European
Commission

OAU - IBAR

Provision of Technical Assistance to National PACE Projects

Number: EUROPEAID / 112448 / D / SV



Pre-qualification Documents

July 2001

RWA International Ltd

(formerly Richard Woodroofe & Associates Ltd)
Specialist Services in Rural Development and Management

Registered Office: Beckets House, 34 Market Place, Ripon, North Yorkshire, HG4 1BZ, UK.
Telephone: +44 (0) 1765 600455 Facsimile: +44 (0) 1765 600344 e-mail: rwaripon@rwainternational.com

Organisation of African Unity (OAU)
Inter-African Bureau for Animal Resources (IBAR)
Monrovia Street, Maendeleo House
PO Box 30786, Nairobi
Kenya

12 July 2001

Dear Sir,

PAN-AFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)
PROVISION OF TECHNICAL ASSISTANCE TO NATIONAL PACE PROJECTS
Notice of Prequalification No. EUROPEAID / 112448 / D / SV

RWA is pleased to submit these prequalification documents on behalf of the RWA Consortium to prequalify for the opportunity to tender for the provision of technical assistance to the PACE National Projects.

The RWA Consortium, consisting of RWA International as lead company, Agrer of Belgium and HVA International of the Netherlands, has been carefully structured to be able to provide the breadth and depth of experience and expertise necessary for the implementation of this exciting and challenging project.

We trust that our prequalification documents will illustrate the RWA Consortium's suitability to tender for PACE National Projects, and look forward to the opportunity of providing full technical and financial proposals should we be shortlisted.

Yours faithfully,

Dr Rowan Mactaggart
Director

PREQUALIFICATION DOCUMENTS

for the

PROVISION OF CONSULTANCY SERVICES TO PACE NATIONAL PROJECTS

No: EUROPEAID / 112448 / D / SV

RWA International

in association with

Agrer (Belgium) HVA International (Netherlands)

July 2001

RWA International
Beckets House
34 Market Place
Ripon
HG4 1BZ, UK

S.A. Agrer N.V.
Avenue Louise no 251
Bte 23
Brussels, B-1050
Belgium

HVA International
P.O. Box 12204
Amsterdam
1100 AE
The Netherlands

Document 1 – Declarations of Intent to Tender

RWA International Ltd

(formerly Richard Woodroofe & Associates Ltd)
Specialist Services in Rural Development and Management

Registered Office: Beckets House, 34 Market Place, Ripon, North Yorkshire, HG4 1BZ, UK.
Telephone: +44 (0) 1765 600455 Facsimile: +44 (0) 1765 600344 e-mail: rwaripon@rwainternational.com

PAN-AFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)
PROVISION OF TECHNICAL ASSISTANCE TO NATIONAL PACE PROJECTS
Notice of Prequalification No. EUROPEAID / 112448 / D / SV

DECLARATION OF INTENT

The undersigned, Dr Rowan Mactaggart, Director of RWA International Ltd, hereby confirms:

- to agree to submit a joint pre-qualification dossier for the above mentioned project in a Consortium consisting of:

RWA International Ltd
Beckets House
34 Market Place
Ripon,
North Yorkshire
HG4 1BZ, UK
Contact person: Dr Rowan Mactaggart, Director
Tel.: + 44 1765 600455
Fax: + 44 1765 600344
Email: rowan@rwainternational.com

S.A. Agrer N.V.
Avenue Louise no 251
Bte 23
Brussels, B-1050
Belgium
Tel: +32-2-640-6310
Fax: +32-2-648-7538
Email: agrer@agrer.com

HVA International
P.O. Box 12204
Amsterdam
1100 AE
The Netherlands
Tel: +31-20-3116000
Fax: + +31-20-6969599
Email: office@hvainternational.nl

- to nominate RWA International Ltd as the Lead Consultant of the Consortium
- to submit a bid according to the provision given in the tender document should the above-mentioned Consortium be shortlisted.

Done in Ripon, North Yorkshire, on: July 2nd, 2001

Dr Rowan Mactaggart
Director

agrer

PAN-AFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)
PROVISION OF TECHNICAL ASSISTANCE TO NATIONAL PACE PROJECTS
Notice of Prequalification No. EUROPEAID / 112448 / D / SV

DECLARATION OF INTENT

The undersigned, Robert COUTURIER, Managing Director, and Frank FEYS, Director, hereby confirm:

- to agree to submit a joint pre-qualification dossier for the above mentioned project in a Consortium consisting of:

  RWA International Ltd
  Beckets House
  34 Market Place
  Ripon, North Yorkshire, HG4 1BZ, UK
  Contact person: Dr Rowan Mactaggart, Director
  Tel.: + 44 1765 600455
  Fax: + 44 1765 600344
  Email: rowan@rwainternational.com

  S.A. Agrer N.V.
  Avenue Louise no 251 Bte 23
  B-1050 Brussels, Belgium
  Tel: +32-2-640-6310
  Fax: +32-2-648-7538
  Email: agrer@agrer.com

  HVA International
  P.O. Box 12204
  Amsterdam 1100 AE, The Netherlands
  Tel: +31-20-3116000
  Fax: + +31-20-6969599
  Email: office@hvainternational.com

- to nominate RWA International Ltd as the Lead Consultant of the Consortium

- to submit a bid according to the provision given in the tender document should the above-mentioned Consortium be shortlisted.

Done in Brussels, on 29th of June 2001,

Frank FEYS
Director

Robert COUTURIER
Managing Director

PAN-AFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)
PROVISION OF TECHNICAL ASSISTANCE TO NATIONAL PACE PROJECTS
Notice of Prequalification No. EUROPEAID / 112448 / D / SV

DECLARATION OF INTENT

The undersigned, Mr. Clemens Rolink, Director of HVA International, hereby confirms:

- to agree to submit a joint pre-qualification dossier for the above mentioned project in a Consortium consisting of:

RWA International Ltd
Beckets House
34 Market Place
Ripon,
North Yorkshire
HG4 1BZ, UK
Contact person: Dr Rowan Mactaggart, Director
Tel.: + 44 1765 600455
Fax: + 44 1765 600344
Email: rowan@rwainternational.com

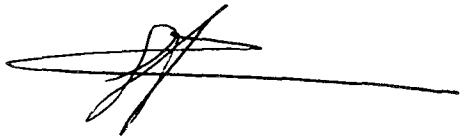
S.A. Agrer N.V.
Avenue Louise no 251
Bte 23
Brussels, B-1050
Belgium
Tel: +32-2-640-6310
Fax: +32-2-648-7538
Email: agrer@agrer.com

HVA International
P.O. Box 12204
Amsterdam
1100 AE
The Netherlands
Tel: +31-20-3116000
Fax: + +31-20-6969599
Email: office@hvainternational.nl

- to nominate RWA International Ltd as the Lead Consultant of the Consortium

- to submit a bid according to the provision given in the tender document should the above-mentioned Consortium be shortlisted.

Done in Amsterdam, Netherlands, on:



Mr. Clemens Rolink
Director

Documents on Eligibility

Document 2 – Constitution / Legal Status of Consortium Members

The Companies Act 1985

Private Company Limited by Shares

Company Number: 2394229

MEMORANDUM AND ARTICLES OF ASSOCIATION

RICHARD WOODROOFE & ASSOCIATES LIMITED

Incorporated the 12th June, 1989

Jordan & Sons Limited
Company Formation and Information Specialists
Legal Stationers and Publishers
Branches throughout the United Kingdom
Telephone 01-253-3030 Telex 261010

THE COMPANIES ACT 1985

PRIVATE COMPANY LIMITED BY SHARES

MEMORANDUM OF ASSOCIATION OF

RICHARD WOODROOFE & ASSOCIATES LIMITED

1. The Company's name is "RICHARD WOODROOFE & ASSOCIATES LIMITED".

2. The Company's registered office is to be situated in England & Wales.

3. The Company's objects are :-

(a) The Company to provide comprehensive professional and technical services in all aspects of rural development by drawing upon the accumulated experience of a group of qualified specialist personnel with a range of diverse skills and expertise in agricultural and livestock production and management. The Company's services to the rural development sector encompass the identification, assessment, design and management of development programmes and projects in respect of agriculture, forestry and livestock enterprises and associated technical training, agro-industrial development and economic monitoring and evaluation programmes both in Great Britain and abroad.

OB
R45582/SJ

carry on any other trade or business whatever which can in the opinion of the ·ectors be advantageously carried on in connection with or ancillary to any of ses of the Company.

purchase or by any other means acquire and take options over any property nd any rights or privileges of any kind over or in respect of any property.

apply for, register, purchase, or by other means acquire and protect, renew, whether in the United Kingdom or elsewhere any patents, patent rights, vention, licences, secret processes, trade marks, designs, protections and s and to disclaim, alter, modify, use and turn to account and to manufacture ant licences or privileges in respect of the same, and to expend money in ng upon, testing and improving any patents, inventions or rights which the ıay acquire or propose to acquire.

ıcquire or undertake the whole or any part of the business, goodwill, and assets ıon, firm, or company carrying on or proposing to carry on any of the which the Company is authorised to carry on and as part of the consideration quisition to undertake all or any of the liabilities of such person, firm or r to acquire an interest in, amalgamate with, or enter into partnership or into ment for sharing profits, or for co-operation, or for mutual assistance with ərson, firm or company, or for subsidising or otherwise assisting any such or company, and to give or accept, by way of consideration for any of the ıs aforesaid or property acquired, any shares, debentures, debenture stock that may be agreed upon, and to hold and retain, or sell, mortgage and deal res, debentures, debenture stock or securities so received.

improve, manage, construct, repair, develop, exchange, let on lease or ıortgage, charge, sell, dispose of, turn to account, grant licences, options, ·ivileges in respect of, or otherwise deal with all or any part of the property the Company.

ıvest and deal with the moneys of the Company not immediately required in · as may from time to time be determined and to hold or otherwise deal with ənts made.

end and advance money or give credit on any terms and with or without ıy person, firm or company (including without prejudice to the generality of ı any holding company, subsidiary or fellow subsidiary of, or any other sociated in any way with, the Company), to enter into guarantees, contracts and suretyships of all kinds, to receive money on deposit or loan upon any secure or guarantee in any manner and upon any terms the payment of any ey or the performance of any obligation by any person, firm or company hout prejudice to the generality of the foregoing any such holding company, ·llow subsidiary or associated company as aforesaid).

orrow and raise money in any manner and to secure the repayment of any ved, raised or owing by mortgage, charge, standard security, lien or other ı the whole or any part of the Company's property or assets (whether ure), including its uncalled capital, and also by a similar mortgage, charge, ·urity, lien or security to secure and guarantee the performance by the ıny obligation or liability it may undertake or which may become binding on

fraw, make, accept, endorse, discount, negotiate, execute and issue ı of exchange, promissory notes, bills of lading, warrants, debentures, and ble or transferable instruments.

(k) To apply for, promote, and obtain any Act of Parliament, order, or licence of the Department of Trade or other authority for enabling the Company to carry any of its objects into effect, or for effecting any modification of the Company's constitution, or for any other purpose which may seem calculated directly or indirectly to promote the Company's interests, and to oppose any proceedings or applications which may seem calculated directly or indirectly to prejudice the Company's interests.

(l) To enter into any arrangements with any government or authority (supreme, municipal, local, or otherwise) that may seem conducive to the attainment of the Company's objects or any of them, and to obtain from any such government or authority any charters, decrees, rights, privileges or concessions which the Company may think desirable and to carry out, exercise, and comply with any such charters, decrees, rights, privileges, and concessions.

(m) To subscribe for, take, purchase, or otherwise acquire, hold, sell, deal with and dispose of, place and underwrite shares, stocks, debentures, debenture stocks, bonds, obligations or securities issued or guaranteed by any other company constituted or carrying on business in any part of the world, and debentures, debenture stocks, bonds, obligations or securities issued or guaranteed by any government or authority, municipal, local or otherwise, in any part of the world.

(n) To control, manage, finance, subsidise, co-ordinate or otherwise assist any company or companies in which the Company has a direct or indirect financial interest, to provide secretarial, administrative, technical, commercial and other services and facilities of all kinds for any such company or companies and to make payments by way of subvention or otherwise and any other arrangements which may seem desirable with respect to any business or operations of or generally with respect to any such company or companies.

(o) To promote any other company for the purpose of acquiring the whole or any part of the business or property or undertaking or any of the liabilities of the Company, or of undertaking any business or operations which may appear likely to assist or benefit the Company or to enhance the value of any property or business of the Company, and to place or guarantee the placing of, underwrite, subscribe for, or otherwise acquire all or any part of the shares or securities of any such company as aforesaid.

(p) To sell or otherwise dispose of the whole or any part of the business or property of the Company, either together or in portions, for such consideration as the Company may think fit, and in particular for shares, debentures, or securities of any company purchasing the same.

(q) To act as agents or brokers and as trustees for any person, firm or company, and to undertake and perform sub-contracts.

(r) To remunerate any person, firm or company rendering services to the Company either by cash payment or by the allotment to him or them of shares or other securities of the Company credited as paid up in full or in part or otherwise as may be thought expedient.

(s) To pay all or any expenses incurred in connection with the promotion, formation and incorporation of the Company, or to contract with any person, firm or company to pay the same, and to pay commissions to brokers and others for underwriting, placing, selling, or guaranteeing the subscription of any shares or other securities of the Company.

