and waterways that form the source and headwaters of the White Nile, and which abound in the many species of wild game in its natural habitat. Partly as a result of the recent dramatic decline in tourism activity in neighbouring Zaire, Uganda and Tanzania, and partly as a result of recent and current international and bilateral investments in tourism and transport infrastructure, Rwanda can anticipate a substantial increase in the volume of its foreign tourism. Starting from a very small base, there is now an urgent necessity to rapidly increase the number and improve the quality of personnel in tourism and hotellerie to meet international standards. To meet this need it is proposed that a Training Center for Tourism and Hotellerie be established at Kigali under a UNDP project with technical assistance provided by the UN/OTC and the --- as the executing agencies.

The Government views its potential tourism development in a regional context involving co-operation with its French speaking neighbours of Zaire and Burundi to the west and south, and as well an orientation to the north and east with Uganda, Kenya and Tanzania. In addition, a cross-sectional avenue of co-operation is provided in the context of the project for the development of the Kagera River Basin.

Substantial bilateral assistance in tourism has been made available to the Government of Rwanda by Belgium for the construction of hotels and for the improvement and maintenance of Akagera and Volcanoes National Parks. The Federal Republic of Germany is financing new tourism facilities in the Lake Kivu area under the direction of a Tourism Adviser. To improve the surface transportation a number of international and bilateral projects for road construction and improvement are underway or pending. Technical assistance in air transport is being provided by ICAO.

In June 1975 the Governments of Rwanda, Burundi and Zaire entered into a tripartite agreement on co-operation in several fields including tourism. It is therefore proposed that the training center be designed to serve regional needs as well as those of Rwanda. This approach is particularly important in view of the very similar status of tourism development in Burundi. Although not offering wild game park attractions, Burundi can anticipate modest tourism growth based on Lake Tanganyika with excursions to the interior and its northern area of small lakes. In Bujumbura, a new hotel of 140 rooms is scheduled to open in September 1976, doubling the first class hotel capacity of the City. The eventual reactivation of tourism by the Governments of Zaire, Uganda and Tanzania will require the training of their tourism and hotel personnel to regain the quality of services demanded by international travellers.

Present hotel capacity and conservatively projected additions in Rwanda by 1977 are shown in the following table: *

<u>Location</u>	<u>Number of Beds</u>		<u>Total 1977</u>
	<u>Existing 1975</u>	<u>Projected Additions</u>	
Kigali	344	328	672
Akagera - Gabiro	48	202	250
Gisenyi	95	200	295
Kibuye	10	140	150
Ruhengeri	28	170	198
Butare	42	200	242
Cyangugu	54	180	234
Total	621	1,420	2,041

* Source: Rwanda report August 1975, Project PNUD/OACI RAF/74/021

B. Institutional Framework

The organization of Tourism in Rwanda is based on the 1973 law creating l'Office rwandais du Tourisme et des Parcs nationaux (ORTPN). The Directeur général du Tourisme is directly responsible to the Président de la République and there is an Administrative Council of 5 members to formulate policy. The Office operates through 4 Directorates:

- 1) Directorate of Tourism charged with marketing, research, information and liaison;
- 2) Directorate of Nature Conservancy responsible for national park administration and regulations;
- 3) Directorate of Hotels responsible for hotel development, administration and financial control; and
- 4) Travel Agency Directorate responsible for liaison with travel agencies and airlines, reception and reservations, ground transport, tour circuits and guides.

Personnel in the Office of tourism by Directorate, and projected increases by 1977 to meet expanding needs are as follows:

	<u>Existing 1975</u>	<u>Required Addition</u>	<u>Total 1977</u>
First Directorate etc.			
	(to be filled in by ORPTN)		

C. Associated Activities

As a preliminary step towards the creation of the proposed Training Centre in Tourism and Hotellerie, the Government has requested from the UNDP the services of a Tour Operations Expert for a period of three months. In addition, are the loans for road constructions projects by IBRD/AID, Belgium, China, F.E.D., West Germany and Switzerland; and bilateral assistance in tourism development and national park maintenance and operation by Belgium and the Federal Republic of Germany. Also, technical assistance in civil aviation development is being provided by ICAO.

D. Government Follow-up

The Government agrees to offer permanent employment to each trainee who completes his course of training satisfactorily, and will continue with its own training programme in Tourism and Hotellerie utilizing the counterpart staff of the Centre and the teaching techniques developed.

E. UNDP Follow-up

Additional technical assistance from UNDP in specialized aspects of tourism such as marketing and promotion may be requested by the Government, as well as fellowships in hotel and tourism management for deserving candidates.

II. OBJECTIVES

A. Long Range Objectives

To promote the maximum revenue in terms of net foreign exchange through the development of tourism and to provide for the maximum employment of nationals whilst minimizing any adverse cultural, sociological or environmental effects.

B. Immediate Objectives

- 1) To enable Rwanda to receive immediate economic benefits from the substantial bilateral national investment in infrastructure and superstructure relating to tourism development by improving the administrative and operational capacity of the ORPTN to meet international tourism standards in tour arrangements and hotel operation.
- 2) To increase the number and improve the quality and skills of personnel engaged in the various office, reception and transport activities of the ORPTN.
- 3) To increase the number and improve the quality and skills of hotel management and service personnel.

III. WORK PLAN

A. The project will provide the services of a Project Manager and the resident faculty for the Training Centre composed of experts in the required disciplines for a period of two years. The Training Centre will be attached to the ORPTN under the supervision of the Directeur général de Tourisme. Separate curricula in Tourism and Hotelierie with courses of varying length will be offered in the following specialized activities:

Tourism:

Introduction to tourism functions and procedures
Accounting procedures
Reception and reservations
Transport and Safaris: Courier and Guide training
Driver training
Vehicle maintenance

Hotellerie:

Reservations and Accounts
Room clerks
Waiters and bartenders
Cooks
Bell boys and doormen
Supplies - management, maintenance and storage
Gardening and swimming pool maintenance
Equipment maintenance and repairs: Plumbing
Electrical
Mechanical

Security

B. Schedule of Activities

The Project Manager will be the first assigned and over a period of three months will prepare the specific curricula, organize the physical facilities and assemble the necessary equipment and supplies. He will also in co-operation with the ORPTN Co-Manager, interview prospective trainees and assign them to specific courses of training. Following this preparatory period other faculty experts will arrive and courses will begin. The period of the courses may vary with the degree of complexity of the subject.

IV. GOVERNMENT'S CONTRIBUTION

The Government will:

- (a) Provide the space for the Training Centre in a building adequate to its needs.
- (b) Assure the UNDP of a minimum of 50 trainees at the inception of the programme followed by an additional 50 during each six months of the Centre's operation.
- (c) Be responsible for providing for the subsistence and housing of all the Rwandese trainees.
- (d) Will offer a reasonable guarantee of permanent employment to each trainee following his satisfactory completion of his course of training.
- (e) Will assign a senior official of the ORPTN as Co-Manager of the project, and in addition will assign staff members in the various specialized fields to assist in the training programme as requested by the Project Manager.
- (f) Will provide a Mini-bus for the use of the Training Centre.
- (g) Will require the Co-Manager to review and agree to the proposed curriculum, participate in the selection of students and in the determination of whether trainees have satisfactorily completed their courses of study.
- (h) Agrees to accept qualified trainees from other countries provided the Governments of such countries pay a reasonable tuition fee and provide funds for the housing and subsistence of their trainees.

INTERNATIONAL CIVIL
AVIATION ORGANIZATION

Technical Assistance Project
RAF/74/021



ORGANISATION DE L'AVIATION
CIVILE INTERNATIONALE

Projet de l'assistance technique
RAF/74/021

APR 22 1976

POTENTIAL CONTRIBUTION OF AVIATION
TO AFRICAN ECONOMIES

CONTRIBUTION POTENTIELLE DE L'AVIATION
AUX ECONOMIES AFRICAINES

P.O. BOX 400, SUCCURSALE: PLACE DE L'AVIATION INTERNATIONALE,
1000 SHERBROOKE STREET WEST, MONTREAL, QUEBEC, CANADA H3A 2R2

Dossier TA 9/2.852

le 9 février 1976

TE 210 (2) ICAO

Monsieur,

Objet: RAF/74/021 - Contribution potentielle de l'aviation
aux économies africaines

J'ai l'honneur d'appeler votre attention sur ma lettre du 8 septembre 1975 sous couvert de laquelle je vous ai fait parvenir (en même temps qu'à l'Administration nationale) le rapport de la mission par pays effectuée au Burundi au titre de ce projet. Je vous annonçais par la même occasion qu'une nouvelle mission aurait lieu au Burundi dans le cadre de la phase multinationale du projet. La présente lettre a pour objet de vous tenir au courant de la situation.

Mission multinationale - Phase II

Cette mission a été effectuée par les membres de notre mission, MM. A. Ellison, P. Wenzel et A. Van Oppens du 3 au 6 novembre 1975. Un rapport distinct en cours de préparation, regroupera les observations faites dans les dix-sept pays visités en novembre/décembre 1975, ainsi que les perspectives qui s'offrent à eux. Ce rapport constituera le premier volume du rapport général sur les possibilités multinationales qui se présentent à tous les pays couverts par ... l'enquête. A titre intérimaire, vous trouverez ci-joint, à l'Annexe A, un exposé des aspects du projet qui concerne expressément le Burundi.

Mission par pays - Phase I

La dernière visite a permis de voir quelle suite avait été réservée aux recommandations formulées dans le rapport, publié en août 1975, sur la mission par pays effectuée au Burundi. L'Administration a accueilli favorablement les recommandations suivantes:

(a) Recommandations 3, 4 et 5: Développement du Tourisme

Le Burundi est déterminé à passer le seuil qui mène au développement du tourisme dans le cadre d'un contexte régional prospecté dans un premier stade par le projet

M. Jean Baptiste Yonké
Représentant du PNUD
Boîte postale 1490
3, rue du Marché
Bujumbura
BURUNDI

c.c. UNOTC
FAO

du développement du Bassin de la Kagéra. Afin d'arriver à des recommandations fermes à ce sujet, nous avons fait appel au Bureau de la Coopération technique de l'ONU qui a désigné leurs experts, MM. R. May et H. Wabeck pour participer aux activités de notre mission. Ces experts ont formulé une ébauche de projet pour l'assistance d'un conseiller en tourisme d'un à deux ans dont vous trouverez copie en Annexe B. Ils ont également préparé une étude pour la mise en service d'un bateau (passager et cargo) sur le lac Tanganyika qui vous est présentée en Annexe C. Ces deux documents sont soumis pour approbation après discussions avec les autorités du Gouvernement.

(b) Recommandation n° 6: Exportations par air de produits agricoles


Comme suite à la recommandation n° 6 tendant à augmenter les recettes en devises par l'exportation de produits horticoles, les autorités nous ont informés qu'elles étaient prêtes à formuler une demande de projet FAO. Il est envisagé que le projet pourrait atteindre une envergure de \$250,000. Cette question a été référée aux autorités de la FAO pour donner suite à la demande des autorités du Burundi.

(c) Autres recommandations

Comme suite à notre recommandation n° 8 qui recommande une intensification de l'exportation de produits de la pêche, il a été noté qu'un petit nombre d'exportations de produits de la pêche ont été faites vers le Rwanda. Dans la recommandation n° 15 la mission avait recommandé de faire appel à une assistance hautement qualifiée en matière de gestion et de marketing dans le but d'augmenter l'efficacité des exportations d'Air Burundi. Les autorités ont manifesté un certain intérêt dans la dernière recommandation mais non de façon formelle.

Je crois savoir que l'Administration continue d'accueillir nos propositions avec beaucoup d'intérêt. Il appartient maintenant de prendre une décision sur les recommandations qui figurent dans le rapport sur la mission par pays. Je suis certain que le texte ci-joint facilitera les entretiens ultérieurs avec l'Administration sur cette question. Je vous fait parvenir ci-joint cinq exemplaires de la présente lettre afin que vous puissiez les distribuer aux services de l'Administration que ces propositions concernent. Je tiens à vous signaler également que je pourrais m'arrêter à Bujumbura dans le courant de la période du 19 au 23 avril 1976 à l'occasion de ma prochaine mission par pays. Un bref séjour permettra peut-être de mettre au point les recommandations formulées. A titre d'information, je vous signale que je serai au Gabon à partir du 23 mars 1976.

Je vous remercie de l'aide que vos collaborateurs et vous même nous avez apportée pour ce projet et je vous prie d'agréer, Monsieur, l'expression de mes sentiments très distingués.



N. Detière
Directeur du Projet

Pièces jointes: Annexe A - Possibilités de Coopération régionale
Annexe B - Proposition d'une Assistance technique au Gouvernement
du Burundi concernant le développement du Tourisme
Annexe C - Ebauche de projet: Etude de la rentabilité potentielle
d'un bateau de plaisance sur le
lac Tanganyika
5 copies de la présente lettre

POSSIBILITES DE COOPERATION REGIONALE

Les entretiens entre les représentants officiels du Gouvernement et les membres de la Mission ont révélé un désir réel de coopérer d'une façon générale avec les pays voisins y compris de langue anglaise, comme la Tanzanie, la Zambie et le Kenya.

Dans le domaine particulier du tourisme, le cadre du projet pour le développement du bassin de la Kagéra constitue une entité susceptible de renforcer la coopération entre le Burundi, le Rwanda et la Tanzanie. Il a fallu cependant constater que le Burundi et le Rwanda forment avec la partie est du Zaïre par sa région du lac Kiva, des volcans et du parc de la Kirunga, un ensemble d'attraits touristiques susceptible de constituer une destination unique et valable. A cet égard l'aéroport de Goma au Zaïre pourrait être aménagé en aéroport international (pour certains types d'avion) pour servir à la fois le Zaïre et le Rwanda à l'instar de l'aéroport de Genève, qui sert aussi bien la Suisse que la France.

En ce qui concerne une coopération touristique avec la Tanzanie, les autorités aussi bien du Burundi que du Rwanda pensent, tout en étant favorable à la coopération, qu'elle s'avèrerait difficile sur le plan de la vente d'un produit touristique englobant ces trois pays.

Proposition d'une Assistance technique au Gouvernement
du Burundi concernant le développement du Tourisme

I. CONTEXTE ET DONNEES DE BASE

A. Justification du projet

Le Burundi est déterminé à passer le seuil qui mène au développement du tourisme dans le cadre d'un contexte régional prospecté dans un premier stade par le Projet du Développement du Bassin de la Kagéra.

Le rapport (établi dans le cadre du projet RAF/71/147 par la firme "Transport and Tourism Associates, London") vient d'être considéré comme acceptable par le Gouvernement, toutefois aucune suite formelle n'a encore été donnée aux propositions qu'il contient. C'est pourquoi le présent projet est demandé par le Gouvernement.