(t) To support and subscribe to any charitable or public object and to support and subscribe to any institution, society, or club which may be for the benefit of the

ır its Directors or employees, or may be connected with any town or place where ny carries on business; to give or award pensions, annuities, gratuities, and ation or other allowances or benefits or charitable aid and generally to provide s, facilities and services for any persons who are or have been Directors of, or ıave been employed by, or who are serving or have served the Company, or any hich is a subsidiary of the Company or the holding company of the Company or a diary of the Company or the predecessors in business of the Company or of any diary, holding or fellow subsidiary company and to the wives, widows, children latives and dependants of such persons; to make payments towards insurance; o, establish, support and maintain superannuation and other funds or schemes ntributory or non-contributory) for the benefit of any of such persons and of , widows, children and other relatives and dependants; and to set up, upport and maintain profit sharing or share purchase schemes for the benefit ıe employees of the Company or of any such subsidiary, holding or fellow ompany and to lend money to any such employees or to trustees on their behalf ny such purchase schemes to be established or maintained.

bject to and in accordance with a due compliance with the provisions of 55 to 158 (inclusive) of the Act (if and so far as such provisions shall be to give, whether directly or indirectly, any kind of financial assistance (as ection 152(1)(a) of the Act) for any such purpose as is specified in Section or Section 151(2) of the Act.

distribute among the Members of the Company in kind any property of the f whatever nature.

procure the Company to be registered or recognised in any part of the

do all or any of the things or matters aforesaid in any part of the world and rincipals, agents, contractors or otherwise, and by or through agents, -contractors or otherwise and either alone or in conjunction with others.

do all such other things as may be deemed incidental or conducive to the f the Company's objects or any of them.

that:-

None of the objects set forth in any sub-clause of this Clause shall be construed but the widest interpretation shall be given to each such object, such objects shall, except where the context expressly so requires, be in ited or restricted by reference to or inference from any other object or orth in such sub-clause, or by reference to or inference from the terms of b-clause of this Clause, or by reference to or inference from the name of the

None of the sub-clauses of this Clause and none of the objects therein all be deemed subsidiary or ancillary to any of the objects specified in any ub-clause, and the Company shall have as full a power to exercise each and the objects specified in each sub-clause of this Clause as though each such ontained the objects of a separate Company.

The word "Company" in this Clause, except where used in reference to the all be deemed to include any partnership or other body of persons, whether or unincorporated and whether domiciled in the United Kingdom or

(4) In this Clause the expression "the Act" means the Companies Act 1985, but so that any reference in this Clause to any provision of the Act shall be deemed to include a reference to any statutory modification or re-enactment of that provision for the time being in force.

4. The liability of the Members is limited.

5. The Company's share capital is £100 divided into 2 shares of £50 each.

We, the subscribers to this Memorandum of Association, wish to be formed into a Company pursuant to this Memorandum; and we agree to take the number of shares shown opposite our respective names.

Names and addresses of Subscribers	Number of shares taken by each Subscriber
1. Instant Companies Limited. 2, Baches Street, London N1 6UB	- One
2. Swift Incorporations Limited 2, Baches Street London N1 6UB	- One
Total shares taken	- Two

Dated the 1st day of June, 1989.

Witness to the above Signatures:- Terry Jayne,
2, Baches Street
London N1 6UB

OMPANIES ACT 1985

TE COMPANY LIMITED BY SHARES

LES OF ASSOCIATION OF

.RD WOODROOFE & ASSOCIATES LIMITED

INARY

he Regulations contained in Table A in the Schedule to the Companies (Tables A to lations 1985 as amended by the Companies (Tables A to F) (Amendment) ons 1985 (such Table being hereinafter called "Table A") shall apply to the y save in so far as they are excluded or varied hereby and such Regulations so excluded or varied) and the Articles hereinafter contained shall be the ns of the Company.

these Articles the expression "the Act" means the Companies Act 1985, but ny reference in these Articles to any provision of the Act shall be deemed to a reference to any statutory modification or re-enactment of that provision for being in force.

ENT OF SHARES

hares which are comprised in the authorised share capital with which the y is incorporated shall be under the control of the Directors who may (subject to 80 of the Act and to paragraph (d) below) allot, grant options over or otherwise of the same, to such persons, on such terms and in such manner as they think

ll shares which are not comprised in the authorised share capital with which the y is incorporated and which the Directors propose to issue shall first be offered to the Members in proportion as nearly as may be to the number of the existing shares held by them respectively unless the Company in General Meeting shall by Special Resolution otherwise direct. The offer shall be made by notice specifying the number of shares offered, and limiting a period (not being less than fourteen days) within which the offer, if not accepted, will be deemed to be declined. After the expiration of that period, those shares so deemed to be declined shall be offered in the proportion aforesaid to the persons who have, within the said period, accepted all the shares offered to them; such further offer shall be made in like terms in the same manner and limited by a like period as the original offer. Any shares not accepted pursuant to such offer or further offer as aforesaid or not capable of being offered as aforesaid except by way of fractions and any shares released from the provisions of this Article by any such Special Resolution as aforesaid shall be under the control of the Directors, who may allot, grant options over or otherwise dispose of the same to such persons, on such terms, and in such manner as they think fit, provided that, in the case of shares not accepted as aforesaid, such shares shall not be disposed of on terms which are more favourable to the subscribers therefor than the terms on which they were offered to the Members. The foregoing provisions of this paragraph (b) shall have effect subject to Section 80 of the Act.

(c) In accordance with Section 91(1) of the Act Sections 89(1) and 90(1) to (6) (inclusive) of the Act shall not apply to the Company.

(d) The Directors are generally and unconditionally authorised for the purposes of Section 80 of the Act, to exercise any power of the Company to allot and grant rights to subscribe for or convert securities into shares of the Company up to the amount of the authorised share capital with which the Company is incorporated at any time or times during the period of five years from the date of incorporation and the Directors may, after that period, allot any shares or grant any such rights under this authority in pursuance of an offer or agreement so to do made by the Company within that period. The authority hereby given may at any time (subject to the said Section 80) be renewed, revoked or varied by Ordinary Resolution of the Company in General Meeting.

SHARES

3. The lien conferred by Clause 8 in Table A shall attach also to fully paid-up shares, and the Company shall also have a first and paramount lien on all shares, whether fully paid or not, standing registered in the name of any person indebted or under liability to the Company, whether he shall be the sole registered holder thereof or shall be one of two or more joint holders, for all moneys presently payable by him or his estate to the Company. Clause 8 in Table A shall be modified accordingly.

4. The liability of any Member in default in respect of a call shall be increased by the addition at the end of the first sentence of Clause 18 in Table A of the words "and all expenses that may have been incurred by the Company by reason of such non-payment".

GENERAL MEETINGS AND RESOLUTIONS

5. (a) A notice convening a General Meeting shall be required to specify the general nature of the business to be transacted only in the case of special business and Clause 38 in Table A shall be modified accordingly.

All business shall be deemed special that is transacted at an Extraordinary General Meeting, and also all that is transacted at an Annual General Meeting, with the exception of declaring a dividend, the consideration of the accounts, balance sheets, and the

f the Directors and Auditors, and the appointment of, and the fixing of the tion of, the Auditors.

very notice convening a General Meeting shall comply with the provisions of 72(3) of the Act as to giving information to Members in regard to their right to oxies; and notices of and other communications relating to any General Meeting Member is entitled to receive shall be sent to the Directors and to the Auditors e being of the Company.

lause 40 in Table A shall be read and construed as if the words "at the time Meeting proceeds to business" were added at the end of the first sentence.

a quorum is not present within half an hour from the time appointed for a General e General Meeting shall stand adjourned to the same day in the next week at the and place or to such other day and at such other time and place as the Directors nine; and if at the adjourned General Meeting a quorum is not present within half om the time appointed therefor such adjourned General Meeting shall be

ause 41 in Table A shall not apply to the Company.

IENT OF DIRECTORS

iuse 64 in Table A shall not apply to the Company.

e maximum number and minimum number respectively of the Directors may be from time to time by Ordinary Resolution in General Meeting of the Company. ind in default of any such determination there shall be no maximum number of nd the minimum number of Directors shall be one. Whensoever the minimum he Directors shall be one, a sole Director shall have authority to exercise all and discretions by Table A and by these Articles expressed to be vested in 's generally, and Clause 89 in Table A shall be modified accordingly.

Directors shall not be required to retire by rotation and Clauses 73 to 80 n Table A shall not apply to the Company.

person shall be appointed a Director at any General Meeting unless either:-

he is recommended by the Directors; or

not less than fourteen nor more than thirty-five clear days before the date r the General Meeting, notice executed by a Member qualified to vote at the eting has been given to the Company of the intention to propose that person ient, together with notice executed by that person of his willingness to be

ject to paragraph (d) above, the Company may by Ordinary Resolution in eting appoint any person who is willing to act to be a Director, either to fill a as an additional Director.

Directors may appoint a person who is willing to act to be a Director, a vacancy or as an additional Director, provided that the appointment does a number of Directors to exceed any number determined in accordance with) above as the maximum number of Directors and for the time being in force.

BORROWING POWERS

8. The Directors may exercise all the powers of the Company to borrow money without limit as to amount and upon such terms and in such manner as they think fit, and subject (in the case of any security convertible into shares) to Section 80 of the Act to grant any mortgage, charge or standard security over its undertaking, property and uncalled capital, or any part thereof, and to issue debentures, debenture stock, and other securities whether outright or as security for any debt, liability or obligation of the Company or of any third party.

ALTERNATE DIRECTORS

9. (a) An alternate Director shall not be entitled as such to receive any remuneration from the Company, save that he may be paid by the Company such part (if any) of the remuneration otherwise payable to his appointor as such appointor may by notice in writing to the Company from time to time direct, and the first sentence of Clause 66 in Table A shall be modified accordingly.

(b) A Director, or any such other person as is mentioned in Clause 65 in Table A, may act as an alternate Director to represent more than one Director, and an alternate Director shall be entitled at any meeting of the Directors or of any committee of the Directors to one vote for every Director whom he represents in addition to his own vote (if any) as a Director, but he shall count as only one for the purpose of determining whether a quorum is present.

DISQUALIFICATION OF DIRECTORS

10. The office of a Director shall be vacated if he becomes incapable by reason of illness or injury of managing and administering his property and affairs, and Clause 81 in Table A shall be modified accordingly.

GRATUITIES AND PENSIONS

11. (a) The Directors may exercise the powers of the Company conferred by Clause 3(t) of the Memorandum of Association of the Company and shall be entitled to retain any benefits received by them or any of them by reason of the exercise of any such powers.

(b) Clause 87 in Table A shall not apply to the Company.

PROCEEDINGS OF DIRECTORS

12. (a) A Director may vote, at any meeting of the Directors or of any committee of the Directors, on any resolution, notwithstanding that it in any way concerns or relates to a matter in which he has, directly or indirectly, any kind of interest whatsoever, and if he shall vote on any such resolution as aforesaid his vote shall be counted; and in relation to any such resolution as aforesaid he shall (whether or not he shall vote on the same) be taken into account in calculating the quorum present at the meeting.

(b) Clauses 94 to 97 (inclusive) in Table A shall not apply to the Company.

NITY

Every Director or other officer of the Company shall be indemnified out of the of the Company against all losses or liabilities which he may sustain or incur in or ne execution of the duties of his office or otherwise in relation thereto, including ility incurred by him in defending any proceedings, whether civil or criminal, in udgment is given in his favour or in which he is acquitted or in connection with plication under Section 144 or Section 727 of the Act in which relief is granted to the Court, and no Director or other officer shall be liable for any loss, damage or me which may happen to or be incurred by the Company in the execution of the of his office or in relation thereto. But this Article shall only have effect in so s provisions are not avoided by Section 310 of the Act.

Clause 118 in Table A shall not apply to the Company.

FER OF SHARES

e Directors may in their absolute discretion and without assigning any reason e, decline to register the transfer of a share, whether or not it is a fully paid and the first sentence of Clause 24 in Table A shall not apply to the Company.

Names and addresses of Subscribers

---

it Companies Limited
hes Street
n N1 6UB

ncorporations Limited
nes Street
n N1 6UB

---

is 1st day of June, 1989.

to the above signatures, Terry Jayne
2 Baches Street
London N1 6UB

DH/SQA05841/XV

S.A. AGRER N.V.
société anonyme ayant son siège à
Bruxelles (1050 Bruxelles), avenue Louise, 251/23.
Registre du Commerce de Bruxelles numéro 288.238.
Taxe sur la Valeur Ajoutée numéro 400.501.419.

TEXTE COORDONNE DES STATUTS AU 12 NOVEMBRE 1997

Constituée sous la forme de société congolaise par actions à responsabilité limitée aux termes d'un acte reçu par le notaire André SCHEYVEN, à Bruxelles, le vingt-deux mai mil neuf cent cinquante-neuf, publié à l'Annexe au Moniteur belge du neuf juillet suivant, sous le numéro 20623, actuellement régie par les dispositions relatives aux sociétés anonymes belges, aux termes d'une délibération du conseil d'administration du vingt juin suivant, publié sous le numéro 20734.

Statuts modifiés suivant actes reçu par le notaire André SCHEYVEN, à Bruxelles, le quinze mai mil neuf cent soixante et un, par le notaire Gilberte RAUCQ, à Bruxelles, le onze décembre mil neuf cent septante-trois et par le notaire Thierry VAN HALTEREN, à Bruxelles, le vingt-trois décembre mil neuf cent quatre-vingt-un (contenant modification de la dénomination en l'actuelle), et le trente et un mars mil neuf cent quatre-vingt-deux, publiés aux annexes au Moniteur belge, respectivement, du huit juin mil neuf cent soixante et un, sous le numéro 16323, du quatre janvier mil neuf cent septante-quatre, sous le numéro 23-5, du seize janvier mil neuf cent quatre-vingt-deux, sous le numéro 148-29 et du vingt et un avril mil neuf cent quatre-vingt-deux, sous le numéro 807-6.

Les statuts ont été actualisés et refondus par acte du notaire Thierry VAN HALTEREN, à Bruxelles, en date du vingt-neuf avril mil neuf cent quatre-vingt-six, acte contenant prorogation de la durée de la société pour un terme illimité, publié aux annexes au Moniteur belge sous le numéro 860524-110.

Les statuts ont été modifiés aux termes des procès-verbaux dressés par le notaire Thierry VAN HALTEREN, à Bruxelles, le vingt-sept janvier mil neuf cent quatre-vingt-huit, publié à l'Annexe au Moniteur belge du dix-sept février suivant, sous le numéro 870217-151, du dix-sept décembre mil neuf cent nonante et un, publié à l'annexe au Moniteur belge du huit janvier mil neuf cent nonante-deux, sous le numéro 920108-323, du vingt-trois juin mil neuf cent nonante-trois, publié aux annexes au Moniteur belge sous le numéro 930714-263, et du dix-neuf décembre mil neuf cent nonante-cinq, publié aux annexes au Moniteur belge sous le numéro 960106-534.