Situé au coeur du continent africain dans un site montagneux en bordure du Lac Tanganyika, le Burundi offre des possibilités complémentaires à celles des pays voisins, le Rwanda, la Tanzanie, le Zaïre et la Zambie. Bien que le Burundi ne possède pas de grandes réserves d'animaux comparables à celles de certains de ses voisins, il peut cependant amorcer le développement d'un tourisme orienté sur les richesses naturelles du Lac Tanganyika, les excursions à l'intérieur du pays comme Citoga, les sources du près de Bururi et la région nord avec ses lacs ainsi que l'ouest avec la vallée de la Ruzizi.

Le premier pas dans le développement touristique se fera dans la capitale de Bujumbura où se construit un nouvel hôtel de 140 chambres qui doit s'ouvrir en septembre 1976 doublant ainsi la capacité hôtelière de la ville. Parmi d'autres projets en cours ou prévus autour de la capitale figurent le Mini Parc (réserve d'animaux sauvages dans la vallée de la Ruzizi, projet d'assistance belge), l'amélioration et le développement des plages, la création d'un jardin botanique et d'une réserve d'oiseaux près de l'actuel club nautique. De plus, dans le cadre d'un autre projet on envisage l'exploitation d'un bateau de plaisance pour faire des excursions sur le lac, et éventuellement assurer des liaisons avec Kigoma en Tanzanie avec possibilités d'extensions vers la Zambie.

Un atout pour le développement touristique de Bujumbura réside dans son aéroport international desservi par Air France, Air Zaïre, East African Airways et Sabena qui assurent des liaisons fréquentes avec l'Europe et les Centres voisins, Air Burundi assure aussi des liaisons avec des pays voisins.

Pour le développement, l'exploitation et la mise en valeur de tous ces facteurs existants ou futurs, il est indispensable que le Gouvernement obtienne sans tarder l'assistance d'un Conseiller général en tourisme pour que l'Office National du Tourisme soit en mesure d'organiser, de coordonner les activités de tourisme, d'établir des priorités quant aux besoins d'infrastructure de programmer le développement touristique, de travailler en étroite liaison avec les représentants du transport aérien et les responsables de l'aménagement du territoire ainsi que d'assurer la formation du personnel hôtelier et touristique. De plus, ce conseiller devra assurer la liaison avec les membres du projet de développement du Bassin de la Kagéra pour les questions de tourisme particulièrement en ce qui concerne la coopération avec les responsables du tourisme dans les pays participant à ce projet.

B. Cadre institutionnel

L'Office National du Tourisme au sein du Ministère de l'Economie est responsable de la coordination des activités touristiques. L'Office crée en 1972 est sous l'autorité d'un Directeur secondé par trois assistants responsables de trois services distincts:

1. Service pour le Développement du Folklore et des Loisirs
2. Service d'Aménagement des Sites, Parcs et Musées
3. Service Publicité et Relations publiques.

La Politique du développement de l'Industrie touristique est déterminée par une assemblée délibérante dénommée "Conseil" et composée de plusieurs ministres et hauts fonctionnaires responsables des propositions d'investissements et de budgets. Le budget annuel de l'Office en 1974 était de l'ordre de 4 millions de francs Burundi ou 50.000 dollars US.

C. Activités connexes

Parmi les activités connexes du PNUD se trouvent l'entretien du réseau routier ainsi que l'amélioration et le développement des plans de l'aviation civile (OACI). Parmi les projets d'amélioration routiers il y a celui de Muramvyato à Gitega et celui de Bujumbura à la frontière rwandaise financés par le FED ainsi que les projets de F mbura au terminus ferrovière de Kigoma en Tanzanie. Parmi les activités connexes i aut également citer les projets hydro-électriques et d'irrigation ainsi que les projets de développement touristique en Tanzanie et au Rwanda actuellement considérés par le PNUD dans le cadre du Projet Kagéra (RAF/71/147). En plus, le développement du tourisme sera épaulé par des projets d'aide bilatérale tels que ceux se rapportant au Mini Parc de la vallée de la Ruzizi, du jardin botanique et d'une réserve d'oiseaux à financer par la Belgique. Autre activité également connexe, la proposition d'une étude de "factibilité" pour l'exploitation d'un bateau de plaisance sur le Lac Tanganyika ainsi que l'assistance technique du PNUD dans le planning proprement dit et le contrôle du développement foncier.

D. Action du Gouvernement

Il est désirable que le Gouvernement prenne, sans tarder, les mesures d'exécution des recommandations formulées par le Conseiller du Tourisme pour autant qu'elles soient considérées comme pratiquement acceptables.

E. Action du PNUD

Il est loisible au Gouvernement de requérir une assistance technique additionnelle dans les domaines spécialisés du Tourisme tels que la formation de personnel qualifié, le marketing et la promotion, par une extension des termes de ce projet. Les requêtes futures pourraient viser l'établissement d'un centre de formation régional Kagéra et, éventuellement, la création de bourses d'études pour le management des hôtels et tourisme.

II. OBJECTIFS

A. Objectifs à long terme

Promouvoir au maximum le revenu en devises étrangères par le truchement du développement touristique et procurer de l'emploi rémunérateur aux nationaux tout en minimisant les effets culturels détritimentaires ainsi que d'ordre sociologique ou d'environnement.

B. Objectifs immédiats

1. Adopter un plan national pour le développement du tourisme.
2. Programmer les activités de développement touristique en déterminant les priorités des projets et les besoins en infrastructure.
3. Elargir le volume du trafic touristique et atteindre des taux d'occupation rentables dans les hôtels existants et nouveaux.
4. Réduire les formalités d'obtention de visas.
5. Déterminer et promouvoir l'utilisation de circuits touristiques au Burundi en coopération avec les pays limitrophes dans le cadre du développement du projet Kagéra.
6. Améliorer la coordination et la gestion du développement touristique ainsi que les activités opérationnelles.
7. Coordonner les activités touristiques avec celles du transport aérien.
8. Améliorer la qualité du tourisme et des services hôteliers par la formation de personnel qualifié.
9. Coordonner la programmation des activités du tourisme avec d'autres programmes du Gouvernement.

III. PLAN DE TRAVAIL

A. Le projet prévoit les services d'un Conseiller général du Tourisme pour une période d'un an, à la disposition de l'Office National du Tourisme.

Ses fonctions principales seront les suivantes:

1. Participer à la programmation coordonnée du développement touristique ainsi qu'à la programmation de l'exécution et des besoins d'infrastructure requis.
2. Participer à la coordination et à l'administration des diverses responsabilités assumées par l'Office National du Tourisme.

3. Participer au développement de services touristiques d'un niveau international adéquat.
4. Conseiller dans le domaine des programmes de promotion et de marketing.
5. Participer à la coordination des activités touristiques avec les programmes connexes dans les domaines du transport aérien et de surface ainsi que dans ceux du développement foncier contrôlé.
6. Participer à l'organisation et l'exécution des programmes de formation de personnel hôtelier et de tourisme.
7. Servir de liaison et conseiller en matière de tourisme dans le projet de développement de la Kagéra compte tenu de l'aspect trans-national de ces projets touristiques en cours de développement.
8. Le Conseiller général de Tourisme rédigera des rapports périodiques sur chacun des aspects mentionnés plus haut ainsi qu'un rapport final d'activité à l'issue de sa mission.

III. CONTRIBUTION DU GOUVERNEMENT

Le Directeur général du Tourisme ou son adjoint maintiendront un contact permanent avec le Conseiller général et fourniront à ce dernier l'assistance administrative exigée par les besoins du Projet.

La Direction générale du Tourisme facilitera les relations du Conseiller général avec les départements du Gouvernement dans la recherche des informations et données statistiques requises. Le Directeur général du Tourisme examinera avec le Conseiller général ses observations et recommandations avant qu'elles ne soient présentées au Conseil du Tourisme ainsi qu'au Gouvernement sous forme de rapport.

(Rédaction provisoire)

PROGRAMME DES NATIONS UNIES POUR LE DEVELOPPEMENTProjet du Gouvernement du Burundi

Titre: Etude de la rentabilité potentielle d'un bateau
de plaisance sur le lac Tanganyika

Numéro: BDI/ / / /

Durée: Trois mois

Secteur: Transports

Organisme coopérateur
du Gouvernement:

Direction générale
du Tourisme

Organisation chargée
de l'exécution:

Nations Unies

Date de soumission: (janvier 1976)

Date de mise en route: (Septembre 1976)

Contribution du Gouvernement
(en nature): 200.000 francs Burundi

Contribution du PNUD: 12,000 dollars des E.U.

Approuvé:

(au nom du Gouvernement)
(signature)

Date _____

(au nom de l'Organisme
chargé de l'exécution)
(signature)

Date _____

(au nom du PNUD)
(signature)

Date _____

Justification du Projet

A l'heure actuelle les services opérés sur le Lac Tanganyika se limitent au transport de marchandises. Les possibilités de transport de passagers sont, de ce fait, très pauvres.

Le Gouvernement du Burundi, conscient de la nécessité d'encourager et développer le tourisme, reconnaît la nécessité d'un développement parallèle des facilités de transport qui font actuellement défaut sur le Lac Tanganyika. La capacité hôtelière -- 282 lits à Bujumbura sera portée à 320 lits en 1976, lors de l'ouverture en automne d'un nouvel hôtel. Des études détaillées sont en cours pour l'amélioration et l'entretien d'un programme routier. Il existe également des plans pour l'établissement d'un mini parc et d'un jardin botanique.

Le Lac Tanganyika offre des possibilités uniques de diversification des attractions touristiques dans la mesure où des moyens de transport adéquats deviennent disponibles.

Il est également indispensable d'assurer une liaison par voie navigable avec Kigoma, liaison qui pourrait atteindre Mpulunga en Zambie à l'extrémité sud du Lac (ces liaisons ont été l'objet de recommandations faites par UNCTAD, cf doc...).

Il est d'autre part envisagé qu'un service de bateau à passagers permettrait d'améliorer le mouvement régulier de marchandises sur le lac.

Objectifs à long terme

Etablir une base solide pour le développement progressif du Tourisme, partie intégrale du développement économique et social du Burundi avec les pays voisins.

Objectifs immédiats

Etablir un service confortable pour le transport de passagers ainsi qu'un service de transport régulier de marchandises sur le Lac Tanganyika.

Plan de travail

Etude économique

Une étude économique de factibilité demanderait 2 mois d'un expert pour évoluer:

(a) le potentiel en passagers pour

- (i) des croisières sur le lac
- (ii) des services réguliers entre Bujumbura et Kigoma
- (iii) des services réguliers entre Bujumbura - Mpulunga en Zambie

(b) le potentiel cargo pour des services réguliers entre Bujumbura et Kigoma

(c) pour examiner l'intérêt éventuel de la Tanzanie et de la Zambie pour de tels services réguliers dans la mesure où (a) iii s'avèraient réalisables.

Il y a lieu de prévoir que l'étude sera basée sur une extension de situations existantes et des prévisions. En d'autres termes, il n'apparaît pas nécessaire d'entreprendre une étude de marché distincte. L'évaluation du potentiel passagers, par exemple, devra dans le cas du nombre de touristes, reposer sur la capacité hôtelière de des degrés divers d'utilisation. Dans l'évaluation du potentiel cargo, le long et le court terme doivent être pris en considération dans la mesure où l'état des routes peut influencer le transport par le lac entre Bujumbura et Kigoma.

Etude technique

Une étude technique (1 expert/1 mois) est nécessaire pour déterminer chaque alternative de l'étude économique.

- (1) Type, dimension et vitesse de croisière du vaisseau
- (2) Détails de l'horaire projeté
- (3) Investissement en capital
- (4) Coût d'opération

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Dossier TA 9/2.852

le 9 février 1976

TE 210 (2) ICAO

Monsieur,

Objet: RAF/74/021 - Contribution potentielle de l'aviation
aux économies africaines

J'ai l'honneur d'appeler votre attention sur ma lettre du 9 septembre 1975 sous couvert de laquelle je vous ai fait parvenir (en même temps qu'à l'Administration nationale) le rapport de la mission par pays effectuée au Dahomey au titre de ce projet. Je vous annonçais par la même occasion qu'une nouvelle mission aurait lieu au Dahomey dans le cadre de la phase multinationale du projet. La présente lettre a pour objet de vous tenir au courant de la situation.

Mission multinationale - Phase II

Cette mission a été effectuée par l'expert de notre mission. M. J. Guillot du 3 au 5 novembre 1975. Un rapport distinct en cours de préparation, regroupera les observations faites dans les dix-sept pays visités en novembre/décembre 1975, ainsi que les perspectives qui s'offrent à eux. Ce rapport constituera le premier volume du rapport général sur les possibilités multinationales qui se présentent à tous les pays couverts par l'enquête. A titre intérimaire, vous trouverez ci-joint, ... à l'Annexe A, un exposé des aspects du projet qui concerne expressément le Dahomey.

Mission par pays - Phase I

La dernière visite a permis de voir quelle suite avait été réservée aux recommandations formulées dans le rapport, publié en août 1975, sur la mission par pays effectuée au Dahomey. L'Administration a accueilli favorablement les recommandations suivantes:

(a) Recommandations 3 et 4: Développement du Tourisme

Les problèmes de tourisme, à la fois sur le plan local ou sur le plan régional, sont de suivis de très près par le Bureau de la Coopération technique de l'ONU (UNOTC).

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Représentant résident du PNUD
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BENIN

cc: UNOTC
FAO

.../2

Deux experts de cette Agence ont participé à la préparation du plan quinquennal d'écotourisme en 1974.

Il semble qu'en 1975 le nombre de visiteurs intéressés au Dahomey n'est pas changé sensiblement: 13,300 durant les neuf premiers mois contre 14,000 en 1974. Par contre la durée du séjour a passé de 2,44 jours en 1974 à 2,0 jours en 1975.

Il y a lieu de noter que la Direction du Tourisme a adressé en septembre 1975, une demande d'assistance sous forme de bourses à savoir:

- 1 bourse "gestion" au niveau Licence Science économique
- 1 bourse marketing tourisme
- 1 bourse analyse et documentation statistique
- 2 bourses service hôtelier (bar, restauration).

Cette demande n'a malheureusement pu être acceptée, les crédits du PMD pour l'année à venir étant entièrement épuisés.

Il a été recommandé au Tourisme dahoméen de renouveler sa demande dans un proche avenir.

Suite à la recommandation de la mission OACI, l'UNOTC va poursuivre la proposition d'une assistance technique tant sur le plan national que régional. Il est à noter également que la FAO s'intéresse à un plan d'aménagement des Parcs nationaux et des réserves cynégétiques du nord Dahomey et a demandé la venue pour un an d'un expert en tourisme (chasse et faune). Le projet en est au stade préparation des dossiers bancaires mais il ne pourra être réalisé qu'après désenclavement des zones intéressées.

(b) Recommandations 5 et 6: Agriculture

Les domaines agricoles, industriels et commerciaux sont suivis de très près par la FAO et par l'UNOTC. La mission a pris connaissance de la lettre en date du 25 septembre 1975 que vous aviez adressée à l'UNOTC demandant:

- 1 expert associé - planification développement industriel
- 1 expert associé - planification agriculture
- 1 expert associé - planification développement commercial

chacun pour une durée de 18 mois.

Le dernier poste comporte entre autres:

- le recensement des produits d'exportation
- la promotion du Commerce extérieur.

on peut ajouter que le CCI (Centre du Commerce International) à Genève a toujours en instance un projet explicite (ITE/POP/95) datant de février 1974 concernant l'organisation au Dahomey d'un Centre du Commerce extérieur (CNUCED/GATT). Ce projet est suivi périodiquement.

(c) Recommandation n° 8: Contribution du Transport aérien

Une sérieuse évolution se dessine. Les services intérieurs sont assurés en DC-3 par les militaires qui relient déjà deux fois par semaine Cotonou à Parakou, Kandi et Natitingou plus d'autres relations à la demande. Or dans la Pendjari sera également desservi régulièrement.

Mais une réorganisation et une extension de ces services n'est pas exclue si un accord dans ce sens peut être conclu avec l'URSS.

La création de six nouveaux aérodrômes est envisagée avec l'aide du FED. Il a été recommandé de faire éventuellement appel par l'intermédiaire du PNUD à l'assistance d'un ingénieur régional de l'OACI, spécialiste en infrastructure.

Un accord aérien a été conclu avec la SWISSAIR; aucune date d'exploitation n'est encore fixée.

La Ghana Airways a commencé un service une fois par semaine Accra/Lomé/Lagos/Cotonou/Lomé/Accra. Enfin des négociations avec l'URSS sont prévues dans un très proche avenir.

Le trafic passagers malgré des statistiques incomplètes paraît stationnaire sinon en légère régression.

Le trafic fret est nettement plus actif et les neuf premiers mois de l'année montrent une progression de 25% des importations (1,400 tonnes contre 1,150) et une progression également des exportations principalement de rizières et légumes vers les pays voisins.

En vue de ce développement, la mission OACI a recommandé aux autorités responsables de faire appel par l'intermédiaire du PNUD à l'assistance d'un ingénieur de l'OACI, expert en infrastructure. Un modèle de lettre a été fourni mais il faut respecter certains circuits de transmission (Plan, Affaires étrangères).

(d) Conclusion

Mis à part les problèmes spécifiquement aériens, la tâche de la mission OACI est de suivre de près la suite donnée aux projets présentés par les autres Agences tout en

attirant constamment l'attention sur le rôle et la construction potentielle du transport aérien depuis le stade de la planification jusqu'à celui de la commercialisation.

Je crois savoir que l'Administration continue d'accueillir nos propositions avec beaucoup d'intérêt. Je vous fais parvenir ci-joint cinq exemplaires de la présente lettre afin que vous puissiez les distribuer aux services de l'Administration que ces propositions concernent.

Je vous remercie de l'aide que vos collaborateurs et vous même nous avez apportée pour ce projet et je vous prie d'agréer, Monsieur, l'expression de mes sentiments très distingués.

A. Deslère
Directeur du Projet

Pièces jointes: Annexe A - Possibilités de Coopération régionale
5 copies de la présente lettre

POSSIBILITES DE COOPERATION REGIONALE

Section 1 - Tourisme

Les responsables du Tourisme dahoméen sont très favorables à une coopération régionale et à la confection de tours englobant le Dahoméy, le Togo, la Haute-Volta, le Niger et le Nigéria.

Ils sont également favorables à une promotion commune de ces tours et souhaiteraient que le Conseil de l'Entente agisse dans ce sens (voir la SORENTENTE à Abidjan).

Le transport aérien pourrait être coordonné sur un plan régional afin de favoriser l'exécution des "tours" et des échanges. Il est estimé qu'un important trafic de "jeunes" et de "fonctionnaires" pourrait être facilement développé grâce à des tarifs spéciaux.

Section 2 - Agriculture - Elevage - Pêche

Les échanges régionaux dans ce secteur sont assez limités.

Les importations de viande en provenance du Niger et de Haute-Volta ont presque cessées.

La pêche est très insuffisante pour la consommation locale. Quelques expéditions partent cependant pour Niamey.

La production maraîchère paraît avoir trouvé un débouché au Gabon prospecté récemment par le Directeur de la SONAFEL et le représentant de la FAO: exportation de pommes de terre et d'oignons. Quelques expéditions également vers le Niger.

Section 3 - Industrie - Ressources naturelles - Artisanat

Les échanges régionaux - à part d'assez importantes opérations de transit entre points côtiers - paraissent assez faibles.

Cependant, une étude plus approfondie est nécessaire.

Section 4 - Aviation civile

Les relations aériennes avec les pays voisins sont nombreuses sur la côte, beaucoup plus réduites vers les pays de l'intérieur avec lesquels les échanges pourraient certainement connaître un plus grand développement. Tel est le cas du Congo, du Niger et de la Haute-Volta.

Les échanges régionaux inter-Etats connaîtraient très probablement un beaucoup plus grand développement si les liaisons aériennes s'intensifiaient. Cette évolution en ce qui concerne les échanges commerciaux est, il faut le dire, assez récente.

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TE 210(2)ICAO

File TA 9/2.852

5 February 1976

Dear Mr. Englund,

Subject: RAF/74/021 - Potential Contribution of Aviation
to African Economies

Reference is made to my letters of 15 August 1975 addressed to you and to the Government authorities transmitting the report on the country mission to Kenya under this project. At the same time, we announced that a further visit would be made to Kenya in the context of the inter-country Phase II of the project. The purpose of this letter is to bring you up-to-date on the developments.

Inter-country mission - Phase II

As you know, this mission was carried out by our team members, Messrs. A. Ellison and A. Van Oppens from 12 to 23 November 1975. A separate report is in preparation consolidating the inter-country findings and the prospects for the seventeen countries visited during the period November/December 1975. This report will be volume I of the general report on the inter-country possibilities for all countries covered in the survey. For the interim, we attach at ... Annex A, a statement concerning those inter-country aspects that specifically concern Kenya.

Country mission - Phase I

The latest visit also provided an opportunity to follow-up on the recommendations contained in the country mission report on Kenya issued in August 1975. The Government authorities had expressed a positive reaction to two recommendations in the report namely:

(a) Tourism

The Representatives of the Ministry of Wildlife and Tourism expressed a considerable interest in the recommendations formulated in the country mission report. The wish was expressed that an ICAO Air Transport economist be requested

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9th and 10th Floors
Harambee Avenue, Nairobi
KENYA

cc: FAO
UNOTC
TTC

.../2

to examine in depth a number of the aviation aspects of the Kenyan tourist industry. To this effect the Ministry of Wildlife and Tourism would prepare a detailed list of the required topics which will then be sent to ICAO Headquarters in Montreal for further action. At this stage it appears that the required expertise could be provided from the ongoing ICAO regional project RAF/73/005.

(b) Agricultural products

In order to implement the recommendations formulated in the country mission report in respect of the export by air of agricultural products, the following proposals were made:

1. The Ministry of Finance and Planning should provide the Ministry of Power and Communications with two Kenyan economists. The two economists, with their special training, should quickly be able to comprehend the economic aspects of the Civil Aviation industry and so make valuable additions to the team at the Department of Civil Aviation.
2. The Kenyan Export Promotion Council should create an Export Committee, which would coordinate the exports of commodities suitable for air transportation. Kenyan commodities such as choice cuts of meat, dairy produce and concentrated fruit juices find a ready market abroad, particularly in the Middle East. A difficulty encountered in achieving this potential has been the inability of the producers to ship their small lots by air. The air carriers have found small lots unprofitable to transport.

The purpose of the committee will be to coordinate shipments and to relate them to the available air cargo capacity. The Committee is envisaged to be composed of exporting companies and a representative of the Ministry of Power and Communications.

3. It is also envisaged to appoint an Air Cargo expert. His main task would be to advise the proposed Export Committee on a continuous basis. He would in effect be attached to the Kenian Export Promotion Council. The need is for an active, alert, commercially minded expert who is well acquainted with the requirements of producers wishing to transport by air.

The above recommendations were discussed at a meeting convened by the Ministry of Finance and Planning. This meeting was also attended by Representatives of the Ministry of Power and Communications, the Ministry of Wildlife and Tourism, the Ministry of Agriculture, the Kenyan Export Promotion Council, and the Horticultural Crops Development Authority. It is my understanding that the Government's authorities are still favourably inclined to the above recommendations. It is now up to the Government's authorities to come to a decision on our recommendations and, in this connexion, you may wish to note that Messrs. A. Ellison and A. Van Oppens will be available from 19 to 23 April 1976 for a stopover visit in Nairobi, on their way to their next country mission assignment. Perhaps a short visit will provide the opportunity to finalize the matter. For your information Messrs. Ellison and Van Oppens will be in Somalia from 12 April 1976 in case you need to contact them on this matter.

The mission was also informed by you that the UNDP funds under the country IPF were fully committed. The mission was also given to understand that there may be funds available in the ITC/SIDA programme for the financing of an Air Cargo expert. In view of this situation, it was suggested that the ITC mission in Nairobi should draft a project document to this effect and that a request for implementation would be presented under the ITC/SIDA programme.

... I trust that the above information will be useful in your further discussions with the Government on these matters. I attach five copies of this letter and its attachment for distribution to and discussion with the Government Departments that are concerned in these proposals. Please let me know if we can be of further assistance in expediting approval of the above proposals.

I would like to thank you for the assistance given by you and your staff to this project.

Yours sincerely,



for N. Detière
Project Manager

Enclosures: Annex A - Possibilities for regional cooperation
5 copies of this letter

POSSIBILITIES FOR REGIONAL COOPERATIONTourism

The Kenya Tourist Cooperation has no objection to Regional Cooperation which exists to a certain extent and is reflected in package tours covering Ethiopia, Tanzania, Zambia, Rwanda and Burundi.

In view of the importance of Kenya tourism, the investments made in the past years, the much larger infrastructure available, the number of air carriers serving Nairobi and other points of interest, the Mission feels that it will be difficult to attract tourists outside the borders of Kenya especially where much poorer facilities and comfort is available.

A large investment will be necessary in the field of marketing of the less developed neighbours of Kenya to fill the space available in the present infrastructure of hotels and seats on aircraft.

By its policy of restricting traffic rights to airlines operating to Kenya and beyond, the Kenya Government is monopolizing tourism to within its own borders.

A special study should be undertaken to determine all aspects and particularly the constraints to regional cooperations. The setting up of a coordinating committee, under the authority of the East African Community, might be the first steps in this direction.

Agriculture

Tanzania hopes to produce some five tons of horticultural produce for air export during the sixteen weeks from January to March 1976. FAO experts have made (unsuccessful) attempts to obtain an Air Agent to handle their produce in Nairobi. In the future Tanzania's produce is likely to grow, in which case coordination between the two horticultural Authorities may need strengthening.

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TE 210 (2) ICAO

File TA 9/2.852

5 February 1976

Dear Mr. Jansson,

Subject: RAF/74/021 - Potential Contribution of Aviation
to African Economies

Reference is made to my letters of 30 October 1975 addressed to you and to the Government authorities transmitting the report on the country mission to Nigeria under this project. At the same time, we announced that a further visit would be made to Nigeria in the context of the inter-country Phase II of the project. The purpose of this letter is to bring you up-to-date on the developments.

Inter-country mission - Phase II

As you know, this mission was carried out by our team member, Mr. N. Warner from 24 November to 6 December 1975. A separate report is in preparation consolidating the inter-country findings and the prospects for the seventeen countries visited during the period November/December 1975. This report will be volume I of the general report on the inter-country possibilities for all countries covered in the survey. For the interim, we attach at Annex A, a statement concerning those inter-country aspects that specifically concern Nigeria.

Country mission - Phase I

The latest visit also provided an opportunity to follow-up on the recommendations contained in the country mission report on Nigeria issued in October 1975. The Government authorities had expressed a positive reaction to three recommendations in the report namely:

(a) Assistance to Civil Aviation

This matter was discussed with the new Permanent Secretary of the Ministry of Civil Aviation, Mr. B.A. Ehizuenlen and with the principal assistant

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Representative of the UNDP
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11 Queen's Drive, Ikoyi
Lagos
NIGERIA

... / 2

cc: UNOTC ✓

Secretary for Air Transport, Mr. Njoku. As you know, this matter is being dealt separately by ICAO-TAB Headquarters in Montreal.

(b) Assistance in the Development of Tourism

The assignment of a tourism advisor to the Federal Government was discussed with the Under Secretary for Corporations Division in the Federal Ministry of Trade, Mr. Akande. He advised that Nigeria was interested in starting tourism development and would welcome assistance in this field. To this effect, a draft aide-mémoire was prepared outlining the requirements.
... (See Annex B hereto.)

The eventual formulation of a project proposal on tourism will need to be done by experts in this field. We could assist the Government further in this matter since RAF/74/021 also makes provisions for technical expertise from UNOTC both in the field of tourism and surface transportation. We have, therefore, made tentative arrangements with UNOTC for a short visit to Lagos in conjunction with a UNOTC mission to neighbouring countries. We trust that you and the Government authorities will be in agreement with this proposal.

(c) Assistance to the National Airline

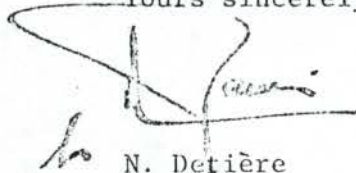
This question was discussed with the Deputy Permanent Secretary of Civil Aviation, Mr. Alege, and with the General Manager of Nigerian Airways, Mr. Lawson. Mr. Alege advised that it was not possible to give this proposal much attention until after the Haj because the airline was too occupied with the movement of Haj traffic to give this matter the attention it requires.

We understand that the Government is very much interested in this recommendation and we have, therefore, made arrangements for Mr. N. Warner to be available during the period 23 to 30 April 1976 for a stopover visit in Lagos, on his way to his next country mission assignment. Perhaps this short visit would provide the opportunity to finalize this matter. For your information, Mr. Warner will be in Sao Tomé from 12 April 1976 in case you need to contact him on this matter.

... I attach five copies of this letter and its attachment for distribution to and discussion with the Government Departments that are concerned in these proposals. Please let me know if we can be of further assistance in expediting approval of the above proposals.

I trust that the attached material will be useful in the further discussions with the Government on these matters. I would like to thank you for the assistance given by you and your staff to this project.

Yours sincerely,



N. Detière
Project Manager

Enclosures: Annex A - Possibilities for Regional Cooperation
Annex B - Draft aide-mémoire: Proposed Technical Assistance in the
Field of Tourism Development

POSSIBILITIES FOR REGIONAL COOPERATION

Nigeria is taken a leading role in regional cooperation and has negotiated the recommencement of the import of livestock from Niger

In general, the booming Nigeria represents a substantial market for other West African countries insofar as their economies complement that of Nigeria.