Les statuts ont été modifiés pour la dernière fois par acte du notaire Thierry Van Halteren, à Bruxelles, du douze novembre mil neuf cent nonante-sept, publié aux annexes au Moniteur belge sous le numéro 971204-407.

TITRE I.- CARACTERE DE LA SOCIETE.

ARTICLE 1.- DENOMINATION.

La société a la forme d'une société anonyme et est dénommée : "S.A. AGRER N.V.".

ARTICLE 2.- SIEGE.

Le siège social est établi à Bruxelles (1050 Bruxelles), avenue Louise, 251/23.

Il peut être transféré en tout autre lieu en Belgique, par décision du conseil d'administration. Tout changement du siège social est publié aux annexes au Moniteur belge par les soins du conseil d'administration.

La société peut établir, par décision du conseil d'administration, des sièges administratifs ou d'exploitation, succursales, bureaux et agences en Belgique et à l'étranger.

ARTICLE 3.- OBJET.

La société a pour objet d'effectuer toutes études tendant à la mise en valeur et l'équipement industriel ou agricole de toutes régions situées en Belgique ou à l'étranger.

Elle peut notamment, sans que l'énumération ci-dessous soit limitative, fournir toutes études techniques concernant l'équipement industriel, forestier ou agricole d'une région, l'organisation d'usines et leur équipement ainsi que tous travaux de génie civil, la création d'un réseau de voies de communication, la rectification ou l'amélioration de celles-ci, la constitution des sols, leurs possibilités de mise en valeur ou d'amélioration, leur préparation et, d'une manière générale, tous travaux de génie rural.

Aux effets ci-dessus : établir tous projets provisoires, tous cahiers des charges et projets définitifs, examiner les soumissions présentées à l'adjudication des travaux, diriger l'exécution de ceux-ci, en faire la réception provisoire ou définitive.

Elle peut, dans les limites de son objet social, effectuer en Belgique ou à l'étranger, toutes opérations mobilières, immobilières, financières, industrielles, commerciales ou civiles.

La société peut agir pour elle-même ou pour compte de tiers.

Elle peut s'intéresser par voie d'apport, de cession, de fusion, de souscription, de participation, d'intervention financière ou autrement, dans toutes sociétés, entreprises ou opérations ayant un objet similaire ou connexe ou de nature à favoriser la réalisation de son objet.

L'assemblée générale pourra modifier l'objet social dans les conditions prévues par l'article 70 bis des lois coordonnées sur les sociétés commerciales.

ARTICLE 4.- DUREE.

La société a été constituée le vingt-deux mai mil neuf cent cinquante-neuf pour une durée de trente ans. Par décision de l'assemblée générale extraordinaire en date du vingt-neuf avril mil neuf cent quatre-vingt-six, la durée de la société a été prorogée pour une période illimitée.

TITRE II.- FONDS SOCIAL.

ARTICLE 5.- CAPITAL.

Le capital social est fixé à trente-trois millions cinq cent quarante-huit mille francs et entièrement libéré. Il est représenté par trente-six mille six cent quarante actions sans désignation de valeur nominale, représentant chacune un/trente-six mille six cent quarantième de l'avoir social.

ARTICLE 6.- AUGMENTATION DU CAPITAL.

Le capital social peut être augmenté en une ou plusieurs fois par décision de l'assemblée générale statuant dans les conditions requises pour les modifications aux statuts.

Il est interdit à la société de souscrire directement ou indirectement à sa propre augmentation de capital.

En cas d'émission d'actions sans valeur nominale en dessous du pair comptable des actions existantes, la convocation à l'assemblée générale doit le mentionner expressément. L'opération fait l'objet d'un rapport détaillé du conseil d'administration et d'un rapport établi par le commissaire-réviseur ou, à défaut, par le réviseur d'entreprises ou l'expert-comptable désigné par le conseil d'administration, annoncés dans l'ordre du jour et communiqués aux actionnaires.

En cas d'augmentation de capital avec création de prime d'émission, le montant de cette prime doit être intégralement libéré à la souscription.

ARTICLE 7.- CAPITAL AUTORISE.

L'assemblée générale délibérant dans les conditions requises pour la modification des statuts et au vu d'un rapport motivé établi par le conseil d'administration, annoncé à l'ordre du jour, peut autoriser le conseil d'administration pendant une période de cinq ans à compter du jour fixé par la loi comme point de départ de ce délai, à augmenter le capital en une ou plusieurs fois d'un montant maximal déterminé.

Cette autorisation est renouvelable pour une ou plusieurs périodes de cinq ans maximum.

L'augmentation de capital décidée en vertu de cette autorisation pourra être effectuée par voie d'apport en espèces ou, dans les limites définies par la loi, par voie d'apport en nature ou encore, par incorporation - avec ou sans création de titres nouveaux - de réserves quelles soient et/ou de primes d'émission.

ARTICLE 8.- DROIT DE SOUSCRIPTION PREFERENTIEL.

Lors de toute augmentation de capital contre espèces, les actions nouvelles à souscrire doivent être offertes par préférence aux actionnaires, au prorata du nombre de leurs titres.

L'ouverture de la souscription et le délai d'exercice de ce droit de souscription préférentiel seront fixés par l'assemblée générale ou par le conseil d'administration dans le cadre du capital autorisé et annoncés conformément à l'article 34 bis des lois coordonnées sur les sociétés commerciales.

Les actionnaires qui, à l'expiration du délai de souscription préférentielle, n'auront pas soit exercé, soit négocié leur droit de préférence, seront censés y renoncer de plein droit et les actionnaires restants ou l'un d'entre eux pourront souscrire librement à concurrence du montant non encore souscrit, à moins que l'assemblée générale appelée à délibérer sur l'augmentation de capital n'en décide autrement.

Le droit de souscription préférentielle pourra toutefois, dans l'intérêt social,

être limité ou supprimé par l'assemblée générale statuant comme en matière de modification aux statuts ou par le conseil d'administration agissant dans le cadre du capital autorisé, et ce même en faveur d'une ou plusieurs personnes déterminées qui ne sont pas membres du personnel de la société ou de l'une de ses filiales, le tout conformément aux dispositions des articles 34bis et 101 quater desdites lois.

Le conseil d'administration a, dans tous les cas, la faculté de passer avec tous tiers, aux clauses et conditions qu'il avisera, des conventions destinées à assurer la souscription de tout ou partie des actions à émettre.

ARTICLE 9.- APPELS DE FONDS.

Les appels de fonds sur les actions non entièrement libérées sont décidés souverainement par le conseil d'administration.

L'actionnaire qui, après un préavis d'un mois, signifié par lettre recommandée, reste en défaut d'effectuer les versements, doit bonifier à la société un intérêt calculé au taux d'escompte de la Banque Nationale augmenté de deux pour cent, à dater du jour de l'exigibilité du versement.

Le conseil d'administration peut, en outre, après un second avis resté sans résultat pendant un mois, prononcer la déchéance de l'actionnaire et faire vendre ces titres en bourse, par ministère d'un agent de change, sans préjudice au droit de lui réclamer le restant dû ainsi que tous dommages-intérêts.

L'exercice du droit de vote afférent aux actions sur lesquelles les versements n'ont pas été opérés est suspendu aussi longtemps que ces versements, régulièrement appelés et exigibles, n'ont pas été effectués entièrement.

ARTICLE 10.- AMORTISSEMENT DU CAPITAL.

Le capital social peut être amorti sans être réduit par remboursement aux titres représentatifs de ce capital d'une partie des bénéfices distribuables, conformément aux articles 72 ter et 77 bis des lois coordonnées sur les sociétés commerciales.

ARTICLE 11.- REDUCTION DU CAPITAL.

Toute réduction du capital ne peut être réalisée que par décision de l'assemblée générale délibérant comme en matière de modification aux statuts, moyennant le traitement égal des actionnaires qui se trouvent dans des conditions identiques.

Les convocations indiquent la manière dont la réduction proposée sera opérée et le but de l'opération.

TITRE III.- DES TITRES ET DE LEUR TRANSMISSION.

ARTICLE 12.- NATURE DES TITRES.

Les actions sont nominatives. Toutefois, chaque actionnaire pourra, à toute époque et à ses frais, demander la conversion de ses actions en titres au porteur.

Toutes les actions portent un numéro d'ordre.

Les titres au porteur sont signés soit par deux administrateurs, soit par un administrateur et une personne spécialement déléguée à cet effet par le conseil d'administration.

L'une de ces deux signatures ou toutes deux peuvent être remplacées par des griffes.

Ils mentionnent les indications prévues par l'article 44 des lois coordonnées

sur les sociétés commerciales.

La cession des titres au porteur s'opère par la seule tradition du titre.

Les titres ou parts bénéficiaires, quelque soit leur dénomination, les actions, les titres représentatifs d'apports ne consistant pas en numéraire, de même que tous titres conférant directement ou indirectement droit à ces titres, parts ou actions, sont soumis aux dispositions des articles 47 et 50 des lois coordonnées sur les sociétés commerciales.

ARTICLE 13.- AYANTS CAUSE.

Les actionnaires ne sont engagées que jusqu'à concurrence de leur mise.

Les droits et obligations attachés à une action suivent le titre en quelque main qu'il passe. La possession d'une action emporte adhésion aux statuts sociaux et aux décisions des assemblées générales et du conseil d'administration.

La société ne peut être propriétaire de ses propres titres que dans les limites strictes fixées par les articles 52 bis et suivants des lois coordonnées sur les sociétés commerciales.

ARTICLE 14.- INDIVISIBILITE DES TITRES.

Les titres sont indivisibles à l'égard de la société. S'il y a plusieurs personnes ayant des droits sur un même titre, la société peut suspendre l'exercice des droits y afférents jusqu'à ce qu'une seule personne soit désignée comme étant, à son égard, propriétaire de ce titre.

ARTICLE 15.- EMISSION D'OBLIGATIONS.

La société peut, en tout temps, créer et émettre des bons de caisse ou des obligations hypothécaires ou autres, par décision du conseil d'administration, qui déterminera le type et les conditions des emprunts obligataires.

Toutefois, les obligations convertibles ou avec droit de souscription ne peuvent être émises qu'en vertu d'une décision de l'assemblée générale, délibérant comme en matière de modifications aux statuts, qui pourra, cependant, dans les mêmes conditions et délais que ceux prévus à l'article 7 des présents statuts, autoriser le conseil d'administration à émettre de telles obligations, en une ou plusieurs fois, pour un montant maximal déterminé.

Les modalités de constatation des conversions demandées ou des droits de souscription exercés sont régis par l'article 101 octies des lois sur les sociétés commerciales.

TITRE IV.- ADMINISTRATION - CONTROLE.

ARTICLE 16.- CONSEIL D'ADMINISTRATION.

La société est administrée par un conseil d'administration composé de trois membres au moins, actionnaires ou non, nommés pour six ans ou plus par l'assemblée générale et en tout temps révocables par elle.

Les administrateurs sortants sont rééligibles. Le mandat des administrateurs sortants non réélus cesse immédiatement à l'issue de l'assemblée annuelle.

Les fonctions d'administrateur sont rémunérées. Le montant de la rémunération sera fixé lors de chaque Assemblée Générale Ordinaire pour l'année civile qui suit. Pour mil neuf cent nonante-cinq et mil neuf cent nonante-six, il a été fixé par l'Assemblée Générale Extraordinaire du seize octobre mil neuf cent nonante-cinq.

ARTICLE 17.- PRESIDENCE - REUNIONS.

Le conseil d'administration peut choisir un président et éventuellement un vice-président. En cas d'empêchement de ceux-ci, il désigne un administrateur pour les remplacer.

Il se réunit sur la convocation de son président ou, à son défaut, de son vice-président, ou, à leur défaut, d'un administrateur désigné par ses collègues, au lieu y indiqué, aussi souvent que les intérêts de la société l'exigent. Il doit être convoqué lorsque deux administrateurs le demandent.

Les convocations sont faites par lettre adressée à chacun des administrateurs huit jours avant la réunion et mentionnent l'ordre du jour.

Les administrateurs résidant à l'étranger sont en outre avertis par télégramme ou télex de la réunion, ceux-ci étant envoyés en même temps que la lettre sans cependant qu'il doive être justifié de l'accomplissement de cette formalité.

ARTICLE 18.- DELIBERATIONS.

Le conseil d'administration ne peut délibérer valablement que sur les points portés à l'ordre du jour et que si la moitié au moins des membres est présente ou représentée, cette dernière condition étant acceptée en cas de force majeure, à mentionner dans le procès-verbal de la réunion.

Tout administrateur empêché peut, même par simple lettre, télégramme, télex ou télécopie, déléguer un autre membre du conseil pour le représenter et voter en son nom. Toutefois, aucun administrateur ne peut ainsi représenter plus d'un de ses collègues.

Si une personne morale est élue administrateur, elle devra désigner un mandataire personne physique pour l'exercice de ses fonctions.

Les résolutions sont prises à la majorité des voix. En cas de partage, la voix de celui qui préside la réunion est prépondérante.

ARTICLE 19.- PROCES-VERBAUX.

Les délibérations du conseil d'administration sont constatées par des procès-verbaux établis par le président de la réunion et le secrétaire et signés par eux ainsi que par la majorité au moins des membres qui ont pris part à la délibération.

Les copies ou extraits de ces procès-verbaux sont signés, soit par deux administrateurs ou par un administrateur et un directeur.

ARTICLE 20.- POUVOIRS.

Le conseil d'administration est investi des pouvoirs les plus étendus pour accomplir tous les actes nécessaires ou utiles à la réalisation de l'objet social de la société, à l'exception de ceux que la loi réserve à l'assemblée générale.

ARTICLE 21.- GESTION JOURNALIERE - COMITES DE DIRECTION.

Le conseil d'administration peut conférer la gestion journalière de la société, ainsi que la représentation de la société en ce qui concerne cette gestion, à un ou plusieurs de ses membres ou à des tiers.

Il peut également instituer tous comités de direction et tous comités consultatifs ou techniques, permanents ou non, composés de membres pris dans le conseil ou même en dehors et conférer tous pouvoirs spéciaux à tout mandataire, dont il fixe la composition et les attributions et la rémunération éventuelle, fixe ou variable.

ARTICLE 22.- CONTROLE.

Le contrôle de la situation financière de la société, des comptes annuels et des opérations à constater dans lesdits comptes sera confié à un ou plusieurs commissaires, nommés pour trois ans par l'assemblée générale parmi les membres de l'Institut des Réviseurs d'Entreprises.

Les émoluments du ou des commissaires seront fixés par l'assemblée générale à l'occassion de leur nomination.

Les commissaires sortants sont rééligibles.

Toutefois, par dérogation au premier alinéa du présent article, si la société répond aux critères visés par l'article 64, paragraphe 2, des lois coordonnées sur les sociétés commerciales, la nomination d'un ou plusieurs commissaires est facultative.

ARTICLE 23.- REPRESENTATION.

A moins de délégation spéciale par le conseil d'administration à un de ses membres ou à des tiers, la société est valablement représentée à l'égard des tiers et en justice, tant en demandant qu'en défendant, ainsi que dans tous les actes auxquels un fonctionnaire public ou un officier ministériel prête son concours, par deux administrateurs, lesquels n'auront pas à justifier d'une délibération préalable du conseil d'administration.

Les administrateurs ne sont que les mandataires de la société dans la mesure de leur mandat, ils n'engagent que la société et ne contractent aucune obligation personnelle relativement aux engagements de la société. Ils ne répondent que de l'exécution de leur mandat et des fautes commises dans leur gestion.

TITRE V.- ASSEMBLEES GENERALES.

ARTICLE 24.- COMPOSITION - POUVOIRS.

L'assemblée générale, régulièrement constituée, représente l'universalité des actionnaires. Elles a les pouvoirs qui sont déterminés par la loi et les présents statuts. Ses décisions sont obligatoires pour tous les actionnaires, même pour les absents, les incapables et les dissidents.

ARTICLE 25.- REUNIONS.

Il est tenu chaque année, au siège social ou à tout autre lieu désigné dans la convocation, une assemblée générale, le premier mardi du mois d'avril à seize heures.

ARTICLE 26.- CONVOCATIONS.

L'assemblée générale, tant annuelle qu'extraordinaire, est réunie sur la convocation du conseil d'administration ou du ou des commissaires.

Les convocations contiennent l'ordre du jour et sont faites, s'il existe des actions au porteur, par des annonces insérées; a) huit jours au moins avant l'assemblée, dans le Moniteur belge; et b) deux fois, à huit jours d'intervalle au moins et la seconde, huit jours au moins avant l'assemblée, dans un organe de presse de diffusion nationale et dans un organe de presse régional du siège de la société.

Des lettres missives sont en outre adressées huit jours avant l'assemblée aux actionnaires en nom, mais sans qu'il doive être justifié de l'accomplissement de cette formalité.

Si toutes les actions sont nominatives les convocations sont faites par lettres recommandées, adressées aux actionnaires huit jours au moins avant la réunion.

ARTICLE 27.- ADMISSION AUX ASSEMBLEES GENERALES.

Pour pouvoir assister à l'assemblée générale, les actionnaires doivent, si leur titres sont au porteur, déposer ceux-ci au siège social ou dans tous autres lieux indiqués dans les avis de convocation, au moins trois jours avant la date fixée pour la réunion.

Les propriétaires d'actions nominatives sont reçus à l'assemblée sur la production de leur certificat d'inscription dans le registre, pourvu qu'ils y soient inscrits depuis trois jour au moins avant l'assemblée.

Il est dressé par le conseil d'administration une liste de présence que tout actionnaire signe avant d'entrer à l'assemblée.

ARTICLE 28.- REPRESENTATION.

Tout actionnaire peut se faire représenter par un mandataire spécial, actionnaire ou non, qui sera porteur d'un pouvoir spécial dont le conseil d'administration peut éventuellement régler la forme. La procuration devra, pour être valable, reproduire l'ordre du jour.

ARTICLE 29.- BUREAU.

L'assemblée générale est présidée par le président du conseil d'administration ou, à son défaut, par le vice-président ou, à leur défaut par un autre administrateur.

Le président désigne le secrétaire qui peut ne pas être actionnaire et l'assemblée choisit deux scrutateurs parmi les actionnaires présents.

ARTICLE 30.- AJOURNEMENT.

Toute assemblée générale annuelle ou extraordinaire peut, sur décision du conseil d'administration, être ajournée séance tenante à trois semaines au plus. Cet ajournement annule toute décision prise.

La seconde assemblée délibèrera sur le même ordre du jour et statuera définitivement. Les formalités d'admission et de représentation accomplies pour assister à la première assemblée restent valables pour la seconde.

ARTICLE 31.- DROIT DE VOTE.

Chaque action donne droit à une voix.

En cas d'acquisition ou de prise en gage par la société de ses propres titres, le droit de vote attaché à ces titres est suspendu.

ARTICLE 32.- DELIBERATIONS - PROCES-VERBAUX.

L'assemblée générale ne peut délibérer que sur les objets portés à l'ordre du jour, alors même qu'il s'agirait de la révocation d'administrateurs ou de commissaires.

Sauf dans les cas prévus par la loi ou par les présents statuts, l'assemblée statue valablement quel que soit le nombre de titres représentés et à la majorité des voix.

Les votes se font à main levée ou par appel nominal, à moins que l'assemblée générale n'en décide autrement à la majorité des voix.

En cas de nomination, si la majorité n'est pas atteinte au premier tour de scrutin, il est procédé pour chaque mandat restant à pourvoir, à un scrutin de ballottage entre les deux candidats qui ont obtenu le plus de voix. En cas de parité des suffrages à ce scrutin de ballottage, le candidat le plus âgé est élu.

Le scrutin secret n'est obligatoire que s'il est réclamé par la majorité des

actionnaires présents ou représentés.

Les procès-verbaux des assemblées générales sont signés par les membres du bureau et les actionnaires qui le demandent.

Les copies ou extraits de ces procès-verbaux sont signés, soit par le président du conseil d'administration, soit par un administrateur-délégué, soit par deux administrateurs.

ARTICLE 33.- MAJORITE SPECIALE.

Lorsque l'assemblée a à décider d'une augmentation ou d'une réduction du capital social, de la fusion de la société avec une autre, de la scission ou de la dissolution de la société ou de toute autre modification aux statuts, elle ne peut délibérer que si l'objet des modifications proposées est spécialement indiqué dans les convocations et si ceux qui assistent à l'assemblée représentent la moitié au moins du capital social.

Si cette dernière condition n'est pas remplie, une nouvelle assemblée délibèrera valablement quelle que soit la portion du capital représentée.

Aucune modification n'est admise que si elle réunit les trois quarts des voix au moins.

Toutefois, lorsque la délibération porte sur la modification de l'objet social ou sur l'acquisition ou la prise en gage par la société de ses propres titres, sur la modification des droits d'actions appartenant à des catégories différentes, sur la dissolution de la société lorsque l'actif net est réduit à un montant inférieur au quart du capital, sur la transformation de la société, l'assemblée n'est valablement constituée et ne peut statuer que dans les conditions de présence et de majorité requises respectivement par les articles 70 bis, 71, 103 et 168 des lois coordonnées sur les sociétés commerciales.

TITRE VI.- EXERCICE SOCIAL - COMPTES ANNUELS - REPARTITIONS - RESERVES.

ARTICLE 34.- ECRITURES SOCIALES.

L'exercice social commence le premier janvier et se termine le trente et un décembre de chaque année.

A la fin de l'exercice, le conseil d'administration dresse un inventaire et établit les comptes annuels.

Ces documents, ainsi que le rapport de gestion du conseil d'administration, sont soumis au(x) commissaire(s) un mois avant l'assemblée annuelle.

Le rapport de gestion se compose du compte rendu annuel destiné à informer les actionnaires et le cas échéant, d'un exposé sur les opérations décidées par le conseil d'administration en cours d'exercice relatives à l'acquisition ou la prise en gage par la société de ses propres titres, l'augmentation de capital dans le cadre du capital autorisé, la limitation ou suppression du droit de préférence des actionnaires anciens, l'émission d'obligations convertibles ou avec droit de souscription.

Les comptes annuels et les autres documents énumérés par l'article 78 des lois coordonnées sur les sociétés commerciales sont tenus à la disposition des actionnaires quinze jours au moins avant l'assemblée au siège social où ceux-ci peuvent en prendre connaissance et copie.

Les comptes annuels et les rapports de gestion et du ou des commissaires sont adressés aux actionnaires en nom, en même temps que la convocation.

ARTICLE 35.- DISTRIBUTION.

Sur le solde bénéficiaire, il est prélevé cinq pour cent au moins pour la formation de fonds de réserve légale, ce prélèvement cessant d'être obligatoire lorsque la réserve atteint le dixième du capital social.

Le surplus est à la disposition de l'assemblée générale qui, sur proposition du conseil d'administration, décidera chaque année de son affectation.

Le bénéfice distribuable est constitué par le bénéfice du dernier exercice clôturé, augmenté du report bénéficiaire, ainsi que des prélèvements effectués sur des réserves distribuables, et diminué des pertes reportées, ainsi que des montants affectés à la réserve légale et aux comptes de réserves indisponibles créées par application de la loi ou des statuts.

Aucune distribution ne peut être faite si l'actif net est ou devient, du fait de cette distribution, inférieur au montant du capital libéré, augmenté de toutes les réserves que la loi ou les statuts ne permettent pas de distribuer.

Par actif net il faut entendre le total de l'actif tel qu'il résulte du bilan, déduction faite des provisions et dettes.

ARTICLE 36.- PAIEMENT DES DIVIDENDES.

Le paiement des dividendes se fait annuellement aux époques et aux endroits indiqués par le conseil d'administration.

Le conseil d'administration pourra, sous sa propre responsabilité et au vu d'un état résumant la situation active et passive de la société remontant à moins de deux mois, décider le paiement d'acompte sur dividende par prélèvement sur le bénéfice de l'exercice en cours et fixer la date de leur paiement.

Cette décision ne peut être prise moins de six mois après la clôture de l'exercice précédent, ni avant l'approbation des comptes se rapportant à cet exercice.

Lorsqu'un premier acompte a été distribué, la décision d'en distribuer un nouveau ne peut être prise que trois mois au moins après la décision de distribuer le premier.

TITRE VII.- DISSOLUTION - LIQUIDATION.

ARTICLE 37.- DISSOLUTION - PERTE DU CAPITAL.

La dissolution de la société peut être prononcée à tout moment par l'assemblée générale des actionnaires délibérant dans les formes requises pour les modifications aux statuts.

Si par suite de pertes, l'actif net est réduit à un montant inférieur à la moitié du capital social, l'assemblée générale doit être réunie dans un délai de deux mois maximum à dater de la constatation de la perte ou du moment où elle aurait dû être constatée, aux fins de délibérer, le cas échéant, sur la dissolution éventuelle de la société ou sur d'autres mesures annoncées dans l'ordre du jour.

Le conseil d'administration justifiera ses propositions dans un rapport spécial tenu à la disposition des actionnaires conformément à la loi.

Lorsque l'actif net est réduit à un montant inférieur à un quart du capital social, la dissolution peut être prononcée par un quart des voix émises à l'assemblée.

Si l'actif net réduit à un montant inférieur au capital minimum légal, tout intéressé peut demander la dissolution de la société au tribunal de commerce compétent, qui peut accorder un délai en vue de régulariser la situation.

ARTICLE 38.- LIQUIDATION.

Dans tous les cas de dissolution de la société, l'assemblée générale désignera le ou les liquidateurs, déterminera leurs pouvoirs et leur rémunération éventuelle. A défaut de décision prise à cet égard par l'assemblée, la liquidation s'opèrera par les soins des administrateurs en fonction, formant un collège.

Chaque année, le(s) liquidateur(s) ou le cas échéant, les administrateurs chargés de la liquidation, soumet(tent) à l'assemblée générale les résultats de la liquidation avec l'indication des causes qui ont empêché celle-ci d'être clôturée.

Ils se conformeront aux articles 77 et 80 des lois coordonnées sur les sociétés commerciales, relatifs à la confection et au dépôt des comptes annuels.

ARTICLE 39.- REPARTITION.

Après le paiement de toutes les dettes et charges de la société et le remboursement du capital nominal réellement libéré, le solde sera réparti par parts égales entre toutes les actions.

TITRE VIII.- DISPOSITIONS GENERALES.

ARTICLE 40.- ELECTION DE DOMICILE.

Pour l'exécution des présents statuts, tout actionnaire en nom, administrateur, commissaire, directeur, liquidateur, domicilié à l'étranger est tenu d'élire domicile en Belgique. A défaut, il sera censé avoir élu domicile au siège social.

ARTICLE 41.- DROIT COMMUN.

Pour tout ce qui n'est pas prévu dans les présents statuts, il est référé aux lois coordonnées sur les sociétés commerciales.

En conséquence, les dispositions de ces lois, auxquelles il ne serait pas licitement dérogé, sont réputées inscrites dans les présents statuts et les clauses contraires aux dispositions impératives de ces lois sont censées non écrites.

TITRE IX.- EVOLUTION DU CAPITAL SOCIAL DEPUIS LA CONSTITUTION.

ARTICLE 42.- HISTORIQUE DU CAPITAL.

Lors de la constitution de la société, le capital a été fixé à vingt millions, représenté par vingt mille actions sans désignation de valeur qui ont été souscrites au prix de mille francs chacune par divers actionnaires.

Selon acte passé devant Maître André SCHEYVEN, notaire à Bruxelles, le quinze mai mil neuf cent soixante et un, l'assemblée générale des actionnaires a décidé de porter le capital à cinquante millions de francs par l'émission de trente mille actions sans désignation de valeur qui ont été souscrites au prix de mille francs chacune et libérées de vingt pour cent.

L'assemblée générale extraordinaire du onze décembre mil neuf cent septante-trois a décidé de réduire le capital à concurrence de quarante-quatre millions de francs pour le ramener de cinquante millions de francs à six millions de francs sans modifier le nombre d'actions comme suit :

- à concurrence de trente millions cent nonante-sept mille deux cent nonante-six mille francs par amortissement de pertes.
- à concurrence de six millions quatre cent quatre-vingt mille six cent quatre francs par remboursement à chaque action d'une somme en espèces de deux cent

- à concurrence de quatre cent quatre-vingt mille six cent quatre francs par transfert de cette somme à la réserve légale.