DRAFTAide-mémoireProposed Technical Assistance to the
Federal Military Government of Nigeria in
the field of Tourism DevelopmentI. BACKGROUND AND SUPPORTING DATAA. Justification for the Project

In recognition of the increasing importance of improved travel facilities to the growth of the national economy, the Federal Military Government of Nigeria has recently adopted policies and budgetary programmes to stimulate rapid changes and improvements in this industry. These policies first call for the development of domestic tourism as a prelude to larger scale international tourism development. The planning and programming of tourism development is to be carried out with the active participation of the twelve State governments.

The Federal Military Government will carry out this programme through the Nigerian Tourist Board which is charged with the mobilization of expertise to assist the State governments in research and analysis, formulation of policies and the development of plans and programmes for tourism development. Three major areas of technical activity are contemplated at the inception of this programme:

1. The organization, planning and staffing of tourism development programmes at the national and state levels;
2. The preparation of the first State development programme for the State of Kano, as a prototype; and
3. The formulation of a training and educational programme to meet the expanding needs for hotel and tourism personnel.

The requirements outlined above will require an expansion of the work programme set forth in the draft project document on this subject submitted to the Government in December 1974.

B. Institutional Framework

The National Tourist Board was recently established by the Government to replace the former National Tourist Association as the official agency for tourism planning and development. It will serve as the link between the Federal Military Government and the twelve State governments for the formulation of national policies and plans. In addition to administrative and financial support, the Board will receive the support of technicians whose essential functions will be to undertake research and surveys, data collection and analysis, to prepare plans and action programmes, to carry out negotiations with representatives of the public and private sectors or to take other direct actions in order to implement the Board-approved plans and programmes, inspect and control the

travel industry and to evaluate the economic gains and social progress accrued from the implementation of the plans and programmes. Among the direct actions that the Nigerian Tourist Board may undertake, are:

1. the implementation of pilot projects which will open new fields and provide new services in areas where lack of experience or shy capital prevail;
2. the creation of a national travel industry financial organization whose purpose will be to assist private enterprises in financing new projects or improving existing facilities; or
3. the creation of a national consultant services organization to assist private enterprises in securing technical assistance to improve their operation and launch new projects.

C. Other Related Activities

Associated projects have been proposed in the fields of civil aviation and agricultural development. Close liaison should be maintained particularly with the project relating to the collection, assembling and distribution of civil aviation data and that concerned with the producing and marketing of exotic air export crops in the State of Kano.

D. Government Follow-up

It is the intention of the Nigerian Tourist Board to review the reports to be prepared for each area of activity and to proceed with the implementation of such recommendations with which they concur.

E. UNDP Follow-up

Further technical assistance may be requested by the Nigerian Tourist Board to implement the educational and training programme and other recommendations of this project through the establishment of training centres and/or the provision of fellowships in hotel and tourism management.

II. OBJECTIVES

A. Status

This project constitutes a revision and extension of a draft project document for a "Travel Industry Evaluation Survey" submitted in December, 1974.

B. Long Range Objectives

The long range objectives are to derive maximum economic and social benefits from the development of the travel industry on a national level with the full cooperation of the twelve State governments.

C. Immediate Objectives

The immediate objectives of the project are:

1. To prepare a specific course of action for the mobilization of technical expertise in the preparation of development plans for tourism development for the period 1975-80 at the national level and for the twelve State governments;
2. To assist in the formulation of a prototype tourism development plan for the State of Kano; and
3. To advise the Government on the organization and content of educational and training programmes to meet the expanding needs for personnel in hotel management and operation and other tourism activities and functions.

III. WORK PLAN

A. Project Summary

The project will provide the services of a tourism development planner for a period of one year and for an expert in tourism training for a period of three months. The project will consist of the following three elements:

First Element: the preparation of a specific course of action regarding the mobilization of technical expertise in areas where it is most vital to a good start of the development of the travel industry in Nigeria.

Second Element: the preparation of proposals for the organization and content of educational and training programmes.

Third Element: the preparation of a prototype tourism development plan for the State of Kano.

B. Work Schedule

First Phase - one month

First Element: Data gathering and analysis including meetings with Nigerian Tourist Board as well as the twelve State tourist boards or committees.

Second Element: Review of existing educational and training programmes and collection of data for determination of nature and magnitude of training requirements.

Second Phase - one month

First Element: Preparation and submission of preliminary report containing recommendations for tourism development planning organization.

Second Element: Preparation and submission of preliminary report containing recommendations for an overall institutional framework for education and training in the field of tourism.

Third Phase - one month

First and Second Elements: Review and revision of preliminary reports by Nigerian Tourist Board and preparation of final reports on these elements by both experts.

Fourth Phase - nine months

Second Element: Implementation of training and educational recommendations.

Third Element: Assistance to Tourism Development Board in preparation of Kano State tourism development plan. Final report due at end of the twelfth month.

IV. GOVERNMENT'S CONTRIBUTION

A. Assignment of Government's Personnel

The Director General or another designated officer of the Nigerian Tourist Board, will be assigned to the project as the full time government counterpart. Supporting staff will also be provided by the Nigerian Tourist Board on a part time basis as required by the activities of the project. This will particularly, but not exclusively, include a statistician - documentalist, an accountant, clerical personnel and drivers.

The full time government counterpart will play a significant role in the conduct of the project. The counterpart's functions will be:

1. to provide liaison between the project and the Government agencies and to direct the experts to all available sources of data;
2. to fully acquaint himself with the fields of the survey, through day-to-day exposure to the work of the project;
3. to review and discuss with the experts all findings and recommendations before they are presented to the Government in the form of a written report.

B. Contribution in Kind

The Nigerian Tourist Board will provide the experts with a round trip air ticket from New York to Lagos as well as air and car transportation to visit the country, free car transportation in the cities and free hotel accommodation in the better establishments of the country throughout the duration of the experts' stay in Nigeria.

Prior to the arrival of the experts in Nigeria, the Nigerian Tourist Board will organize a brief tour by air and by car for the experts and their full time counterpart to visit the twelve states of Nigeria. The Nigerian Tourist Board will ascertain that a reception committee will be at hand at each destination to exchange technical

information on economic, social and financial matters relating to the development of the travel industry with the experts and provide them with further available data.

The Nigerian Tourist Board will provide office space for the project.

Prior to the arrival of the experts in Nigeria, the Nigerian Tourist Board will ascertain that each of the twelve states will send a technical representative with economic, social and financial qualifications and a good knowledge of his state's involvement in the travel industry's activities to a general briefing session which shall be held for two days in Lagos when the experts arrive.

This briefing session should provide the experts with an opportunity to explain their work programmes and to hear the views of the twelve states on the potential and problems of the travel industry in their territory.

V. UNDP'S CONTRIBUTION

The UNDP will provide the services of the Tourism Development Planner for twelve months and the Tourism Training Expert for three man months.

INTERNATIONAL CIVIL
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Technical Assistance Project
RAF/74/021

POTENTIAL CONTRIBUTION OF AVIATION
TO AFRICAN ECONOMIES

ORGANISATION DE L'AVIATION
CIVILE INTERNATIONALE

Projet de l'assistance technique
RAF/74/021

CONTRIBUTION POTENTIELLE DE L'AVIATION
AUX ECONOMIES AFRICAINES

P.O. BOX 400, SUCCURSALE: PLACE DE L'AVIATION INTERNATIONALE,
1000 SHERBROOKE STREET WEST, MONTREAL, QUEBEC, CANADA H3A 2R2

File TA 9/2.852

3 February 1976

TS 210(2) ICAO

Dear Mr. Bam,

Subject: RAF/74/021 - Potential Contribution of Aviation
to African Economies

Reference is made to my letters of 11 August 1975 addressed to you and to the Government authorities transmitting the report on the country mission to Liberia under this project. At the same time, we announced that a further visit would be made to Liberia in the context of the inter-country Phase II of the project. The purpose of this letter is to bring you up-to-date on the developments.

Inter-country mission - Phase II

As you know, this mission was carried out by our team member, Mr. N. Warner, from 3 to 8 November 1975. A separate report is in preparation consolidating the inter-country findings and the prospects for the seventeen countries visited during the period November/December 1975. This report will be volume I of the general report on the inter-country possibilities for all countries covered in the survey. For the interim, we attach at Annex A, a statement concerning those inter-country aspects that specifically concern Liberia.

Country mission - Phase I

The latest visit also provided an opportunity to follow-up on the recommendations contained in the country mission report on Liberia issued in August 1975. The Government authorities had expressed a positive reaction to three recommendations in the report namely:

(a) Assistance in the Development of Tourism

The assignment of a tourism adviser for one year was discussed with Mr. Ben Page, the Deputy Minister of Information, Cultural Affairs and Tourism and with Ms. Valerie Morris, Assistant Minister for Tourism. They indicated that they would hold further discussions with Dr. Kessely, the Minister, before taking further action.

Two principal questions which still remained to be clarified were:

- (1) whether the project should be financed entirely from the country IPF,

Mr. Arvind Bam
Representative of the UNDP
P.O. Box 274
Monrovia, LIBERIA
cc: UNOTC ✓

- (2) what responsibilities the job would have in coordinating some areas of tourism activity which were the responsibility of the Liberian Development Corporation, an agency of the Ministry of Finance.

Both Mr. Page and Ms. Morris felt that there would be little difficulty in resolving these questions and hoped to submit a formal request to the Ministry of Planning and Economic Affairs within a short time. It was envisaged that the initial request to the UNDP would be for a pre-project survey to develop specific terms of reference and draft a project document.

... In Annex B hereto, you will find a draft aide-mémoire setting out the proposed technical assistance to the Government of Liberia in the field of tourism development. The eventual formulation of a project proposal on tourism will need to be done by experts in this field. We could assist the Government further in this matter since RAF/74/021 also makes provision for technical expertise from UNOTC both in the field of tourism and surface transportation. We have, therefore, made tentative arrangements with UNOTC for a short visit to Monrovia in conjunction with a UNOTC mission to neighbouring countries. We trust that you and the Government authorities will be in agreement with this proposal.

(b) Assistance to the Civil Aviation Department

... The assignment of an Air Transport Economist for one year was discussed with Mr. Larder, the Director of Civil Aviation and also with Mr. Morris, the Deputy Minister of Commerce, Industry and Transportation. Mr. Lardner was anxious to obtain this ICAO assistance and, at his request, a draft project document was left with him for discussion with higher authorities. A copy of the draft project document on the assistance to civil aviation is given in Annex C.

We understand that the Government is very much interested in this recommendation and we have, therefore, made arrangements for Mr. F. Pratt to be available during the period 30 March to 9 April 1976 for a stopover visit in Monrovia, on his way to his next country mission assignment. Perhaps this short visit will provide the opportunity to finalize the processing of this project document. For your information, Mr. Pratt will be in Mozambique from 23 February 1976 in case you need to contact him on this matter.

(c) Improvements to Spriggs Payne Field in Monrovia

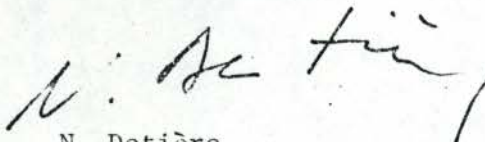
The Team was given to understand that the recommendations contained in the country mission report concerning the improvement of night lighting and fencing at Spriggs Payne Field need no further follow-up since the Civil Aviation Department has already budgeted for these improvements and will implement as soon as practical.

It is my understanding that the Government's reaction to the above proposals continues to be very positive. I also understand that the recommendations given in (a) and (b) above were discussed with the Acting Resident Representative. It was indicated that the present IPF for Liberia is over subscribed. However, it is our feeling that the Government wish to attach a high priority to either or both of these proposed projects.

... I attach five copies of this letter and its attachments for distribution to and discussion with the Government Departments that are concerned in these proposals, particularly the Ministry of Information, Cultural Affairs and Tourism and the Ministry of Commerce, Industry and Transportation. Please let me know if we can be of further assistance in expediting approval of the above proposals.

I trust that the attached material will be useful in the further discussions with the Government on these matters. I would like to thank you for the assistance given by you and your staff to this project.

Yours sincerely,



N. Detière
Project Manager

Enclosures: Annex A Possibilities for regional cooperation
Annex B - Draft aide-mémoire proposed technical assistance in the field of tourism development
Annex C - Draft project document: Assistance to civil aviation
Five copies of this letter

POSSIBILITIES FOR REGIONAL COOPERATION

The shortage of livestock available to the Monrovia abattoir is giving rise to an import requirement for low priced carcass meat of 500 increasing to 750 tonnes per annum. This would be additional to the existing import of some 160 tonnes of higher grade meat. These imports together with vegetables could be obtained by air from the sub-Saharan region. In turn, Liberia could provide a very wide range of entrepôt and other goods as return cargo.

D R A F TAide-mémoire

Proposed Technical Assistance to the Government of Liberia in the Field of
Tourism Development

I. BACKGROUND AND SUPPORTING DATA

A. Justification for the Project

Tourism is beginning to develop in Liberia, as potential as a possible source of Foreign Exchange. There are several small hotels along the coast which do not meet minimum standards for international tourism. Two first class hotels in the country are the Pan Am Hotel at the Robertsfield International Airport and the Ducor Intercontinental Hotel in Monrovia. Liberia presently lacks the facilities to properly handle any appreciable volume of tourists. Entry visa requirements need simplification and there is need for training of tourism and hotel personnel. Modest expansion and improvement of existing hotel facilities on the basis of domestic tourism appears to present a viable first step to precede any international tourism promotion.

B. Institutional Framework

The Liberian Development Corporation, a quasi Government Corporation, works with the Ministry of Information, Cultural Affairs and Tourism in the promotion of Tourism.

C. Associated Activities

ICAO has proposed that an airline economist be assigned to the Governments of Liberia and Sierra Leone to advise on the possibilities of developing a regional airline which in time, could involve other West African States.

D. Government Follow-up

It is intended that the Government will take immediate measures to implement recommendations of the Tourism Adviser as these are deemed feasible.

E. UNDP Follow-up

Additional technical assistance in specialized aspects of tourism such as training, marketing and promotion may be requested by the Government. Future requirements might include the establishment of a training centre and/or the provision of fellowships in hotel and tourism management.

II. OBJECTIVES

A. Long Range Objectives

To gradually develop the tourism industry in a manner which will maximize economic and social benefits.

B. Immediate Objectives

1. To improve existing hotel facilities to meet international tourism standards.
2. To coordinate tourism development activities in all areas and assure that all resources of the country are martialled and effectively utilized in such development.
3. To reduce entry visa formalities.
4. Improved organization of tourism policy development planning, marketing and control.
5. Improved coordination of tourism activities and air transport operations.

III. WORK PLAN

The project will provide the services of a tourism adviser on coordination and training for a period of one year. He will be assigned to the Ministry of Information, Cultural Affairs and Tourism to advise and assist them in the following activities:

1. Facilitation of tourist visa formalities.
2. Organizational measures to improve tourism policy development planning and coordination.
3. Formulation of a programme for the improvement of existing hotel facilities.
4. Proposed methods and programmes to increase the volume of tourism.
5. The organization and content of training programmes in tourism and hotel operations.
6. Assist in the establishment of liaison with air transport officials, tourism development programmes in Sierra Leone and other neighbouring countries.

The adviser will prepare periodic reports on each work element and a comprehensive report on his activities at the end of each mission.

IV. GOVERNMENT'S CONTRIBUTION

A. Assignment of Government Personnel

An official of the Ministry of Information, Cultural Affairs and Tourism will be assigned to the Adviser as a full time government counterpart. Supporting staff will also be provided by the Ministry on a part time basis as required by the Project. These may include a statistician, an accountant, clerical personnel and a driver. The full

time counterpart will provide liaison between the adviser and government agencies and assist the Adviser in securing necessary data and information. He will also review and discuss with the Adviser all findings and recommendations before they are presented to the Government in the form of written reports.

B. Contribution in Kind

The Ministry will provide the adviser with a car and driver for his use in Monrovia and air transport and hotel accommodation on field trips to other parts of the country throughout the duration of the adviser's stay in Liberia.

UNITED NATIONS DEVELOPMENT PROGRAMMEProject of the Government
of LIBERIA

Title: Assistance to Civil Aviation, Develop Civil Aviation Policy
with Respect to National Airline Expansion

Number: _____

Duration: One Year

Sector: _____

Sub-sector: _____

Government Co-operating

Executing Agency:

Agency: Ministry of Commerce,
Industry and Transportation

International Civil Aviation
Organization (ICAO) (15)

Date of Submission:

Starting Date:

Government Contribution: _____

UNDP Contributions: _____

Approved:

on behalf of the Government
(signature)

Date _____

on behalf of the Executing Agency
(signature)

Date _____

on behalf of the UNDP
(signature)

Date _____

I. BACKGROUND AND SUPPORTING INFORMATION

A. Justification of the Project

The Government recognizes the need to reevaluate its overall objectives with respect to the development of its national carrier. The growing national economy requires improvement in air services between Liberia and other continents as well as improvement in regional air services between Liberia and neighbouring West African states. In addition, scheduled air services within the country must be expanded to facilitate the development of rural areas and the growth of domestic commerce. There is an obvious necessity to set up machinery to assess these various objectives on a continuing basis and establish necessary priorities for action which are in keeping with available funds and overall national policies.

B. Institutional Framework

The responsibility for civil aviation affairs in Liberia is vested in the Department of Civil Aviation in the Ministry of Commerce, Industry and Transportation.

C. Other Related Activities

D. Future UNDP Assistance

No major additional UNDP assistance is envisaged as it is expected that Liberian counterparts will be able to satisfactorily continue this programme.

II. OBJECTIVES OF THE PROJECT

A. Status

This Project is not included in the existing Liberia Country Programme.

B. Long-Range Objectives

To increase the effectiveness of Liberia's civil aviation in promoting international trade and domestic development.

C. Immediate Objectives

To provide a continuing review of Liberia commercial aviation objectives and opportunities, develop data needed for Government decisions relative to bilateral air negotiations, monitor performance of the national air carrier, and establish Government reporting requirements for air carriers serving Liberia.

D. Provision for Government Follow-up

After establishment of initial procedures, reports and files relative to this function, the Government should perform a periodic review of the work accomplished to ensure continued productivity and effectiveness in meeting national civil aviation development demands.

III. WORK PLANA. Description of Project Activities

Project Activities	Location	Date
1. Approval of Project	Monrovia	
2. Experts recruited	ICAO - Montreal	

B. Description of UNDP Inputs

1. Assignment of International Staff	Location	Starting Date	Duration M/M	Cost \$US
1.1 Air Transport Economist	Monrovia		12	
2. UNDP Provided Supplies and Equipment				
2.1 Expendable Equipment	Monrovia	-		_____
3. <u>Miscellaneous</u>				
3.1 Sundry costs	Monrovia	-		_____

C. Description of Governmental Inputs1. Assignment of National Staff

A counterpart Economist will be provided to takeover from the Expert at the end of the Expert's term.

1.1 Economist	Monrovia	-
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2. Government Provided Buildings, Supplies and Equipment

An office and typist/secretary will be provided for the Expert and Counterpart assigned to the Project.

DRAFT PROJECT BUDGET GOVERNING CONTRIBUTION IN KIND

(In Local Currency)

Country: Liberia

Project No:

Title:

		Total	1976	1977
		m/m	m/m	m/m
10.	PROJECT PERSONNEL			
11	Professional, Technical and Counterpart Staff			
11-01	Economist	12	10	2
11-09	Sub Total			
15.	Support Personnel			
15-01	Secretary	12	10	2
19,	Component Total			
50.	MISCELLANEOUS			
51.	Miscellaneous	3,000	2,500	500
59.	Component Total	3,000	2,500	500
99.	GRAND TOTAL			

DRAFT PROJECT COVERING UNDP CONTRIBUTIONS

(in US Dollars)

Country: Liberia

Project No:

Title:

	Total		1976		1977	
	m/m	\$	m/m	\$	m/m	\$
10. <u>PROJECT PERSONNEL</u>						
11. . <u>EXPERT</u>						
11-01 Air Transport Economist	12	48,000	10	40,000	2	8,000
19. Component Total		48,000		40,000		8,000
40. <u>EQUIPMENT</u>						
41. Equipment		1,000		1,000		
49. Component Total		1,000		1,000		
50. <u>MISCELLANEOUS</u>						
51. Miscellaneous		1,000		600		400
59. Component Total		1,000		600		400
99. GRAND TOTAL		50,000		41,600		8,400

INTERNATIONAL CIVIL
AVIATION ORGANIZATIONTechnical Assistance Project
RAF/74/021POTENTIAL CONTRIBUTION OF AVIATION
TO AFRICAN ECONOMIESORGANISATION DE L'AVIATION
CIVILE INTERNATIONALERECORDS CONTROL
Projet de l'assistance technique
RAF/74/021
APR 22 1976CONTRIBUTION POTENTIELLE DE L'AVIATION
AUX ECONOMIES AFRICAINESP.O. BOX 400, SUCCURSALE: PLACE DE L'AVIATION INTERNATIONALE,
1000 SHERBROOKE STREET WEST, MONTREAL, QUEBEC, CANADA H3A 2R2

File TA 9/2.852

TE 210 (2) ICAO
2 February 1976

Dear Mr. Saunders,

Subject: RAF/74/021 - Potential Contribution of Aviation
to African Economies

Reference is made to my letters of 10 November 1975 addressed to you and to the Government authorities transmitting the report on the country mission to Ethiopia under this project. At the same time, we announced that a further visit would be made to Ethiopia in the context of the inter-country Phase II of the project. The purpose of this letter is to bring you up-to-date on the developments.

Inter-country mission - Phase II

As you know, this mission was carried out by our team members, Messrs. A. Ellison and A. Van Oppens from 1 to 6 December 1975. A separate report is in preparation consolidating the inter-country findings and the prospects for the seventeen countries visited during the period November/December 1975. This report will be volume I of the general report on the inter-country possibilities for all countries covered in the survey. For the interim, we attach at ... Annex A, a statement concerning those inter-country aspects that specifically concern Ethiopia.

Country mission - Phase I

The latest visit also provided an opportunity to follow-up on the recommendations contained in the country mission report on Ethiopia issued in October 1975. The Government authorities had expressed a positive reaction to two recommendations in the report namely:

(a) Agriculture

The production prospects for horticulture are considerable. The Awash Valley is a well-established area with produce being shipped from Addis Airport. In addition, there are plans to develop a second collection, processing and shipment

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Assistant Administrator &
Representative of the UNDP
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Regional Telecommunications Building (4th Floor)
Churchill Road
Addis Ababa, ETHIOPIA

point at Shashamani. There is an airfield here, a fruit processing plant and a slaughterhouse. Unfortunately, the road connecting Shashamani to the growing areas (roughly 50 km) is poor. The development of this part of the industry, therefore, will require the building of an all-weather road, and possibly the upgrading of the Shashamani runway and its facilities.

As you know, in the agricultural sector, the Horticultural Research Authority (HRA) is in the final stages of forming a Horticultural Development Authority (HDA). Part of this plan is the promotion of an Air Freight Capacity Control Agency (AFCCA) which will be under the aegis of the newly forming HDA. It will be composed of the growers of horticulture, representatives of Ethiopian Airlines and the Civil Aviation Authority as well as those from meat and leather sectors. It was agreed that the participation of the meat and leather sectors in the AFCCA was a desirable rationalization.

As indicated in the country mission report, it is estimated that if the Government could provide efficient organization and execution for the horticultural exports improvement, Ethiopia could export some 6,500 to 7,800 tons of horticultural produce by air in the 1976-77 peak season. Ethiopia's foreign exchange earnings in horticultural exports by air (based on C.I.F. value) is thus estimated at between E\$20 and E\$25 million. To realize this prospect, it had been proposed to provide four international experts as follows:

- 1 expert on field production
- 1 expert on grading, packing, processing and storage
- 1 air freight expert
- 1 expert on distribution, exporting and marketing.

We understand that this recommendation was favourably received by the Government and that the HRA is about to prepare a request for experts in field production, grading and packing (both from FAO) and an expert in marketing (from ITC). It is also envisaged to attach to the AFCCA an air cargo expert who would be responsible for the coordination of the producers' demands and air capacity available. The air cargo expert would be attached to the newly forming HDA, and not to the CAA.

(b) Civil Aviation Sectoral Study

In the Civil Aviation Sector, the CAA expressed strong support for the promotion of a sectoral study, as set out in recommendation No. 6 of the country mission report. This sectoral study would undertake to enumerate and evaluate the substantial cross-subsidies at present operating in the sector. The presentation of these facts would then form the basis of agreement between the CAA and EAL, and the formulation of a much needed long run plan for the Civil Aviation Sector. In our original recommendation it was proposed to supply two experts:

- 1 airport accounts and finance expert
- 1 general air transport economics expert.

In reviewing this recommendation with the Government authorities it became clearer that an Air Law expert should be added to this team. The time frame was seen to be between 9 to 12 man-months. The CAA officials expressed the wish that a further mission should be undertaken in order to finalize the proposal and to draft a project document.

In the field of tourism, Ethiopia has considerable potential. We find that the Tourist Office has not received sufficient recognition of the important rôle this development can play in the general economy. We were informed that, as a follow-up to the summary left by the mission at the end of their last stay in September, the Ethiopian Tourist Corporation endeavoured to implement the recommendation made by our mission for a tourist marketing expert. This recommendation was rejected by the Planning Commission. It is also our understanding that ETC now hope to get a tourist adviser from Yugoslavia on a bilateral basis with that country. On this point we could further assist the Government since RAF/74/021 also makes provision for technical expertise from UNOTC both in the field of tourism and surface transportation. If the Government authorities should so desire, we could ask UNOTC to prepare a project outline which would indicate the kind of assistance required.

It is my understanding that the Government authorities are still favourably inclined to the above two main recommendations under (a) and (b) above. In this connexion, you may wish to note that Mr. A. Ellison will be available during the period 12 to 16 April 1976 for a stopover visit in Addis, on his way to his next country mission assignment. Perhaps a short visit will provide the opportunity to finalize the recommendations on agricultural matters and on civil aviation. For your information, Mr. Ellison will be in Swaziland from 22 March 1976 in case you need to contact him on this matter.

The team members have reported your views on our proposals and particularly on the fact that you see little hope of financing the implementation of the recommendations from UNDP or Government sources. We feel that our recommendations are of sufficient importance to the development of the national economy to envisage the possibility of funding the proposals from other possible sources such as bilateral aid. Perhaps this matter can be further discussed during the next visit by Mr. Ellison.

... I attach five copies of this letter for distribution to and discussion with the Government that are concerned in these proposals. Please let me know if I can be of further assistance in this matter. I also would like to thank you for the assistance given by you and your staff to this project.

Yours sincerely,



N. Detière
Project Manager

Enclosures: Annex A - Possibilities for Regional Cooperation
Five copies of this letter

POSSIBILITIES FOR REGIONAL COOPERATION

Ethiopia is the principal interested party in benefiting from cooperation with Kenya.

The present trend in Ethiopia is to develop the tourist potential on the basis of a single destination country.

The Mission considers that the development should be based on the stop-over idea which implies cooperation with neighbouring countries.

The scarcity of communications with Somalia is and will remain a constraint if better air links are not established.

The Mission can foresee the need for a coordinator to study ways and means (Tourism + Air) to achieve inter-country cooperation.

This type of coordination must be undertaken on a large scale and covers not only the relations between Ethiopia and the East African Community but includes other neighbours such as Somalia, Rwanda and Burundi.

The team feels that such a study should be undertaken by a composite team (ICAO - ITC - OTC, etc) of experts having previous experience of the countries concerned.

INTERNATIONAL CIVIL
AVIATION ORGANIZATIONTechnical Assistance Project
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1000 SHERBROOKE STREET WEST, MONTREAL, QUEBEC, CANADA H3A 2R2

TE 210(2)ICAO

TA 9/2.852

29 January 1976

Dear Mr. Feliciano,

Subject: RAF/74/021 - Potential Contribution of Aviation
to African Economies

Reference is made to my letters of 2 October 1975 addressed to you and to the Government authorities transmitting the report on the country mission to Ghana under this project. At the same time, we announced that a further visit would be made to Ghana in the context of the inter-country Phase II of the project. The purpose of this letter is to bring you up-to-date on the developments.

Inter-country mission - Phase II

As you know, this mission was carried out by our team member, Mr. N. Warner, from 17 to 21 November 1975. A separate report is in preparation consolidating the inter-country findings and the prospects for the seventeen countries visited during the period November/December 1975. This report will be volume I of the general report on the inter-country possibilities for all countries covered in the survey. For the interim, we attach at Annex A, a statement concerning those inter-country aspects that specifically concern Ghana.

Country mission - Phase I

The latest visit also provided an opportunity to follow-up on the recommendations contained in the country mission report on Ghana issued in October 1975. The Government authorities had expressed a positive reaction to three recommendations in this report namely:

(a) Assistance in the development of tourism.

The assignment of a tourist advisor to the Ghana Tourist Control Board for 1 or 2 years was discussed with Dr. Adjei-Barwash, the Executive Director. In order to assist the Government in reaching a decision on this matter, we have prepared a draft aide-mémoire on the "proposed technical assistance to the Government

Mr. Gregorio Feliciano
P.O. Box 1423
Ring Road Dual Carriage
Accra
GHANA

cc: UNOTC

.../2

... of Ghana in the field of tourism development". A copy of this draft is given in Annex B.