L'assemblée générale extraordinaire du vingt-trois décembre mil neuf cent quatre-vingt-un a décidé d'augmenter le capital à concurrence de vingt millions de francs pour le porter à vingt-six millions de francs, par la création de cent soixante mille actions du même type que les actions existantes; ces cent soixante mille actions nouvelles ont été souscrites au prix de cent vingt-cinq francs par action et entièrement libérées lors de la souscription.

L'assemblée générale extraordinaire du trente et un mars mil neuf cent quatre-vingt-deux a décidé :

- d'échanger les deux cent dix mille actions anciennes contre vingt et un mille actions nouvelles par regroupement des actions par échange de dix actions anciennes contre une action nouvelle ;

- de réduire le capital à concurrence de sept millions de francs pour le ramener à dix-neuf millions de francs par amortissement à due concurrence de pertes subies au trente et un décembre mil neuf cent quatre-vingt-un, sans modification du nombre de titres ;

- d'augmenter le capital à concurrence de quatorze millions cinq cent quarante-huit mille francs pour le porter à trente-trois millions cinq cent quarante-huit mille francs, par la création de quinze mille six cent quarante actions nouvelles, entièrement libérées.

Pour copie certifiée conforme à l'original.
Bruxelles, le 1er décembre 1998.

Thierry VAN HALTEREN - Notaire à Bruxelles

T. VAN HALTEREN
NOTAIRE
Rue de l'Association 30
1000 BRUXELLES

Translation from the French language

S.A. AGRER N.V.

ARTICLES OF ASSOCIATION

"S.A. AGRER N.V.",

A "société anonyme" (limited liability company) with its registered office in Brussels (1050 Brussels), Avenue Louise, 251/23,

Brussels Trade Register number 288.238.

Value Added Tax number 400.501.419.

Incorporated in the form of a Congolese, limited liability share company under the terms of a notarial deed received by the Notary Public, André SCHEYVEN, in Brussels, on the twenty-second of May nineteen hundred and fifty-nine, published in the Annex to the Moniteur Belge of the next ninth of July, under the number 20623, currently governed by the provisions relating to Belgian "sociétés anonymes" (limited liability companies), under the terms of a deliberation of the board of directors on the next twentieth of June, published under the number 20734.

Articles of association amended according to notarial deeds received by the Notary Public, André SCHEYVEN, in Brussels, on the fifteenth of May nineteen hundred and sixty-one, by the Notary Public, Gilberte RAUCQ, in Brussels, on the eleventh of December nineteen hundred and seventy-three and by the Notary Public, Thierry VAN HALTEREN, in Brussels, on the twenty-third of December nineteen hundred and eighty-one (containing amendment of the name to the current name), and on the thirty-first of March nineteen hundred and eighty-two, published in the annexes to the Moniteur Belge on the eighth of June nineteen hundred and sixty-one, under the number 16323, on the fourth of January nineteen hundred and seventy-four, under the number 23-5, on the sixteenth of January nineteen hundred and eighty-two, under the number 148-29 and on the twenty-first of April nineteen hundred and eighty-two, under the number 807-6, respectively.

The articles of association have been updated and revised by notarial deed of the Notary Public, Thierry VAN HALTEREN, in Brussels, dated twenty-ninth of April nineteen hundred and eighty-six, which notarial deed contains extension of the duration of the company for an unlimited period, and will be published in the annexes to the Moniteur Belge under the number 860524-110.

The articles of association were amended, under the terms of the minutes drawn up by the Notary Public, Thierry VAN HALTEREN, in Brussels, on the twenty-seventh of January nineteen hundred and eighty-eight, published in the Annex to the Moniteur Belge on the seventeenth of February next, under the number 870217-151 and on the seventeenth of December nineteen hundred and ninety-one, published in the Annex to the Moniteur Belge on the eighth of January nineteen hundred ninety-two, under the number 920108-323, on the twenty-third of June nineteen hundred ninety-three, published in the Annex to the Moniteur Belge, under the nummer 930714-263, and on the nineteenth of December nineteen hundred and ninety-five, published in the Annex to the Moniteur Belge under the number 960106-534.

The articles of association were last amended, under the terms of the minutes drawn up by the Notary Public, Thierry VAN HALTEREN, in Brussels, on the twelfth of November nineteen hundred ninety seven, published in the Annex to the Moniteur Belge under the number 971204-407

CO-ORDINATED TEXT OF THE ARTICLES OF ASSOCIATION ON 12 NOVEMBER 1997.

TITLE I. - NATURE OF THE COMPANY

Article 1. - Name.

The form of the company is a "société anonyme" (limited liability company) and it is called: "S.A. AGRER N.V.".

Article 2. - Registered Office.

The registered office is based in Brussels (1050 Brussels), Avenue Louise 251/23.

It may be transferred to any other place in Belgium, by a decision of the board of directors. Any change of the registered office is published in the annexes to the Moniteur Belge, as arranged by the board of directors.

The company may, by a decision of the board of directors, set up administrative offices, plants, branches, offices and agencies in Belgium or abroad.

Article 3. Object.

The company's object is to carry out any studies with the aim of developing and furthering industrial and agricultural equipment in any regions in Belgium or abroad.

It can, among other things and without the following list being exhaustive: provide any technical studies concerning the industrial, forestry or agricultural infrastructure in a region, the organisation of factories and their equipment and any civil engineering work, the creation of a network of communication routes, their adjustment or improvement, the structure of the soil, its possibilities for development or improvement, its preparation and, in general, any rural engineering works.

For the above purposes: draw up all provisional plans, specifications and final projects, examine the tenders submitted to the contract-awarding authorities, supervise their execution and carry out provisional or final acceptance.

It can, within the limits of its corporate object, carry out, in Belgium or abroad, any transactions involving movable property or real estate or any financial, industrial, trading or civil transactions.

The company can act for itself or on behalf of third parties.

It can take an interest by means of capital investment, transfer, subscription, participation, capital subscription or otherwise, in any companies, enterprises or operations with an object similar or connected to its own object or of a nature as to favour the achievement of its own object.

The general meeting may amend the company object under the terms provided for by article 70, second, of the co-ordinated laws on trading companies.

Article 4. - Duration.

The company was formed on the twenty-second of May nineteen hundred and fifty-nine for a duration of thirty years. By a decision of the extraordinary general meeting dated twenty-ninth of April nineteen hundred and eighty-six, the duration of the company was extended for an unlimited period.

TITLE II. - REGISTERED CAPITAL.

Article 5. - Capital.

The corporate capital is set at thirty-three million five hundred and forty-eight thousand francs and is fully paid up. It is represented by thirty-six thousand six hundred and forty no par value shares, each representing one/thirty-six thousand six hundred and fortieth of the company's assets.

Article 6. - Capital increase.

The corporate capital can be increased in one or more stages by a decision of the general meeting ruling under the terms required for amendments to the articles of association.

The company is prohibited from subscribing directly or indirectly to its own capital increase.

In the event that no par value shares are issued below the accounting par of the existing shares, the notice to convene the general meeting must state this fact expressly. The operation will be the subject of a detailed report by the board of directors and of a report drawn up by the auditor or, in the absence of this, by the company auditor or the registered accountant appointed by the board of directors. These reports are indicated in the agenda and communicated to the shareholders.

In the event of a capital increase with the creation of an issue premium, the amount of this premium must be fully paid up on subscription.

Article 7. - Authorised capital.

The general meeting deliberating under the terms required for amendment of the articles of association, and after examination of a motivated report drawn up by the board of directors, indicated in the agenda, can authorise the board of directors for a period of five years starting from the date set by law as the starting point of this period, to increase the capital in one or several stages by a maximum specified amount.

This authorisation is renewable for one or more periods of five years maximum.

The capital increase which has been decided under the terms of this authorisation can be made by means of contributions in cash or, within the limits specified by law, by means of contributions in kind or else, by incorporation - with or without the creation of new shares - of reserves whatever they are and/or issue premiums.

Article 8. - Preferential subscription right.

When any increase in capital is made against cash, the new shares to be subscribed must be offered first to the shareholders, prorate according to the number of their shares.

The opening of the subscription and the period for exercising this preferential subscription right shall be laid down by the general meeting or by the board of directors in the context of the authorised capital and announced in compliance with article 34, second, of the co-ordinated laws on trading companies.

Shareholders who, have not exercised or negotiated their preferential right upon expiration of the preferential subscription period, will be deemed to have relinquished it ipso jure and the remaining shareholders or one of them may freely subscribe up to the amount not yet subscribed, unless the general meeting called to deliberate on the increase in capital decides otherwise.

determined individuals, who are not part of the staff of the company or of its subsidiaries, all in compliance with the provisions of article 34, second and 101, fourth, of said laws.

The board of directors has, in any case, the power to pass conventions with third parties, under the provisions and conditions which it decides on, which are intended to ensure the subscription of all or part of the shares to be issued.

Article 9. - Calling-up of capital.

Decisions to call up capital on shares not fully paid up are made with sovereign power by the board of directors.

Shareholders who, after a one month notice given by registered letter, remain in default of making the payments, must pay the company interest calculated at the discount rate of the Banque Nationale plus two per cent, dating from the day on which the payment was due.

In addition, the board of directors can also, after a second notification has remained without response for one month, pronounce the forfeiture of the shareholder's rights and arrange for his or her stocks to be sold on the stock exchange, through the intermediary of a stockbroker, without prejudice to the right to claim from said shareholder the balance due and any damages.

The exercising of the right to vote attached to the shares on which payments have not been made is suspended for as long as these payments, properly called up and due, have not been fully settled.

Article 10. - Depreciation of the capital.

The registered capital may be depreciated without being reduced through repayment to the stocks representing this capital of part of the profits to be distributed, in compliance with articles 72, third and 77, second, of the co-ordinated laws on trading companies.

Article 11. - Reduction in capital.

Any reduction in capital may be made only by a decision of the general meeting deliberating as for matters of amendments to the articles of association, with equal treatment of the shareholders subject to the same conditions.

The notices to convene indicate the way in which the proposed reduction shall be made and the aim of the operation.

TITLE III. - STOCKS AND THEIR TRANSFER.

Article 12. - Nature of the stocks.

The shares are registered. However, each shareholder may, at any time and at his own expenses, request the conversion of his shares into bearer shares.

All the shares bear a sequence number.

The bearer shares are signed either by two directors or by one director and a person specially commissioned for this purpose by the board of directors.

One or both of these two signatures may be replaced by signature stamps.

They state the information provided for by article 44 of the co-ordinated laws on trading companies.

Founder's stocks or shares, whatever their name, shares and stocks representing investments not consisting of cash, similar to all certificates directly or indirectly conferring the right to these stocks, dividends or shares, are subject to the provisions of articles 47 and 50 of the co-ordinated laws on trading companies.

Article 13. -Trustees.

The shareholders are bound only up to the limit of their investment stake.

The rights and liabilities attached to a share follow the certificate to whomever it passes. The possession of a share automatically entails adherence to the company's articles of association and to the decisions of the general meetings and of the board of directors.

The company may hold its own stocks only within the strict limits laid down by articles 52, second and following of the co-ordinated laws on trading companies.

Article 14. - Indivisibility of the stocks.

The stocks are indivisible with respect to the company. If several people have rights to the same stocks, the company may suspend the exercising of the rights attached to them until one single person is designated as being, with regard to it, holder of this stock.

Article 15. - Issue of bonds.

The company may, at any time, create and issue cash vouchers or mortgage or other bonds, by a decision of the board of directors which shall determine the type and conditions of the debenture loans.

However, convertible bonds or those with subscription right may be issued only by virtue of a decision of the general meeting, deliberating as in matters of amendments to the articles of association which may, however, under the same terms and within the same periods as those provided for in article 7 of the articles of association, authorise the board of directors to issue such bonds, in one or more stages, for a maximum specified amount.

The methods of recording the requested conversions or subscription rights exercised are governed by article 101, eighth, of the laws on trading companies.

TITLE IV. - MANAGEMENT - AUDIT.

Article 16. - Board of directors.

The company is managed by a board of directors consisting of at least three members, shareholders or otherwise, appointed for a maximum of six years by the general meeting and dismissible by it at any time.

Resigning directors may be re-elected. The mandate of the resigning and non re-elected directors ceases immediately at the end of the annual meeting.

The functions of Director are remunerated. The amount of the remuneration will be set determined during each Ordinary General Meeting for the civil year to come. For thousand nine hundred ninety-six, it was set by the Extraordinary General Meeting of the sixteenth October thousand nine hundred ninety-five.

Article 17. - Chairmanship - Meetings.

The board of directors may choose a chairman and, if relevant, a vice-chairman. If the latter are impeded, it appoints a director to replace them.

It meets upon notice to convene given by its chairman or, in his absence, by its vice-chairman, or, in their absence, by a director appointed by his colleagues, at the place indicated, as often as the interests of the company so require. It must be convened when two directors so request.

The notices to convene are given by letter sent to each of the directors eight days before the meeting and indicating the agenda.

Directors residing abroad are also informed of the meeting by telegram or telex, these being sent at the same time as the letter. The fulfilment of this formality does not, however, have to be proven.

Article 18. - Deliberations.

The board of directors may deliberate validly only on the items included on the agenda and if at least half of the members are present or represented, an exception to this condition being made in the case of force majeure, to be indicated in the minutes of the meeting.

Any impeded director may, even by simple letter, telegram, telex or fax, delegate another member of the board to represent him and to vote in his name. However, no director can represent more than one of his colleagues in this way.

If a legal person is elected director, said legal person must designate a natural person as proxy to exercise its functions.

The resolutions are passed by majority of votes. In the event of equal voting, the person chairing the meeting holds the casting vote.

Article 19. - Minutes.

The deliberations of the board of directors are recorded in minutes drawn up by the chairman of the meeting and the secretary and signed by them and by at least a majority of the members who have taken part in the deliberation.

The copies or extracts of these minutes are signed, either by two directors or by one director and a manager.