The eventual formulation of a project proposal on tourism will need to be done by experts in this field. We could assist the Government further in this matter since RAF/74/021 also makes provision for technical expertise from UNOTC both in the field of tourism and surface transportation. We have, therefore, made tentative arrangements with UNOTC for a short visit to Accra in conjunction with a UNOTC mission to neighbouring countries. We trust that you and the Government authorities will be in agreement with this proposal.

(b) Assistance in the design and construction of a cargo terminal at Kotoka International Airport, Accra.

The assignment of an Airport Terminal Engineer was discussed with Mr. Pappoe, Deputy Director of Civil Aviation and with his Operations Officer-Airports. At the authorities' request, a draft project document (copy at Annex B) was left with Mr. Pappoe for discussion with the Director of Civil Aviation, Mr. Dwemoh, for further processing with the Government authorities.

(c) Assistance to Ghana Airways.

This matter was discussed in broad terms with Mr. Folson, the Principal Secretary for the Ministry of Transport and Communications, who asked for some suggestion as to what approach the Government might take to revitalize the airline operations. Lacking a specific knowledge of Ghana Airways - organization and problems, it was suggested that the Airline consider preparation of a detailed 5-year plan using the "management by objective" approach. It was felt that this exercise, if properly performed, should provide a good start for further assessment of the Airlines' present capabilities and further needs. It would also raise some very basic questions which should be considered by both management and the Government prior to developing any firm programme for rehabilitation of the Carrier.

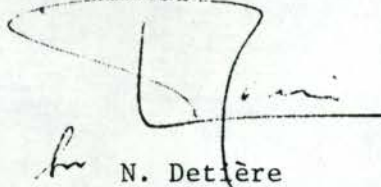
It is my understanding that the Government's authorities are still favourably inclined to the above recommendations. It is now up to the Government's authorities to come to a decision on our recommendations in the country mission report. In this connexion, you may wish to note that Mr. F. Pratt will be available during the period 30 March to 9 April 1976 for a stopover visit in Accra, on his way to his next country mission assignment. Perhaps a short visit will provide the opportunity to finalize the recommendation on assistance to civil aviation. For your information, Mr. Pratt will be in Mozambique from 23 February 1976 in case you need to contact him on this matter.

I trust that the attached material will be useful in the further ... discussions with the Government on these matters. I attach five copies of this letter for circulation to the Government Departments that are concerned in these proposals particularly the Ministry of Transport and Communications and the Ministry of Economic Planning. Please let me know if we can be of further assistance

in order to obtain early approval of the above proposals.

I would like to thank you for the assistance given by you and your staff to this project.

Yours sincerely,

A handwritten signature in dark ink, appearing to be 'N. Detière', written over a horizontal line.

N. Detière
Project Manager

Enclosures: Annex A: Possibilities for Regional Cooperation
Annex B: Draft aide-mémoire: Proposed Technical Assistance on
Tourism Development
Annex C: Draft Project Document: Assistance to Civil Aviation
5 copies of this letter

POSSIBILITIES FOR REGIONAL COOPERATION

Ghana is specially interested in promoting trade wherever practicable and not only is there a Government backed Export Promotion Council and Export Company but Ghana also maintains trade offices in other countries. Within the Region it appears that Ghana's main trading party is Upper Volta, and UNCTAD prepared a paper on the expansion of their mutual trade in July 1975. Ghana may find further opportunities for trade with Nigeria and other coastal countries to the West, and possibly deeper in the Sub-Saharan Region, but progress may be moderate.

D R A F TAide-mémoireProposed Technical Assistance to the Government of Ghana in the Field of
Tourism DevelopmentI. BACKGROUND AND SUPPORTING DATAA. Justification for the Project

Development of tourism is one of the major objectives of the Ghana Government as set out in the "Guideline for the Five Year Development Plan 1975-1980". From such development it is estimated that annual foreign exchange revenues in the order of \$1-5 million can be achieved in some two to three years time.

The Government has a programme of development under the authority of the Tourist Control Board and with execution by the Tourist Development Corporation. This programme includes improving the infrastructure for further tourism expansion and seeking local foreign investment capital to refurbish old facilities and construct new ones.

What is required at this stage to produce the greatest return from this programme is a Tourism Adviser on Coordination to ensure that all the various activities are directed towards an integrated and most beneficial tourism development.

It is only recently that the Government of the Republic of Ghana has given some priority to the development of tourism as an important sector of the economy. Tourist arrivals in Ghana increased from 54,118 in 1968 to 62,381 in 1972, representing an average annual growth rate of about 10%. Ghana's major tourist originating markets during this period were the United States of America, West Africa and Europe.

With the support of DANIDA, the Government was in a position to employ a Danish firm in early 1974 to carry out a general survey which included:

1. Assessment of the country's present tourist assets and facilities with a view to elaborating a comprehensive programme of action to increase the occupancy rate of the present hotels;
2. Assessment of the present level of services in the hotels and other segments of the Ghana tourist plant and of the need for training hotel managers, staff personnel and the tourist organizations and other personnel in the tourism field both locally and abroad possibly with scholarships;
3. Assessment of possibilities for developing the various regions of the country as tourist destinations with the support of existing facilities and new ones such as beach resorts, accommodations in game reservations and mountainous regions, sports and entertainment facilities, improvement of historical sites and other places of interest to the tourists.

The above work was completed in 1974 and provided the basis for the draft tourism development plan of Ghana for the period 1975-90. The strategy of this plan places emphasis on developing the coastal area of Ghana in order to attract the beach oriented European mass tourism market and, to some extent, Afro-Americans and other groups for relaxation in the course of cultural tours to West Africa.

Although Ghana offers 2,066 beds in hotels and other accommodation and facilities, most of them are of sub-standard quality regarding the foreign markets that Ghana intends to attract according to her draft tourism development plan for the period 1975-90. With the projected arrivals of 95,300 foreign visitors by 1978, it is estimated that the total of 2,130 beds of international standards will be required, including those beds in existing establishments in 1974 which would need physical upgrading and improved management.

B. Institutional Framework

The first national tourist organization was established as the Ghana Tourist Board in 1960, under the Ministry of Trade and Tourism. It was replaced in 1971 by the Ghana Tourist Corporation under the same Ministry. The Corporation was later reorganized into the new Ghana Tourist Control Board by NRC Decree 224 in late 1973, still under the same Ministry. The Board is headed by an Executive Director. It is composed of the following departments:

Administration
Research and Planning
Tourism Services
Promotion and Publicity
Accounts.

Presently the Ghana Tourist Control Board has a staff of 109 including 23 Senior Executives and 86 Junior Executives. It is charged with the following responsibilities:

- (1) Tourist policy formulation;
- (2) Regulation and control of the tourist industry including the supervision of the activities and standards of operation of the State Hotels Corporation;
- (3) Main government advisory organ on promotion, and regulation of tourism;
- (4) Liaison with national and regional development agencies in the planning and implementation of tourist programmes within the overall national development framework;
- (5) Overseas promotion of tourism, preparation of brochures, etc;
- (6) Research and studies on trends in the industry.

The Tourist Development Company has the following functions:

- (1) To promote and mobilize resources for investment in tourist undertakings and services;
- (2) To take over the existing commercial operations of the former Tourist Corporation, such as the operation of coaches, duty free shops, national tourist travel agency and casinos;

- (3) To seek equity participation in joint ventures with Ghanaians as well as foreign concerns and individuals in tourist development projects;
- (4) To provide financial and technical assistance for the small businessmen in order to improve the efficiency and level of their services.

C. Other related Activities

An associated project, GHA/74/001 on Tourism Education and Training will provide the services of an Expert in Tourism Training for 3 months and 20 Fellowships extended over a period of 6 years. This project is expected to begin execution early in 1976. Also, a project has been proposed for the development of air freight to assist the Ghanaian economy, particularly to improve the balance of foreign exchange through the selling abroad of Ghanaian produce. There will be some liaison with this project in regard to common aircraft utilization for both tourism and air freight.

D. Government Follow-up

It is the intention of the Ghana Tourist Control Board and the Tourist Development Company to review the Adviser's recommendations and proceed with the implementation of such recommendations with which they concur.

E. Future UNDP Assistance

This should be a self-contained project unless further UNDP assistance in Tourism is requested.

II. OBJECTIVES

A. Status

This project is not currently listed in the country programme.

B. Long Range Objective

The long range objective is to promote the maximum revenue in terms of net foreign exchange through the development of tourism and to provide rewarding employment of nationals whilst minimizing any adverse cultural, sociological or environmental effects.

C. Immediate Objectives

- (1) To increase the volume of tourism and raise the average occupancy of hotels.
- (2) To concentrate immediately on improving existing hotel facilities and services.
- (3) To develop new hotels and tourism facilities in accordance with the Tourism Development Plan.

- (4) To achieve improved coordination and administration of the many inter-related activities of the Tourist Control Board and the Development Company;
- (5) To coordinate tourism and air transport activities in the promotion of tourism development.

I. WORK PLAN

A. The project will provide the services of a Tourism Adviser for a period of two years. He will be assigned to the Ghana Tourism Control Board and will also provide assistance to the Tourist Development Company. His major activities will be:

- (1) To advise on the coordination of the various elements of the tourism industry including infrastructure and hotel development, air and ground transport;
- (2) To assist in the development of an adequate standard of facilities including hotel accommodation, meals and other services;
- (3) To advise on marketing programmes so as to achieve appropriate development and promotion aimed at the various sources and segments of Ghana's tourism potential;
- (4) To advise on other aspects and functions of the Board and Development Company as requested;
- (5) To coordinate his activities with those of the Expert in Tourism training and the follow-up on the activities of the training programme following the completion of the Training Expert's three-month mission.

The Tourism adviser will prepare periodic reports on each of the above work elements and comprehensive reports on his activities at the end of the first and second years of his mission.

IV. GOVERNMENT'S CONTRIBUTION

A. Assignment of Government's Personnel

The Director or another designated officer of the Tourist Control Board will be assigned to the Adviser as the full time government counterpart, Supporting staff will also be provided by the Tourist Board and Development Company on a part-time basis as required by the activities of the project. This will particularly, but not exclusively, include a statistician-documentalist, an accountant, clerical personnel and drivers.

The full time government counterpart will play a significant role in the conduct of the project. The counterpart's functions will be:

- (1) To provide liaison between the Adviser and the Government agencies and to direct the Adviser to all available sources of data;

- (2) To review and discuss with the Adviser all findings and recommendations before they are presented to the Government in the form of written reports.

B. Contribution in kind

The Tourist Control Board will provide the Adviser with a car and driver for his in Accra and air transport and hotel accommodation on field trips to other parts of the country throughout the duration of the Adviser's stay in Ghana.

V. SCHEDULE OF PROJECT ACTIVITIES

	<u>Location</u>	<u>Duration</u>
1. Approval of the project	Accra	
<u>UNDP Inputs:</u>		
2. Recruitment of Tourism Adviser	UNOTC New York	
3. Assignment of Tourism Adviser	Accra	24 months
<u>Government Inputs:</u>		
4. Counterpart tourist coordinator		
5. Typist/Clerk		
6. Part-time assistants in statistics, accounting, etc.		

PROJECT BUDGET COVERING GOVERNMENTAL CONTRIBUTION IN KIND(in local currency)

Country: GHANA

Project No:

Title: Development of Tourism

		TOTAL		1976		1977		1978	
		m/m	¢	m/m	¢	m/m	¢	m/m	¢
10	PROJECT PERSONNEL								
11	Counterpart Staff								
01	Tourism Coordinator	24	12,000	9	4,500	12	6,000	3	1,500
02	Typist/Clerk	24	6,000	9	2,250	12	3,000	3	750
19	Component Total		18,000		6,750		9,000		2,250
50	MISCELLANEOUS								
51	Miscellaneous		2,000		500		1,000		500
59	Component Total		2,000		500		1,000		500
99	GRAND TOTAL		20,000		7,250		10,000		2,750

PROJECT BUDGET COVERING UNDP CONTRIBUTION

(in US dollars)

Country: GHANA

Project No:

Title: Development of Tourism

		TOTAL		1976		1977		1978	
		m/m	\$	m/m	\$	m/m	\$	m/m	\$
10	PROJECT PERSONNEL								
11	Experts								
01	Tourism Coordinator	24		9		12		3	
19	Component Total	24	96,000	9	36,000	12	48,000	3	12,000
50	MISCELLANEOUS								
51	Miscellaneous		2,000		500		1,000		500
59	Component Total		2,000		500		1,000		500
99	GRAND TOTAL		100,000		37,000		50,000		13,000

DRAFT
UNITED NATIONS DEVELOPMENT PROGRAMME
PROJECT OF THE GOVERNMENT
OF GHANA

Title: Assistance to Civil Aviation, Design of the New Cargo
Terminal, International Airports, Accra.

Number: GHA/ /A/01/15 Duration: One Year

Sector: Transport and Communications (75)

Sub-sector: Transport by Air (7540)

Government Co-operating Agency:
Ministry of Transport
and Communications

Executing Agency:
International Civil
Aviation Organization
(ICAO) (15)

Date of Submission:

Starting Date: 1976

Government Contribution: 9,000 (Cedi)

UNDP Contribution: 50,000 \$US

Approved:

on behalf of the Government
(signature)

Date _____

on behalf of the Executing Agency
(signature)

Date _____

on behalf of the UNDP
(signature)

Date _____

I. BACKGROUND AND SUPPORTING INFORMATIONA. Justification of the Project

The Government has recognized that the air freight handling facilities at its main international airport is greatly inadequate to handle the present quantity of arrival and departure air freight apart from meeting future demands. Accordingly, the Government plans to build a new cargo terminal at Kotoka Airport, Accra as part of its current five-year planned programme.

The new cargo terminal needs very careful planning, particularly to provide for the increasing flow of export and import perishables. The design of such a terminal requires an expert in terminal cargo construction which is currently not available from within the Government resources.

B. Institutional Framework

The responsibility for civil aviation affairs in Ghana is vested in the Department of Civil Aviation in the Ministry of Transport and Communications.

C. Other Related Activities

Another UNDP Project has been proposed for an air freight marketing expert to advise and assist in the coordination and development of the export marketing of Ghanaian produce to be shipped by air. The advice of this expert will be of importance to supplying the main design inputs of the estimated amount and mix of the various air freight exports to be handled through this new cargo terminal.

D. Future UNDP Assistance

No major additional UNDP assistance is envisaged as it is expected that Ghanaian counterparts will be able to satisfactorily oversight the construction of the cargo terminal. Otherwise some short-term consultative advice may be desired during the construction phase to be supplied by a visiting ICAO regional aerodrome engineer.

II. OBJECTIVES OF THE PROJECT

Status. This Project is not included in the existing Ghana Country Programme.

A. Long-Range Objectives

To provide a basic facility of the infra-structures essential for the official end and economic handling of the air freight at the main Ghanaian international Airport.

B. Immediate Objectives

1. To advise regarding the design of the new cargo terminal such that the needs of all users of this terminal will be adequately and

2. To prepare the details of the specifications for the new cargo terminal based on the above coordination.

C. Provision for Government Follow-up

The Airport Management Division of the Department of Civil Aviation will use the cargo terminal specifications as the basis for its construction. Once constructed, the Department will over-see its successful utilization for the handling of air freight at the Kotoka Airport.

III. WORK PLAN

A. Description of Project Activities

	<u>Project Activities</u>	<u>Location</u>	<u>Date</u>
1.	Approval of Project	Accra	
2.	Expert recruited	ICAO, Montreal	
3.	Preparation of specifications for cargo terminal	Accra	
4.	Acceptance of final specification	Accra	

B. Description of UNDP Inputs

	<u>Assignment of International Staff</u>	<u>Location</u>	<u>Starting Date</u>	<u>Duration M/M</u>
1.1	Airport Terminal Building Engineer	Accra		12
2.	<u>UNDP Provided Supplies and Equipment</u>	<u>Location</u>		<u>Cost US Dollars</u>
	Expendable equipment	Accra		1,000
3.	<u>Miscellaneous</u>			
3.1	Sundry Costs	Accra		1,000

C. DESCRIPTION OF GOVERNMENTAL INPUTS

1. Assignment of National Staff

A counterpart Aerodrome Engineer will be provided to take over from the Expert at the end of the Expert's term and will be then responsible as the Project Manager for the construction of the cargo terminal.

2. Government Provided Buildings, Supplies and Equipment

An Officer and a typist/secretary will be provided for the Expert and Counterpart Team of the Project.

DRAFT PROJECT BUDGET COVERING GOVERNMENT CONTRIBUTION IN KIND

(In Local Currency)

Country: Ghana

Project No: GHA/ /A/01/15

Title:

		Total		1976		1977
		m/m		m/m		m/m
10	<u>PROJECT PERSONNEL</u>					
11	Professional, Technical and Counterpart Staff					
11-01	Aerodrome Engineer	12	4,800	10	4,000	2 800
11-09	Sub-total		4,800		4,000	800
15	Support personnel					
15-01	Typist-Clerk	12	1,800	10	1,500	2 300
19	Component Total		1,800		1,500	300
50	<u>MISCELLANEOUS</u>					
51	Miscellaneous		2,400		2,000	400
59	Component Total		2,400		2,000	400
99	<u>GRAND TOTAL</u>		9,000		7,500	1,500

DRAFT PROJECT BUDGET COVERING UNDP CONTRIBUTIONS

(In US Dollars)

Country: Ghana

Project No: GHA/ /A/01/15

Title:

		Total	1976	1977
		m/m	m/m	m/m
10	<u>PROJECT PERSONNEL</u>			
11	<u>EXPERT</u>			
11-01	Airport Building Engineer	12	10	2
19	Component Total	12 48,000	10 40,000	2 8,000
40	<u>EQUIPMENT</u>			
41	Equipment	1,000	1,000	
49	Component Total	1,000	1,000	
50	<u>MISCELLANEOUS</u>			
51	Miscellaneous	1,000	600	400
59	Component Total	1,000	600	400
99	GRAND TOTAL	50,000	41,600	8,400

INTERNATIONAL CIVIL
AVIATION ORGANIZATIONTechnical Assistance Project
RAF/74/021POTENTIAL CONTRIBUTION OF AVIATION
TO AFRICAN ECONOMIESORGANISATION DE L'AVIATION
CIVILE INTERNATIONALEProjet de l'assistance technique
RAF/74/021CONTRIBUTION POTENTIELLE DE L'AVIATION
AUX ECONOMIES AFRICAINESP.O. BOX 400, SUCCURSALE: PLACE DE L'AVIATION INTERNATIONALE,
1000 SHERBROOKE STREET WEST, MONTREAL, QUEBEC, CANADA H3A 2R2

File TA 9/2.852

27 January 1976

Dear Mr. Beliard,

Subject: RAF/74/021 - Potential Contribution of Aviation
to African Economies

Reference is made to my letter of 29 November 1975 addressed to you and the Government authorities transmitting the report on the country mission to The Gambia under this project. At the same time, we announced that a further visit would be made to The Gambia in the context of the inter-country Phase II of the project. The purpose of this letter is to bring you up-to-date on the developments.

Inter-country mission - Phase II

As you know, this mission was carried out by our team members, Messrs. P. Lescure and R. Robinson from 10 to 15 November 1975. A separate report is in preparation consolidating the inter-country findings and the prospects for the seventeen countries visited during the period November/December 1975. This report will be volume I of the general report on the inter-country possibilities for all countries covered in the survey. For the interim, we attach at Annex A, a statement concerning those inter-country aspects that specifically concern The Gambia.

Country mission - Phase I

The latest visit also provided an opportunity to follow-up on the recommendations contained in the country mission report on The Gambia issued in October 1975. The Government authorities had expressed a positive reaction to three recommendations in this report namely:

(1) Request the assistance of a tourism expert from the United Nations Office of Technical Cooperation (UNOTC) and an expert from the United Nations Conference on Trade and Development (UNCTAD) to conduct a survey among leading tour operators, hotel chains and airlines, in order to determine

- (a) if middle and upper-middle income tourism, using scheduled air services, could be promoted to The Gambia, provided the accommodations and amenities offered in the Kotu area were of sufficiently high standard and

Mr. Guy Beliard
P.O. Box 553
Bungalow Road
Banjul
THE GAMBIA

cc: UNOTC
UNCTAD

.../2

(b) if the tourist season could be expanded for operations throughout the year.

(2) Request expert advice from the International Civil Aviation Organization (ICAO) on the runway improvements needed to enable Yundum Airport to accommodate wide-bodied jets.

(3) Request ICAO to provide two experts to assist in the organization and development of a Civil Aviation Authority.

To determine the Government reaction to the above recommendations, the Mission met with the Acting Secretary General of the Presidency, the Minister of Information and Tourism, the Permanent Secretary of the Ministry of Works and Communication, and the Director of Civil Aviation. All three recommendations were favourably received, and it seems likely that their implementation will be requested by the Government. We are also grateful for the support that you have given to these recommendations.

As indicated in ICAO Headquarters' cable TA198, UNOTC and UNCTAD have been alerted to the effect that they may be requested to conduct a survey on tourism. The eventual formulation of a project proposal on tourism will need to be done by experts in this field. We could assist the Government further in this matter since RAF/74/021 also makes provision for technical expertise from UNOTC both in the field of tourism and surface transportation. We have, therefore, made tentative arrangements with UNOTC for a short visit to Banjul in conjunction with a UNOTC mission to neighbouring countries. We trust that you and the Government authorities will be in agreement with this proposal.

For the expert advice on runway improvements at Yundum Airport, following receipt of the request through your office under provisions of RAF/73/004, our expert Mr. S. Rangaragan has been assigned to this question from 10 March to 9 April 1976.

... For the expertise required to assist in the organization and development of a civil aviation authority, we have prepared a draft project document which you will find in Annex B. We understand that the Government is very much interested in this recommendation and we have therefore made arrangements for Mr. R. Robinson to be available during the period 24 March to 2 April 1976 for a stopover visit in Banjul, on his way to his next country mission assignment. Perhaps this short visit will provide the opportunity to finalize the processing of this project document. For your information, Mr. Robinson will be in Chad from 8 March 1976 in case you need to contact him on this matter.

... I attach five copies of this letter for circulation to the Government Departments that are concerned in these proposals. Please let me know if we can be of further assistance in order to obtain early approval of the above proposals.

I would like to thank you for the assistance given by you and your staff to this project.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'N. Detière', is written over a rectangular stamp or box.

N. Detière
Project Manager

Enclosures: Annex A - Possibilities for Regional Cooperation
Annex B - Draft Project Document: Assistance to Civil Aviation and Tourism
5 copies of this letter.

POSSIBILITIES FOR REGIONAL COOPERATION

Page 18 of The Gambia report recommends consideration of exports by air of choice cuts of Gambia beef to potential markets in Freetown, Monrovia, Accra and Abidjan, using existing air services. To accomplish this objective, The Gambia ought to be included in the contemplated FAO project on exports of meat by air to African markets.

Concurrently should an FAO project be developed to promote the export by air of fruit and vegetables, The Gambia ought to be included as a potential supplier of these commodities to African coastal countries.

By improving its airport and establishing a Civil Aviation Authority, the Government has demonstrated its desire to play a more active rôle in civil aviation.

In the Country Report, as well as in Second Phase discussions, the Mission has stressed the advantages to The Gambia of an "open skies" policy toward new air services, and believes that the Government has reached favourably to this concept. Should proposals for the development of new regional air services emerge from this Project, it is quite possible that The Gambia will wish to participate.

DRAFTUNITED NATIONS DEVELOPMENT PROGRAMMEProject of the Government
of
GAMBIA

Title: Assistance to Civil Aviation and Tourism

Number: GAM/ / /A/01/15 Duration: One Year

Sector: Transport and Communications (75)

Sub-sector: Transport by Air (7540)

Government Co-operating Agency: Executing Agency:
Ministry of Public Works International Civil Aviation
and Communications Organization (ICAO) (15)

Government Associated Agencies: Associated Executing Agency:
Ministry of Implementation UNOTC/UNCTAD
and Tourism

Date of Submission: Starting Date: 1976

Government Contribution: 17,000 (D) UNDP Contribution: 126,000 US\$

Approved:

on behalf of the Government
(signature)

Date _____

on behalf of the Executing Agency
(signature)

Date _____

on behalf of the UNDP
(signature)

Date _____

I. BACKGROUND AND SUPPORTING INFORMATION

A. Justification of the Project

Tourism

1. Tourism is a substantial industry in The Gambia and the Government places a high priority on its development.

2. During the six-month tourism season, there is a current weekly total of 765 charter seats that is expected to rise to 1400 by 1980. Beaches, coupled with fine winter weather, are what attract tourists to The Gambia. As a result, tourist accommodations are found within Banjul itself and to the west of the city, on the Atlantic coast. The beach area is large, with fine sand, and swimming is safe. Winter day temperatures vary between 20 and 25 degrees Centigrade.

3. That tourism has contributed to the economy is undeniable. Whether it has contributed as much as it should, or could, is questionable. Up to now, tourism has been drawn almost exclusively from lower income brackets. Visitors arrive by air charters, having prepaid their ground arrangements, and spend little money in the country itself.

4. Fortunately, an alternative may well exist, in the form of new development projects in the Kotu area of the Atlantic coast, which could be designed for tourists from a higher income bracket if there is such a market. More financial return to the economy can be expected from this new market.

Air Transport Facilities

5. Only one scheduled air service exists today between The Gambia and other continents, and that service operates only once a week.

6. This situation is mainly the result of three impediments to the development of scheduled air services:

- a. Banjul Airport has, up to now, been unable to accommodate large aircraft without severe payload penalties.
- b. No potential has existed for cargo exports by air.
- c. The development of tourism has come about entirely via air charter services.

7. Banjul is well situated along existing airline routes, and airport user-charges are reasonable. These are positive factors in the development of commercial air service. Other promising developments are:

- a. The improvements to Yundum Airport: a new terminal is under construction and it is planned to extend the runway. However, the proposal to extend the runway to only 9,000 feet will be insufficient to accommodate wide-bodied jets

operating with full payloads under high temperature conditions. Also, the present strength of the runway is well below the standard required for big-jet operation.

- b. The potential, over the medium term, for exports by air.
- c. The opportunity to upgrade the tourism infrastructure and thereby attract tourists who could use scheduled air services rather than charters.

Civil Aviation Authority

7. A Civil Aviation Authority is about to be established in The Gambia. Expertise in the technical and commercial aviation field will be needed to set this Authority up properly, and to train Gambians to take over at some future time.

B. Institutional Framework

8. The responsibility for civil aviation affairs in The Gambia is vested in the Department of Civil Aviation in the Ministry of Transport and Communications.

C. Other Related Activities

9. There is no other related activity in the civil aviation field.

D. Future UNDP Assistance

10. No additional UNDP assistance is envisaged at this time.

II. OBJECTIVES OF THE PROJECT

1. Status. This Project is not included in the existing Gambia Country Programme.

A. Long-Range Objectives

2. To maximize the net foreign exchange revenue to be derived from tourism and to improve the international airport facilities important to the economic development of Gambia.

B. Immediate Objectives

3. To help the Government promote the development of scheduled air services, thus assuring the necessary capacity for air exports and tourist traffic; to determine whether a class of tourism more remunerative to the economy can be attracted to The Gambia; and to ensure that improvements to Yundum Airport and the development of a Civil Aviation Authority are properly carried out.

Specifically, the immediate objectives are:

1. To conduct a survey among leading tour operators, such as American Express, Thomas Cook, Wagon-Lits Cook, Hapag-Lloyd, CIT, etc. plus leading airline and hotel chains, in order to determine (a) if middle and upper-middle income tourism, using scheduled air services, could be promoted to The Gambia, provided the accommodations and amenities offered in the Kotu area were of sufficiently high standard and (b) if the tourist season could be expanded for operations throughout the year.
2. To determine the runway improvement needed to enable Yundum International Airport to accommodate wide-bodied jets.
3. To assist in the organization and development of a civil aviation authority.

C. Provision for Government Follow-up

4. The Department of Civil Aviation will use the result of the survey to determine the policy on tourism development over the next five years.
5. The Department of Civil Aviation will consider improvements to the runway at Yundum Airport in the light of the advice received. The newly established civil aviation authority will be able to function with a substantial degree of autonomy both technically and administratively, and be capable of advising the Government in air transport matters including bilateral air treaties, and the development of new air services.

III. WORK PLAN

A. Description of Project Activities

	<u>Location</u>	<u>Date</u>
1. Civil Aviation Adviser and Air Transport Adviser recruited	ICAO, Montreal	1/4/76
2. Tourism Consultant	UNOTC, New York	1/4/76
3. Marketing Consultant	UNCTAD, Geneva	1/4/76
4. Tourism Survey completed and reports submitted		1/7/76

B. Description of UNDP Inputs

			<u>Starting</u> Date	<u>Duration</u> M/M
1.	<u>Assignment of International Staff</u>	<u>Location</u>		
1.1	Civil Aviation Adviser	Banjul	1/4/76	12
1.2	Air Transport Officer	Banjul	1/4/76	12
1.3	Tourism Consultant (UNOTC)	Banjul	1/4/76	3
1.4	Trade Consultant (UNCTAD)	Banjul	1/4/76	3

			<u>Cost</u> (US Dollars)
2.	<u>UNDP Provided Supplies and Equipment</u>	<u>Location</u>	
2.1	Expendable equipment	Gambia	1,000

3. Miscellaneous

3.1	Sundry Costs	Gambia	1,000
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C. Description of Government Inputs

			<u>Starting</u> Date
1.	<u>Assignment of National Staff</u>	<u>Location</u>	
	Two Civil Aviation counterpart staff will be provided: a technical officer and an administrative officer.		
		Banjul	1/4/76

2. Government Provided Buildings, Supplies and Equipment

An office and a typist/secretary will be provided for the expert and counterpart team.