Article 20. - Powers.

The board of directors is invested with the broadest powers to carry out any actions necessary or useful to achieve the company's object, with the exception of those which the law reserves to the general meeting.

Article 21. - Daily management - Management committees.

The board of directors can confer the daily management of the company and the company representation with regard to that management, on one or more of its members or on third parties.

It can also set up any management committees and any consultative or technical committees, permanent or otherwise, consisting of members taken from the board or even from outside and confer any special powers on any representative, whose composition and attributions and any possible remuneration, fixed or variable, it lays down.

Article 22. - Audit.

The audit of the company's financial situation, the annual accounts and transactions to be recorded in said accounts shall be entrusted to one or more auditors, appointed for three years by the general meeting from among the members of the Institute of Company Auditors.

The auditor's or auditors' fees shall be laid down by the general meeting when these auditors are appointed.

Resigning auditors may be re-elected.

However, by derogation from the first paragraph of this article, if the company meets the criteria covered by article 64, paragraph 2 of the co-ordinated laws on trading companies, the appointment of one or more auditors is optional.

Article 23. - Representation.

Except in the case of a special delegation by the board of directors to one of its members or to third parties, the company is validly represented vis-à-vis third parties and in court, both as plaintiff and defendant, and in all deeds to which a public servant, or a ministry officer lends his or her assistance, by two directors, who shall not have to prove that there was a prior deliberation of the board of directors.

The directors are representatives of the company only to the extent of their mandate, they bind only the company and do not contract any personal liability relating to the company's commitments. They are answerable only for carrying out their mandate and for faults committed in their management.

TITLE V. - GENERAL MEETINGS.

Article 24. - Composition - Powers.

The general meeting, properly constituted, represents all the shareholders. It has the powers laid down by law and by these articles of association. Its decisions are binding on all the shareholders, even on those absent, incapacitated or dissenting.

Article 25. - Meetings.

Every year, a general meeting is held at the registered office or any other place designated in the notice to convene, on the first Thursday of the month of April, at 1600 hours.

Article 26. - Notices to convene.

The general meeting, both annual and extraordinary, is assembled upon notice to convene given by the board of directors or by the auditor(s).

The notices to convene contain the agenda and are made, if there are bearer shares, by ads inserted in: a) at least eight days before the meeting, in the Moniteur Belge; and b) twice, with a minimum of eight days interval and the second at least eight days before the meeting, in a nationally circulated newspaper and in a regional newspaper of the region where the company's registered office is based.

Letter missives informing shareholders of the meeting are also sent eight days before the meeting to the shareholders personally but without the fulfilment of this formality having to be proven.

If all the shares are registered, the notices to convene are given by registered letter, sent to the shareholders at least eight days before the meeting.

Article 27. Admission to the general meetings.

In order to be able to attend the general meeting, the shareholders must, if they hold bearer shares, deposit their certificates at the registered office or any other places indicated in the notices to convene, at least three days before the date set for the meeting.

A list of attendants is drawn up by the board of directors, and every shareholder signs this list before entering the meeting.

Article 28. - Representation.

Any shareholder may be represented by a special proxy who may be a shareholder or otherwise and who shall have a special proxy whose form may be determined by the board of directors, if required. In order to be valid, the proxy must indicate the agenda.

Article 29. - Board.

The general meeting is chaired by the chairman of the board of directors or, in his absence, by the vice-chairman or, in their absence, by another director.

The chairman appoints the secretary who does not have to be a shareholder, and the meeting chooses two scrutineers from among the attending shareholders.

Article 30. - Adjournment.

According to a decision by the board of directors, any annual or extraordinary general meeting may be adjourned and reconvened three weeks later at the latest. This adjournment cancels any decision reached.

The second meeting shall deliberate on the same agenda and shall give a final ruling. The formalities of admission and representation fulfilled to attend the first meeting remain valid for the second.

Article 31. - Right to vote.

Each share gives the right to one vote.

In the event company purchases its own stocks or takes them as a security, the right to vote attached to these stocks is suspended.

Article 32. - Deliberations - Minutes.

The general meeting may deliberate only on the items included on the agenda, even if it were to concern the dismissal of directors or auditors.

Except in the cases provided for by law or by these articles of association, the meeting 's decisions are valid, whatever the number of stocks represented and with the majority of votes.

Votes are made by raising the hand or by call over, unless the general meeting decides otherwise by the majority of votes.

In the event of an appointment, if the majority is not reached in the first round, for each mandate remaining to be granted, a voting ballot is carried out between the two candidates who obtained the most votes. In the event of equal voting in this ballot, the oldest candidate is elected.

A secret ballot is mandatory only if it is called for by the majority of shareholders present or represented.

The minutes of the general meetings are signed by the members of the board and the shareholders who so request.

The copies or extracts of these minutes are signed, either by the chairman of the board of directors, or by a managing director or by two directors.

Article 33. - Special majority.

When the meeting has to decide on an increase of or a reduction in the registered capital, on the merger of the company with another, the splitting or dissolution of the company or any other amendment to the articles of association, it may deliberate only if the subject of the proposed amendments is specifically indicated in the notices to convene and if the attendants to the meeting represent at least half of the registered capital.

If the latter condition is not fulfilled, a new meeting shall validly deliberate whatever the percentage of capital represented.

Any amendment is admitted only if it achieves at least three-quarters of the votes.

However, when the deliberation relates to the amendment of the company object or to the acquisition or taking as a security by the company of its own stocks, on the amendment of the share rights belonging to different categories, on the dissolution of the company when the net assets have decreased to an amount of less than a quarter of the capital or on a change in the company's corporate status, the meeting is validly constituted and can decide only if the conditions of presence and majority required by articles 70, second, 71, 103 and 168 of the co-ordinated laws on trading companies are fulfilled respectively.

TITLE VI. - FINANCIAL YEAR - ANNUAL ACCOUNTS - DISTRIBUTIONS - RESERVES.

Article 34. - Corporate documents

The corporate year starts on the first of January and ends on the thirty-first of December of each year.

At the end of the corporate year, the board of directors makes an inventory and prepares the annual accounts.

These documents and the board of directors' management reports are submitted to the auditors one month before the annual meeting.

The management report consists of the annual report intended to inform the shareholders and, where relevant, of a statement of the transactions decided on by the board of directors during the financial year relating to the acquisition, or taking as a security by the company of its own stocks, an increase in capital within the framework of the authorised capital, the limitation or withdrawal of the preferential right of the old shareholders, the issue of convertible bonds or bonds with subscription right.

The annual accounts and the other documents listed in article 78 of the co-ordinated laws on trading companies are made available to the shareholders at least fifteen days before the meeting at the registered office, where, the shareholders may peruse and copy said accounts and documents.

The annual accounts and management reports by the auditor(s) are sent to the shareholders personally at the same time as the notice to convene.

Article 35. - Distribution.

At least five per cent is deducted from the profits to form the legal reserve funds. This deduction ceases to be mandatory when the reserve reaches one tenth of the registered capital.

The balance is available to the general meeting which, upon proposal of the board of directors, shall decide each year on its allocation.

The profit to be distributed is constituted by the profit from the last financial year closed, plus the profit carried forward and the deductions made from the reserves to be distributed, less the losses carried over,

No distribution can be made if, because of this distribution, the net assets are or become less than the amount of the fully paid up capital, plus all the reserves which the law or the articles of association do not authorise for distribution.

Net assets means the total of the assets as they emerge from the balance sheet, after deducting provisions and debts.

Article 36. - Payment of dividends.

The dividends are paid annually at the times and places indicated by the board of directors.

The board of directors may, under its own responsibility and on the basis of a statement summarising the company's assets and liabilities situation going back at least two months, decide to pay interim dividends by deducting them from the profits of the current financial year, and set the date of their payment.

This decision may not be made less than six months after the closure of the previous financial year, nor before the approval of the accounts relating to that financial year.

When a first interim dividend has been distributed, the decision to distribute them again can be taken only three months at least after the decision to distribute the first.

TITLE VII. - DISSOLUTION - LIQUIDATION.

Article 37. - Dissolution - Loss of capital.

The dissolution of the company may be pronounced at any time by the general meeting of the shareholders deliberating according to the required forms for amendments to the articles of association.

If, as a result of losses, the net assets are reduced to an amount of less than half the registered capital, the general meeting must be convened within a maximum period of two months dating from the time the loss was noted or from the moment when it should have been noted, for the purposes of deliberating, where relevant, on the possible dissolution of the company or on other measures indicated on the agenda.

The board of directors shall explain its proposals in a special report given to shareholders in accordance with the law.

When the net assets are reduced to an amount of less than a quarter of the registered capital, the dissolution may be pronounced by a quarter of the votes made at the meeting.

If the net assets are reduced to an amount of less than the minimum legal capital, any interested party may request the dissolution of the company to the competent commercial court which may grant a period for the purpose of putting the situation in order.

Article 38. - Liquidation.

In all cases of dissolution of the company, the general meeting shall designate the receiver(s) and shall determine his (their) powers and remuneration, if any. In the absence of a decision reached to this effect by the meeting, the liquidation shall be carried out by the directors in office, forming a corporate body.

Every year the receiver(s) or, where relevant, the directors responsible for the liquidation, submit to the general meeting the results of the liquidation with a statement regarding the causes which have prevented it from being closed.

They shall conform to articles 77 and 80 of the co-ordinated laws on trading companies, relating to the

Article 39. - Distribution.

After the payment of all the debts and charges of the company and the repayment of the registered capital actually paid up, the balance shall be equally distributed between all the shares.

TITLE VIII. - GENERAL PROVISIONS.

Article 40. - Election of domicile.

For the execution of these articles of association, any named shareholder, director, auditor, manager or receiver domiciled abroad, is considered to have elected domicile in Belgium. In the absence of this he shall be deemed to have elected domicile at the registered office.

Article 41. - Common law.

For any eventuality not provided for in these articles of association, reference is made to the co-ordinated laws on trading companies.

As a consequence, the provisions of these laws which may not be legally departed from, are deemed included in these articles of association and the clauses contrary to the mandatory provisions of these laws are deemed unwritten.

TITLE IX. - GROWTH IN THE REGISTERED CAPITAL SINCE THE FORMATION.

Article 42. - Record of the capital.

When the company was formed, the capital was set at twenty million, represented by twenty thousand no par value shares which were subscribed at the price of one thousand francs each by various shareholders.

According to the notarial deed drawn up before Mr André SCHEYVEN, Notary Public in Brussels on the fifteenth of May nineteen hundred and sixty-one, the general shareholder's meeting decided to raise the capital to fifty million francs by the issue of thirty thousand no par value shares which were subscribed at the price of one thousand francs each and twenty per cent paid up.

The extraordinary general meeting of the eleventh of December nineteen hundred and seventy-three decided to reduce the capital by forty-eight million francs to lower it from fifty million francs to six million francs without changing the number of shares, as follows:

- at a rate of thirty million one hundred and ninety-seven thousand two hundred and ninety-six francs by writing off losses.

- at a rate of six million four hundred and eighty thousand six hundred and four francs by repayment to each share of a cash sum of two hundred and sixty-six francs four hundred and forty-two thousandths.

- at a rate of four hundred and forty-eight thousand six hundred and four francs by the transfer of this sum to the legal reserve.

The extraordinary general meeting of the twenty-third of December nineteen hundred and eighty-one decided to increase the capital by twenty million francs to raise it to twenty-six million francs, through the creation of one hundred and sixty thousand shares of the same type as the existing shares. These one hundred and sixty thousand new shares were subscribed at the price of one hundred and twenty-five

The extraordinary general meeting of the thirty-first of March nineteen hundred and eighty-two decided:

- to exchange the two hundred and ten thousand old shares against twenty-one thousand new shares by regrouping the shares through the exchange of ten former shares against one new share;

- to reduce the capital up to seven million francs to bring it to nineteen million francs by the write-off at the due rate of losses suffered on the thirty-first of December nineteen hundred and eighty-one, without modification of the number of shares;

- to increase the paid-up capital up by forteen million five hundred and forty-eight thousand francs to raise it to thirty-three million five hundred and forty-eight thousand francs, by the creation of fifteen thousand six hundred and forty new and attributed fully paid shares.