DRAFT PROJECT BUDGET COVERING GOVERNMENT CONTRIBUTION IN KIND

(in Local Currency)

Country: Gambia

Project No.: GAM/ / /A/01/15

Title: Assistance to Civil Aviation and Tourism

		Total		1976		1977
		m/m		m/m		m/m
10.	<u>PROJECT PERSONNEL</u>					
11	<u>Professional, Technical and Counterpart Staff</u>					
11-01	Civil Aviation Technical Officer	12		9		3
11-02	Civil Aviation Administrative Officer	12		9		3
11-99	Sub-total	24	20,000	18	15,000	6 5,000
15	<u>Support Personnel</u>					
15-01	Clerk/Typist	12	4,000	9	3,000	3 1,000
19	Component Total	12	4,000	9	3,000	3 1,000
59	Miscellaneous		3,000		2,500	500
99.	TOTAL		27,000		20,500	6,500

DRAFT PROJECT BUDGET COVERING UNDP CONTRIBUTION

(in US Dollars)

Country: Gambia

Project No.: GAM/ / /A/01/15

Title: Assistance to Civil Aviation and Tourism

		Total	1976	1977			
		m/m	m/m	m/m			
10.	<u>PROJECT PERSONNEL</u>						
11	<u>Expert</u>						
11-01	Civil Aviation Adviser	12	9	3			
11-02	Air Transport Officer	12	9	3			
11-03	Consultants	6	6	-			
19	Component Total	30	120,000	24	96,000	6	24,000
49	Equipment		1,000		1,000		
59	Miscellaneous		1,000		600		400
99.	TOTAL UNDP CONTRIBUTION		122,000		97,600		24,400

INTERNATIONAL CIVIL
AVIATION ORGANIZATIONTechnical Assistance Project
RAF/74/021POTENTIAL CONTRIBUTION OF AVIATION
TO AFRICAN ECONOMIESORGANISATION DE L'AVIATION
CIVILE INTERNATIONALEProjet de l'assistance technique
RAF/74/021CONTRIBUTION POTENTIELLE DE L'AVIATION
AUX ECONOMIES AFRICAINESP.O. BOX 400, SUCCURSALE: PLACE DE L'AVIATION INTERNATIONALE,
1000 SHERBROOKE STREET WEST, MONTREAL, QUEBEC, CANADA H3A 2R2

Dossier TA 9/2.852

TE 210(2) ICAO
le 20 janvier 1976

Monsieur,

Objet: RAF/74/021 - Contribution potentielle de l'aviation
aux économies africaines

J'ai l'honneur d'appeler votre attention sur ma lettre du 31 octobre 1975 sous couvert de laquelle je vous ai fait parvenir (en même temps qu'à l'Administration nationale) le rapport de la mission par pays effectuée en Haute-Volta au titre de ce projet. Je vous annonçais par la même occasion qu'une nouvelle mission aurait lieu en Haute-Volta dans le cadre de la phase multinationale du projet. La présente lettre a pour objet de vous tenir au courant de la situation.

Mission multinationale - Phase II

Cette mission a été effectuée par les membres de notre équipe, MM. J. Guillot, P. Wenzel et F. Pratt, du 24 au 30 novembre 1975. Un rapport distinct en cours de préparation, regroupera les observations faites dans les dix-sept pays visités en novembre/décembre 1975, ainsi que les perspectives qui s'offrent à eux. Ce rapport constituera le premier volume du rapport général sur les possibilités multinationales qui se présentent à tous les pays couverts par l'enquête. A titre ... intérimaire, vous trouverez ci-joint, à l'Annexe A, un exposé des aspects du projet qui concernent expressément la Haute-Volta.

Mission par pays - Phase I

La dernière visite a permis de voir quelle suite avait été réservée aux recommandations formulées dans le rapport, publié en octobre 1975, sur la mission par pays effectuée en Haute-Volta. L'Administration a accueilli favorablement deux séries de recommandations, à savoir:

(a) Recommandations 2 et 3: Tourisme

L'Administration est désireuse de donner suite à ces recommandations et, à sa demande, nous avons préparé le projet d'une lettre qui vous serait adressée

M. Jens Høgel
Représentant du PNUD
Boîte postale 575
210, av. de la Gare
Ouagadougou, HAUTE-VOLTA

cc: CNUCED/CCI
Bureau de la Coopération technique de l'ONU

.../2

... pour vous demander les conseils d'experts. Ce projet est reproduit à l'Annexe B.

La rédaction finale d'une proposition relative à un projet concernant le tourisme devrait être confiée à des experts dans ce domaine. Nous pouvons continuer d'aider l'Administration dans cette tâche puisque le projet RAF/74/021 prévoit aussi l'assistance d'experts du Bureau de la Coopération technique de l'ONU dans le domaine du tourisme et des transports de surface. Nous avons donc pris des dispositions provisoires avec ce Bureau pour qu'il prévoit un bref séjour à Ouagadougou à l'occasion d'une mission dans les pays voisins. Nous espérons que l'Administration et vous-même serez d'accord sur cet arrangement et nous procéderons de la manière indiquée, sauf avis contraire de votre part.

(b) Recommandation n° 9: Aviation civile

Des entretiens ont eu lieu avec de hauts fonctionnaires de la CEAO. A l'heure actuelle, la Communauté envisage de présenter une demande en vue d'obtenir l'assistance d'experts du transport maritime et ferroviaire. Il serait souhaitable d'y ajouter l'assistance d'experts du transport aérien pour que l'équipe réunisse des spécialistes de tous les modes de transport. Nous estimons que cette proposition est conforme aux conceptions de la CNUCED/CCI. Nous avons donc préparé une ébauche de projet d'assistance qui est reproduite à l'Annexe C. M. Jean Guillot pourrait s'arrêter à Ouagadougou dans le courant de la période du 13 au 28 février 1976 à l'occasion de sa prochaine mission par pays. Un bref séjour permettrait peut-être de mettre au point le texte définitif de la recommandation sur l'aviation civile dont l'ébauche figure à l'Annexe C. A titre d'information, je vous signale que M. Guillot sera en Guinée à partir du 2 février 1976, au cas où vous voudriez vous mettre en rapport avec lui à ce propos.

Je crois savoir que l'Administration continue d'accueillir ces deux propositions générales avec beaucoup d'intérêt. Il lui appartient maintenant de prendre une décision sur les recommandations qui figurent dans le rapport sur la mission par pays. Je suis certain que les textes ci-joints faciliteront les entretiens ultérieurs avec l'Administration sur ces questions. Je vous fait parvenir ci-joint cinq exemplaires de la présente lettre afin que vous puissiez les distribuer aux services de l'Administration que ces propositions concernent, en particulier le Ministère des Travaux publics, des Transports et de l'Urbanisme et le Ministère dont relève l'Office national du Tourisme. Je me tiens à votre entière disposition pour vous fournir toute assistance complémentaire dont vous auriez besoin pour obtenir que les propositions ci-dessus soient approuvées à bref délai.

Je vous remercie de l'aide que vos collaborateurs et vous-même nous avez apportée pour ce projet et je vous prie d'agréer, Monsieur, l'expression de mes sentiments très distingués.



N. Detière
Directeur du Projet

Pièces jointes: Annexe A - Déclaration: Coopération régionale relative à la Haute-Volta
Annexe B - Projet de lettre: Assistance en matière de tourisme
Annexe C - Ebauche de projet d'assistance en aviation civile
Cinq copies de la présente lettre

Coopération régionale relative à la Haute-Volta tel que déterminé par
la mission inter-pays de l'OACI du 24 au 30 novembre 1975

ction 1 Tourisme

Une certaine coopération régionale, bien que limitée à un groupe restreint de pays se développe officiellement, principalement dans le cadre des cinq pays membres du Conseil de l'Entente (Côte d'Ivoire, Dahomey, Haute-Volta, Niger, Togo).

Elle se situe dans quatre domaines:

- (1) celui des facilitations c'est-à-dire de l'uniformisation des formalités d'entrée et de circulation des touristes ou visiteurs.
- (2) sur le plan de l'aménagement de certains sites touristiques:

ARLY en Haute-Volta;
la Pendjari au Dahomey;
le parc "W" à cheval sur le Dahomey et le Niger.

- (3) l'institution d'une Ecole de Formation touristique et hôtelière à Ouagadougou. Les résultats de l'étude en cours seront déposés au milieu de 1976.
- (4) la réalisation d'un "tourisme social" qui comporte l'implantation d'une infrastructure ainsi que de transports adaptés à ce trafic à base d'échanges culturels (jeunes - enseignants) ou sportifs, entre pays de l'Entente.

Ces 4 aspects de la coopération régionale sont suivis régulièrement au sein du "Comité Technique Inter Etatique du Tourisme" (CTIT), du Conseil de l'Entente.

Il n'existe pratiquement aucune promotion faite localement et tout est à créer.

La Direction du Tourisme est tout à fait en faveur de l'existence d'un réseau aérien non seulement intérieur; mais qui relierait également certains points excentrés du territoire tels ARLY, BOBO-DIOULASSO, BANFORA, avec les pays voisins; c'est-à-dire l'existence d'un réseau régional ouvrant davantage le pays aux courants touristiques.

Section 2 Agriculture

Il existe des échanges limités avec les pays voisins mais ils ne sont pas misés. En ce qui concerne l'aviation cependant, l'acheminement des produits maraîchers vers la côte, l'exportation de la viande et l'importation de poissons, présente un intérêt certain, surtout pour l'avenir.

La Côte d'Ivoire a fortement réduit ses importations à cause des livraisons trop irrégulières de la Haute-Volta et des importations plus avantageuses en provenance de la France, du "Zimbabwe" de l'Argentine et du Niger.

Il serait cependant dommage pour les pays sahéliens de perdre un marché traditionnel. Le transport par avion risque d'être fortement concurrencé par un projet de la RAN en cours de réalisation qui consiste en un transport efficace en nouveaux wagons frigorifiques.

Section 3 Ressources naturelles

Le projet de chemin de fer reliant TAMBAO à OUAGADOUGOU est en bonne voie. Outre l'évacuation du minerai de manganèse il servira aussi pour les besoins du transport de la viande du Nord-Est du pays.

Un autre projet digne d'être mentionné est un projet togolais d'un chemin de fer reliant les différents centres miniers du Niger, de la Haute-Volta et du Togo; mais ce projet est à très long terme.

Section 4 Aviation civile

La mission OACI a conclu que le plan de développement régional devrait être poursuivi dans le cadre d'un Organisme existant et en fonctionnement comme la CEAO.

Cet Organisme est en même temps un instrument de transition d'un organisme plus large comme la CEDEAO. Il a donc été décidé de présenter un avant projet en vue de placer un conseiller OACI au sein de la CEAO (voir document de base en Annexe B). Les fonctionnaires de la CEAO sont d'accord et présenteront au PNUD une lettre liant cette demande avec une demande antérieure faite à la CNUCED (projet RAF 0178 RAF/74/33) pour l'affectation d'un expert en transport maritime et terrestre et un conseiller en matière d'échanges commerciaux. Cette demande n'a pas eu de suite jusqu'alors.

(PROJET DE LETTRE)

OUAGADOUGOU le

Direction du Tourisme
-----à Monsieur le Représentant résident du PNUD
en Haute-VoltaSujet Assistance en matière de tourisme

Cher Monsieur,

Les possibilités touristiques de la Haute-Volta ont déjà fait l'objet de nombreuses études, d'inventaire tant sur le plan national que régional: Etudes UDTA en 1967, HOTAFRIC en 1970, BAD et Banque Mondiale. Ces inventaires n'ont généralement pas été suivies de propositions concrètes.

Dans le domaine du tourisme cynégétique, les parcs nationaux de PO, d'ARLY et des deux Balés sont en voie d'aménagement dans le cadre d'un projet financé par le PNUD. Au niveau des Etats de Conseil de l'Entente, un projet d'évaluation de la faune a été soumis à la FAC.

En matière de formation du personnel pour l'hôtellerie et le tourisme un Centre Régional de Formation sera construit à OUAGADOUGOU.

Le Gouvernement est désireux de voir l'aboutissement des projets déjà en cours. Il reste cependant d'autres aspects du développement touristique qui ne sont pas couverts par ces études et projets. C'est pourquoi le Gouvernement Voltaïque est intéressé par une suite à donner aux recommandations n^o 2 et 3 contenues dans le récent rapport de l'OACI (réf: RAF/74/021) pour demander une assistance technique et financière en vue de l'aider:

1^o - Dans l'établissement d'un plan intégré de développement touristique dans le cadre du prochain plan de développement économique de la Haute-Volta.

2^o - Dans une étude de marche et de promotion rationnelle du tourisme, liée à l'établissement de statistiques valables.

La formulation d'un projet plus détaillé devrait être mise au point à l'occasion de la venue d'un représentant de l'O.T.C. à OUAGADOUGOU.

Ebauche de projet d'assistance en aviation civileINTRODUCTION:

La CEAO est une organisation régionale valable et en fonctionnement couvrant la Mauritanie, le Mali, le Niger, le Sénégal et la Haute-Volta.

Elle constitue une entité homogène qui peut même par la suite co-exister avec d'autres organismes telle la CEDEAO; à l'exemple du BENELUX au sein de la CEE, la CEDEAO doit être essentiellement une union douanière.

Les intérêts communautaires de la CEAO comprennent non seulement un échange intensifié des marchandises et des ressources naturelles mais un développement des moyens de transport pouvant desservir la communauté. Reconnaissant l'importance de ce problème les Présidents des Etats membres ont signé un protocole (F) concernant la coordination et le développement des transports et communications.

Un plan communautaire doit être mis au point au plus tard dans les 4 années à compter du 17 avril 1973.

JUSTIFICATION:

Les conversations avec des Hauts Fonctionnaires de la CEAO à Ouagadougou ont amené à la mission OACI à conclure qu'une assistance technique est souhaitée et demandée dans le domaine de l'Aviation. Cette assistance peut être liée logiquement avec l'assistance que la CEAO pense demander dans les domaines des transports maritimes et ferroviaires. Une telle "équipe" spécialisée dans les problèmes de transport serait très souhaitable selon nos entretiens avec les autres agences concernées principalement l'UNCTAD/ITC à Genève.

ACTION:

Cet exposé a pour but de servir de document de base pour l'approbation d'une demande adressée au PNUD en vue de l'affectation d'un conseiller compétent en matière de développement du transport aérien au sein de la CEAO. Cette affectation serait pour une période de 2 ans. Les coûts d'un tel projet seraient de \$84,000. Le mandat d'un tel conseiller pourra être élargi au fur et à mesure de l'adhésion de nouveaux Etats membres ainsi qu'en conformité avec le développement de la CEDEAO.