Coordinated tect of the articles of association
certified by the power of attorney of

Damien HISETTE



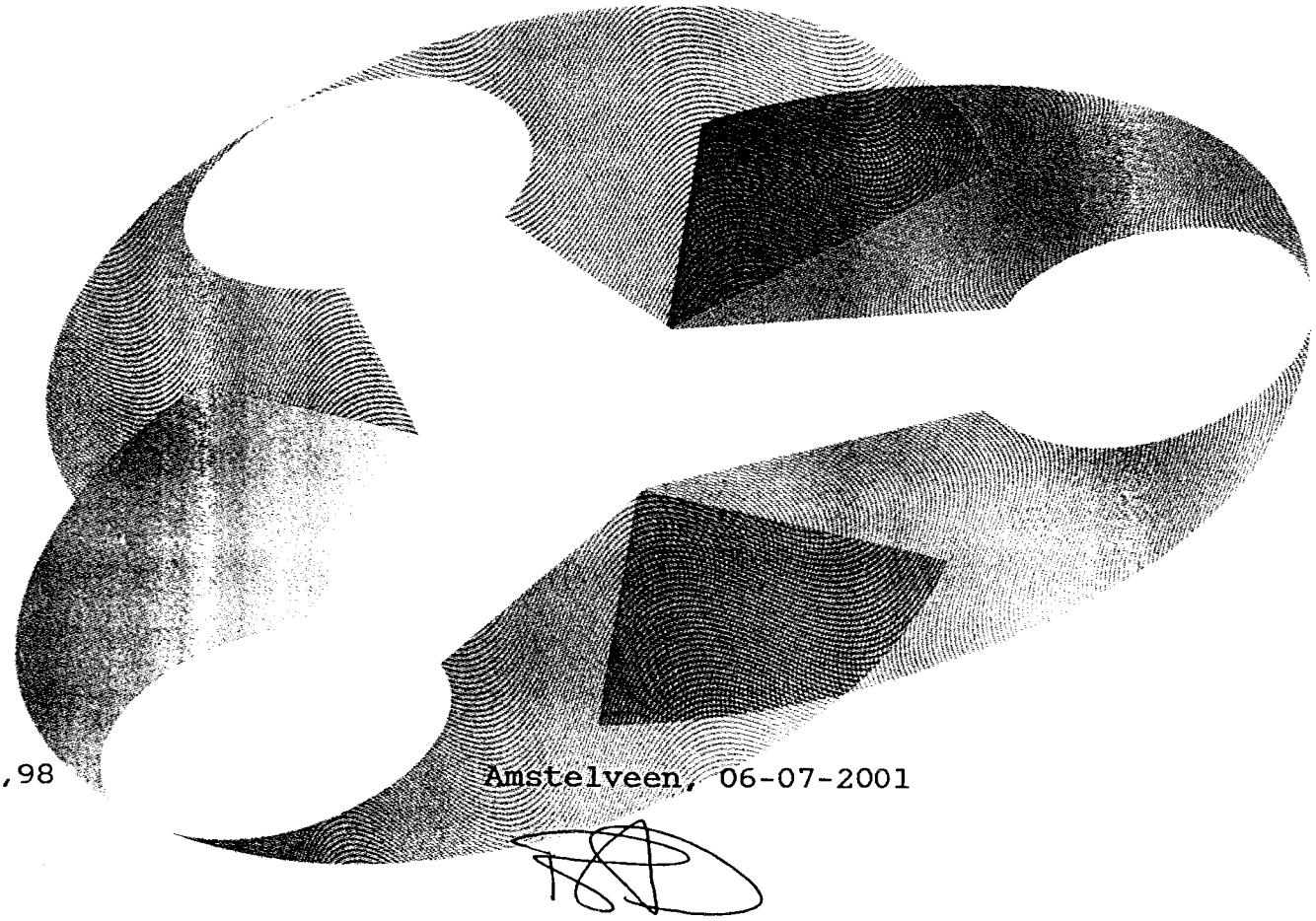
ffice	:Holder of power of attorney for signature, ...
	25-06-1996 .....
tle	:Manager livestock department .....
wers	:Restricted power of attorney .....
mmencement (present)	
ower of attorney	:25-06-1996 .....
me	:ter Huurne, Marcellinus Alfonsus Gerardus / 5 .
te and place of birth	:26-04-1951, Haaksbergen .....
dress	:Pater Wijnterlaan 14, 1412GM Naarden .....
nction and entry into	
ffice	:Holder of power of attorney for signature, ...
	25-06-1996 .....
tle	:Manager business development .....
wers	:Restricted power of attorney .....
mmencement (present)	
ower of attorney	:25-06-1996 .....
me	:van der Spek, Emile Victor / 6 .....
te and place of birth	:01-10-1936, 's-Gravenhage .....
dress	:Odijkerweg 31, 3972NE Driebergen Rijsenburg ...
nction and entry into	
ffice	:Holder of power of attorney for signature, ...
	25-06-1996 .....
tle	:Manager .....
wers	:Restricted power of attorney .....
mmencement (present)	
ower of attorney	:25-06-1996 .....
me	:Meijer, Marco Rene / 7 .....
te and place of birth	:05-02-1951, Curaçao, Netherlands Antilles .....
dress	:Prinsengracht 43 H, 1015DL Amsterdam .....
nction and entry into	
ffice	:Holder of power of attorney for signature, ...
	25-06-1996 .....
tle	:Financial Manager .....
wers	:Restricted power of attorney .....
mmencement (present)	
ower of attorney	:25-06-1996 .....
me	:Rolink, Clemens Joseph Maria / 10 .....
te and place of birth	:23-10-1951, Velsen .....
dress	:Dr Schuitstraat 42, 1942AD Beverwijk .....

KAMER VAN KOOPHANDEL
AMSTERDAM

e number: 33265587 Page 00003

e of entry into office	:01-07-2001 .....
le	:General Manager .....
ers	:Restricted power of attorney .....

ued by the chamber of commerce



,98 Amstelveen, 06-07-2001

B, DAĞDEVIREN

Document 3 – Declaration of Registration in EC

THE COMPANIES ACT 1985

Company No. **2394229**

The Registrar of Companies for England and Wales hereby certifies that

RWA INTERNATIONAL LIMITED (originally called RICHARD WOODROOFE & ASSOCIATES LIMITED which name was changed by special resolution on 14th May 1997 to RWA INTERNATIONAL LIMITED) was incorporated under the Companies Act 1985 as a limited company on 12th June 1989.

According to the documents on the file of the company in the custody of the Registrar of Companies, the company has been in continuous and unbroken existence since the date of its incorporation.

No action is currently being taken by the Registrar of Companies for striking the company off the register and dissolving it as defunct, and as far as the Registrar is aware:-

a) the company is not in liquidation or subject to an administration order, and

b) no receiver or manager of the company's property has been appointed.

****

Given at Companies House, Cardiff the **9th July 2001**

J M Mayor

MRS. J. M. MAYOR
for the Registrar of Companies

CHAMBRE DE COMMERCE ET D'INDUSTRIE DE BRUXELLES
KAMER VOOR HANDEL EN NIJVERHEID VAN BRUSSEL

CCIB
KHNB

LE DIRECTEUR GENERAL

TO WHOM IT MAY CONCERN

I, the undersigned, Olivier WILLOCX, Chief Executive, declare that the company **AGRER S.A.** located Avenue Louise 251 box 23 in 1050 Brussels, Belgium, is a member of the Chamber of Commerce and Industry of Brussels since September 13, 1982 under affiliation number 10082.

Considering the documents that have been shown, I attest that **AGRER S.A.** above mentioned is registered with the Brussels Trade Register under number 288.238 and is a company governed Belgian law.

Issued in Brussels, July 03, 2001

Olivier WILLOCX
Chief Executive

ASBL-VZW
fondée en 1703-gesticht in 1703
500 Avenue Louise-Louizalaan 500
B-1050 Bruxelles-Brussel
Tel.: +32 (0)2 648 50 02
Fax : +32 (0)2 640 93 28
E-mail : **info.ccib@ccib.irisnet.be**

KAMER VAN KOOPHANDEL
AMSTERDAM

e number: 33265587 Page 00001

lish translation of an extract from the commercial register of the
nber of Commerce and Industries for Amsterdam

---

al person:

al form	:Foreign company resembling EC company with .... undertaking in The Netherlands .....
e	:HVA International N.V. .....
tutory seat	:Curacao .....
istered in	:Handelsregister Kamer van Koophandel en ..... Nijverheid te Curacao, Nederlandse Antillen ... onder nummer: 69167 .....
ticulars in respect of reign legal person	:See Dutch extract .....

---

ertaking:

dename(s)	:HVA International N.V. .....
ress	:Hullenbergweg 278, 1101CR Amsterdam zuidoost ..
ling address	:Postbus 12204, 1100AE Amsterdam zuidoost .....
e of establishment company conducts	:23-12-1878 .....
e undertaking since	:30-12-1994 .....
cription of business nducted	:See Dutch extract .....
loyees	:15 .....

---

ector(s):

e	:Koop Holding B.V. / 9 .....
ress	:Verlengde Hereweg 163, 9721AN Groningen .....
istration commercial gister under number	:02044978 .....
e of entry into office	:30-06-1997 .....
le	:Directrice .....
ers	:Solely/independently authorised .....
e of (present) represen- tive authority	:30-06-1997 .....

---

norized signatory(signatories):

e	:Veldink, Gerhardus Albertus / 4 .....
e and place of birth	:27-12-1948, 's-Gravenhage .....
ress	:Hoenderweg 2, 3851RZ Ermelo .....
ction and entry into	

Document 4 – Notarised Declarations

RWA International Ltd

(formerly Richard Woodroofe & Associates Ltd)
Specialist Services in Rural Development and Management

Registered Office: Beckets House, 34 Market Place, Ripon, North Yorkshire, HG4 1BZ, UK.
Telephone: +44 (0) 1765 600455 Facsimile: +44 (0) 1765 600344 e-mail: rwaripon@rwainternational.com

PAN-AFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)
PROVISION OF TECHNICAL ASSISTANCE TO NATIONAL PACE PROJECTS
Notice of Prequalification No. EUROPEAID / 112448 / D / SV

DECLARATION OF THE TENDERER

Date: July 11th, 2001

The undersigned, **Dr Rowan Mactaggart**, in the capacity of **Director** of the consultant agency **RWA International Ltd** certifies that the firm he represents is NOT in one of the following situations:

- bankruptcy;
- payments to them have been suspended in accordance with the judgement of a court other than a judgement declaring bankruptcy and resulting, in accordance with their national laws, in the total or partial loss of the right to administer and dispose of their property;
- legal proceedings have been instituted against them involving an order suspending payments and which may result, in accordance with their national laws, in a declaration of bankruptcy or in any other situation entailing the total or partial loss of the right to administer and dispose of their property;
- they have been convicted by a final judgement of any crime or offence concerning their professional conduct;
- they are guilty of serious misrepresentation with regard to information required for participation in an invitation to tender;
- they are in breach of contract on another EDF-funded contract.

Signature of the tenderer:

Dr Rowan Mactaggart
Director

Seal of the notary certifying this document:

Signature of the notary:

agrer

PAN-AFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)
PROVISION OF TECHNICAL ASSISTANCE TO NATIONAL PACE PROJECTS
Notice of Prequalification No. EUROPEAID / 112448 / D / SV

DECLARATION OF THE TENDERER

Brussels, 29th of June 2001

The undersigned, **Robert COUTURIER**, in the capacity of **Managing Director**, and **Frank FEYS**, in the capacity of **Director**, of the consultant agency **AGRER** S.A.-N.V. certify that the firm they represent is **NOT** in one of the following situations:

- bankruptcy;
- payments to them have been suspended in accordance with the judgement of a court other than a judgement declaring bankruptcy and resulting, in accordance with their national laws, in the total or partial loss of the right to administer and dispose of their property;
- legal proceedings have been instituted against them involving an order suspending payments and which may result, in accordance with their national laws, in a declaration of bankruptcy or in any other situation entailing the total or partial loss of the right to administer and dispose of their property;
- they have been convicted by a final judgement of any crime or offence concerning their professional conduct;
- they are guilty of serious misrepresentation with regard to information required for participation in an invitation to tender;
- they are in breach of contract on another EDF-funded contract.

Signature of the tenderer:

Frank FEYS
Director

Robert COUTURIER
Managing Director

Seal of the notary certifying this document

Signature of the notary

AGRER S.A. I N.V.
Avenue Louise 251 I bte 23 I 1050 Bruxelles I Belgique

I, Thierry VAN HALTEREN, Notary Public, practising in Brussels, Belgium, do hereby certify and attest that the signatures set on this document are stated to be the signatures of Mr. R. COUTURIER and Mr. F. FEYS and that they are authorized to represent the consultant agency S.A. AGRER N.V. in accordance with article 23 of the memorandum as Directors of this company following Decision of the General Meeting dated April 7th, 1998.
Brussels, July 3rd, 2001.



Mr J.Kuipers notaris
.....

Heresingel 19, 9711 ER Groningen
Postbus 1213, 9701 BE Groningen
Telefoon 050-312 26 42
Telefax 050-312 65 08

2000.0001.00/24/JK

Translation

of a notarial deed in the Dutch language dated 6th. of July 2001

Today, the sixth of July two-thousand one, there appeared before me, Dr Jan Kuipers, notary-lawyer at Groningen:——————————————————————————

Mister **HENDRIKUS KOOP**, domiciled at 9629 PA Steendam, Roegeweg 11, born at Tjuchem on the thirty-first of August nineteen hundred forty-five, married, Passport Number N28774146, issued on the twenty-fifth of April nineteen hundred and ninety-seven;——————————

acting for these purposes:——————————————————————————

as company director of the private limited liability company, registered at 9721 AN Groningen, Verlengde Hereweg 163: **BEHEER KOOP TJUCHEM B.V.** (listed in the Commercial Register of the Chamber of Commerce and Industry at Groningen, under file number 02040619) and - in pursuance of its articles of association -as such legally representating this private limited liability company and which private limited liability company: BEHEER KOOP TJUCHEM B.V., in turn acts as director of the private limited liability company, registered at 9721 AN Groningen, Verlengde Hereweg 163: **KOOP HOLDING EUROPE B.V.** (listed in the Commercial Register of the Chamber of Commerce and Industry at Groningen, under file number 02059153) and - in pursuance of its articles of association -as such legally representating this private limited liability company and which private limited liability company: KOOP HOLDING EUROPE B.V. in turn acts as director of the private limited liability company, registered at 9721 AN Groningen, Verlengde Hereweg 163: **KOOP HOLDING B.V.** (listed in the Commercial Register of the Chamber of Commerce and Industry at Groningen, under file number 02044979) and - in pursuance of its articles of association - as such legally representating this private limited liability company, which last named private limited liability company: KOOP HOLDING B.V. in turn acts as director of the limited liability company by Antillian Law, registered at Curaçao (Dutch Antilles) but with the office at 1101 CR Amsterdam Zuidoost, Hullenbergweg 373: **HVA INTERNATIONAL N.V.** (listed in the Commercial Register of the Chamber of Commerce and Industry at Curaçao, Dutch Antilles, under file number 69167 and the Chamber of Commerce and Industry at Amsterdam, under file number 33265587) - in pursuance of its articles of association - as such legally representating this limited liability company ——————————————————————————

The appearer declared that for each of the aforementioned private limited liability companies **BEHEER KOOP TJUCHEM B.V., KOOP HOLDING EUROPE B.V., KOOP HOLDING B.V.** and **HVA INTERNATIONAL N.V.**, of which he is the statutory representative, the following applies:

a. The company is not in a state of liquidation or bankruptcy.
b. The operations of the company have not been terminated or suspended.
c. No request for bankruptcy, suspension of payments or settlement has been made; nor is the company in any other comparable state.
d. The company has not been convicted in a court of law for an offence which seriously affects the morale of the company or brings it into any other difficulties.
e. In the exercise of its activities the company has made no serious errors which could in any way be made credible by the party inviting tenders.
f. The company has met all its obligations under the law with respect to the payment of social security insurance.
g. The company has met all its obligations under the law with respect to the payment of taxes.
h. The company is in no way guilty of making false declarations in the provision of information required for questionnaires submitted or maintained by the party making the tender and has provided all the information required.

The foregoing declaration having been submitted to me the notary, was made under oath by the appearer.

The appearer is known to me, the notary-lawyer.

Of which deed, drawn up as the original, is executed at Groningen on the date appearing at the beginning of this deed.

After hearing a succinct version of the contents of this deed as well as a complete reading of it, it was signed by the appearer and by me, the notary-lawyer.

H.Koop, J.Kuipers.

ISSUED AS TRUE COPY

signed: J.Kuipers, notary-lawyer

Mr J.Kuipers notaris
.....

Heresingel 19, 9711 ER Groningen
Postbus 1213, 9701 BE Groningen
Telefoon 050-312 26 42
Telefax 050-312 65 08

2001.0001/24/JK

Heden, de zesde juli tweeduizend één, verscheen voor mij, mr Jan Kuipers, notaris te Groningen:——————————————————————————————

de heer **HENDRIKUS KOOP**, wonende te 9629 PA Steendam, Roegeweg 11, geboren te Tjuchem op één en dertig augustus negentienhonderd vijf en veertig, gehuwd; houder van paspoort nummer N28774146, afgegeven op vijf en twintig april negentienhonderd zeven en negentig;——————————————————————————————

ten deze handelende:——————————————————————————————

als directeur van de te 9721 AN Groningen, Verlengde Hereweg 163, gevestigde besloten vennootschap met beperkte aansprakelijkheid: **BEHEER KOOP TJUCHEM B.V.**, (ingeschreven in het Handelsregister van de Kamer van Koophandel en Fabrieken te Groningen, dossiernummer 02040619) en alszodanig deze besloten vennootschap - ingevolge het bepaalde in haar statuten -ten deze rechtsgeldig vertegenwoordigende, welke besloten vennootschap BEHEER KOOP TJUCHEM B.V. op haar beurt handelt als directrice van de te 9721 AN Groningen, Verlengde Hereweg 163, gevestigde en kantoorhoudende besloten vennootschap met beperkte aansprakelijkheid: **KOOP HOLDING EUROPE B.V.** (ingeschreven in het Handelsregister van de Kamer van Koophandel en Fabrieken te Groningen, dossiernummer 02059153) en alszodanig deze besloten vennootschap - ingevolge het bepaalde in haar statuten - ten deze rechtsgeldig vertegenwoordigende, welke besloten vennootschap KOOP HOLDING EUROPE B.V. op haar beurt handelt als directrice van de te 9721 AN Groningen, Verlengde Hereweg 163, gevestigde en kantoorhoudende besloten vennootschap met beperkte aansprakelijkheid: **KOOP HOLDING B.V.** (ingeschreven in het Handelsregister van de Kamer van Koophandel en Fabrieken te Groningen, dossiernummer 02044979) en als zodanig deze besloten vennootschap - ingevolge het bepaalde in haar statuten - ten deze rechtsgeldig vertegenwoordigende, welke laatstgenoemde besloten vennootschap KOOP HOLDING B.V. op haar beurt handelt als directrice van de op Curaçao (Nederlandse Antillen), gevestigde doch te 1101 CR Amsterdam Zuidoost, Hullenbergweg 373, kantoorhoudende naamloze vennootschap naar Antilliaans recht: **HVA INTERNATIONAL N.V.**, (ingeschreven in het Handelsregister van de Kamer van Koophandel en Nijverheid te Curaçao, Nederlandse Antillen, dossiernummer 69167 alsmede ingeschreven in het Handelsregister van de Kamer van Koophandel en Fabrieken te Amsterdam, dossiernummer 33265587) en alszodanig deze naamloze vennootschap ten deze rechtsgeldig vertegenwoordigende.——

De komparant verklaarde dat voor ieder van de hiervoor genoemde besloten vennootschappen: **BEHEER KOOP TJUCHEM B.V., KOOP HOLDING EUROPE B.V., KOOP HOLDING**

B.V. en de naamloze vennootschap naar Antilliaans recht: **HVA INTERNATIONAL N.V.**, waarvan hij de vertegenwoordiger is, het volgende geldt:

a. De vennootschap verkeert niet in staat van faillissement of van liquidatie.
b. De werkzaamheden van de vennootschap hebben niet opgehouden en zijn niet opgeschort.
c. Er loopt ten laste van de vennootschap geen aanvrage tot faillissement, surséance van betaling of accoord; de vennootschap verkeert ook niet in een andere soortgelijke toestand.
d. De vennootschap is niet bij een in kracht van gewijsde gegane rechterlijke beslissing veroordeeld geweest voor een delict dat haar beroeps- of bedrijfsmoraal in ernstige mate aantast of anderszins in gedrang brengt.
e. De vennootschap heeft in de uitoefening van haar werkzaamheden geen ernstige fouten begaan die door de aanbesteder op enige grond aannemelijk kunnen worden gemaakt.
f. De vennootschap heeft aan al haar verplichtingen voldaan ten aanzien van de betaling van de sociale verzekeringslasten overeenkomstig de wet.
g. De vennootschap heeft aan al haar verplichtingen voldaan ten aanzien van de betaling van haar belastingen overeenkomstig de wet.
h. De vennootschap heeft zich in geen enkel opzicht schuldig gemaakt aan het afleggen van valse verklaringen bij het verstrekken van de inlichtingen die overeenkomstig door de aanbesteder voorgelegde of gehanteerde vragenlijst(en) worden verlangd en heeft alle verlangde informatie verstrekt.

De bovenstaande verklaring werd vervolgens onder ede afgelegd in handen van mij, notaris, door de komparant bevestigd.

WAARVAN AKTE, is verleden te Groningen op de datum in het hoofd van deze akte vermeld.

De verschenen persoon is aan mij, notaris, bekend.

De zakelijke inhoud van de akte is aan hem opgegeven en toegelicht.

De verschenen persoon heeft verklaard tijdig voor het verlijden een ontwerp van de akte te hebben ontvangen, van de inhoud van de akte kennis te hebben genomen, alsmede te zijn gewezen op de gevolgen die voor hem uit de akte voortvloeien en op volledige voorlezing van de akte geen prijs te stellen.

Deze akte is beperkt voorgelezen en onmiddellijk daarna ondertekend, eerst door de verschenen persoon en vervolgens door mij, notaris.

H.Koop, J.Kuipers.

VOOR AFSCHRIFT:

Mr. J. KUIPERS

Document 5 – Declaration of Freedom From Legal Dispute

RWA International Ltd

(formerly Richard Woodroofe & Associates Ltd)
Specialist Services in Rural Development and Management

Registered Office: Beckets House, 34 Market Place, Ripon, North Yorkshire, HG4 1BZ, UK.
Telephone: +44 (0) 1765 600455 Facsimile: +44 (0) 1765 600344 e-mail: rwaripon@rwainternational.com

PAN-AFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)
PROVISION OF TECHNICAL ASSISTANCE TO NATIONAL PACE PROJECTS
Notice of Prequalification No. EUROPEAID / 112448 / D / SV

DECLARATION

The undersigned, **Dr Rowan Mactaggart**, Director of **RWA International Ltd**, Beckets House, 34 Market Place, North Yorkshire, HG4 1BZ, UK, state expressly that RWA International Ltd has no current legal or arbitration proceedings or dispute in which it is involved, and that it has not been party to a contract which has been terminated by the contracting authority due to an act of omission of the contractor.

Done in Ripon on: July 2nd, 2001

For and on behalf of RWA International Ltd,

Dr Rowan Mactaggart
Director

agrer

PAN-AFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)
PROVISION OF TECHNICAL ASSISTANCE TO NATIONAL PACE PROJECTS
Notice of Prequalification No. EUROPEAID / 112448 / D / SV

DECLARATION

The undersigned, Robert COUTURIER, Managing Director, and Frank FEYS, Director, of S.A. AGRER N.V., avenue Louise 251, Bte 23, B-1050 Brussels (Belgium), hereby declare and state expressly that S.A. AGRER N.V. has no current legal or arbitration proceedings or dispute in which it is involved, and that it has not been party to a contract which has been terminated by the contracting authority due to an act of omission of the contractor.

Done in Brussels on the 29th of June 2001,

For and on behalf of S.A. AGRER N.V.,

Frank FEYS
Director

Robert COUTURIER
Managing Director

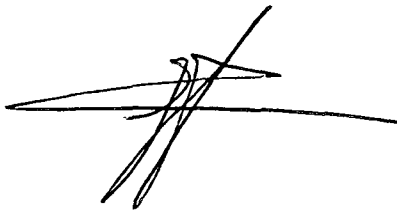
PAN-AFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)
PROVISION OF TECHNICAL ASSISTANCE TO NATIONAL PACE PROJECTS
Notice of Prequalification No. EUROPEAID / 112448 / D / SV

DECLARATION

The undersigned, **Mr. Clemens Rolink**, Director of **HVA International**, 373 Hullenbergweg, 1101 CR Amsterdam, Netherlands, state expressly that HVA International has no current legal or arbitration proceedings or dispute in which it is involved, and that it has not been party to a contract which has been terminated by the contracting authority due to an act of omission of the contractor.

Done in Amsterdam on: 9th of July, 2001

For and on behalf of HVA International



Mr. Clemens Rolink
Director

Documents on General Competence

Document 6 – Reports on Accounting and Financial Standing

Document 6
RWA International

RWA International Limited

Report and Accounts

31 March 2000

Registered No. 02394229

ERNST & YOUNG

North Region – Leeds
PO Box 61
Cloth Hall Court
14 King Street
Leeds LS1 2JN

Phone: 0113 298 2200
Fax: 0113 298 2201
DX: 26428
www.ey.com/uk

TO WHOM IT MAY CONCERN

18 January 2001

JRB/JPW

Dear Sir/Madam

RWA INTERNATIONAL LIMITED

We are writing to confirm that we are the auditors of RWA International Limited, a company registered in England and Wales (Company Number 02394229), and that we have issued an unqualified opinion on the company's accounts for the year ended 31 March 2000. During the course of our audit we did not find anything which led us to believe that the company had not fulfilled its obligations with respect to the payment of taxes, social security contributions and VAT in accordance with the legal provisions in force in the United Kingdom.

At the time of writing this letter RWA International Limited was not in administrative receivership.

Yours faithfully

Ernst & Young

Ernst & Young

ERNST & YOUNG

REPORT OF THE AUDITORS
to the members of RWA International Limited

We have audited the accounts on pages 6 to 11, which have been prepared under the historical cost convention and on the bases of the accounting policies set out on page 8.

Respective responsibilities of directors and auditors
As described on page 4 the company's directors are responsible for the preparation of the accounts in accordance with applicable United Kingdom law and accounting standards. It is our responsibility to form an independent opinion, based on our audit, on those accounts and to report our opinion to you. Our responsibilities, as independent auditors, are established in the United Kingdom by Statute, the Auditing Practices Board and by our profession's ethical guidance.

Basis of opinion
We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the accounts. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the accounts, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the accounts.

Opinion
In our opinion the accounts give a true and fair view of the state of affairs of the company as at 31 March 2000 and of its profit for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Ernst & Young
Registered Auditors
Leeds

5 September 2000

PROFIT AND LOSS ACCOUNT
for the year ended 31 March 2000

	Notes	2000 £	1999 £
TURNOVER	2	2,424,806	2,169,898
Cost of sales		(2,187,659)	(1,970,904)
GROSS PROFIT		237,147	198,994
NET OPERATING EXPENSES			
Administrative expenses		(206,319)	(176,653)
Other operating income	5	7,699	3,665
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION		38,527	26,006
Taxation	6	(8,123)	(459)
PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION AND RETAINED PROFIT FOR THE YEAR	13	30,404	25,547

There are no recognised gains or losses other than the profit attributable to the members of the company of £30,404 (1999 - £25,547).

ERNST & YOUNG

RWA International Limited

BALANCE SHEET
at 31 March 2000

	Notes	2000 £	1999 £
FIXED ASSETS			
Tangible assets	7	14,142	14,485
CURRENT ASSETS			
Debtors	8	495,326	1,001,785
Cash at bank and in hand		593,707	371,598
		1,089,033	1,373,383
CREDITORS: amounts falling due within one year	9	(1,022,285)	(1,337,382)
NET CURRENT ASSETS		66,748	36,001
TOTAL ASSETS LESS CURRENT LIABILITIES		80,890	50,486
PROVISIONS FOR LIABILITIES & CHARGES			
Deferred tax	10	(906)	(906)
		79,984	49,580
CAPITAL AND RESERVES			
Called up share capital	12	500	500
Profit and loss account	13	79,484	49,080
TOTAL SHAREHOLDERS' FUNDS	11	79,984	49,580

The accounts have been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies and with the Financial Reporting Standard for Smaller Entities.

R MacTaggart
Director

5 September 2000

ERNST & YOUNG

RWA International Limited

Report and Accounts

31 March 1999

Registered No. 02394229

ERNST & YOUNG

REPORT OF THE AUDITORS
to the members of RWA International Limited

We have audited the accounts on pages 6 to 11, which have been prepared under the historical cost convention and on the bases of the accounting policies set out on pages 8.

Respective responsibilities of directors and auditors
As described on page 4 the company's directors are responsible for the preparation of the accounts. It is our responsibility to form an independent opinion, based on our audit, on those accounts and to report our opinion to you.

Basis of opinion
We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the accounts. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the accounts, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the accounts.

Opinion
In our opinion the accounts give a true and fair view of the state of affairs of the company as at 31 March 1999 and of its profit for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Ernst & Young
Registered Auditors
Leeds

21 September 1999

RWA International Limited

PROFIT AND LOSS ACCOUNT
for the year ended 31 March 1999

	Notes	1999 £	1998 £
TURNOVER	2	2,169,898	1,951,998
Cost of sales		(1,970,904)	(1,757,201)
GROSS PROFIT		198,994	194,797
NET OPERATING EXPENSES			
Administrative expenses		(176,653)	(228,735)
Other operating income	5	3,665	7,095
PROFIT/(LOSS) ON ORDINARY ACTIVITIES BEFORE TAXATION		26,006	(26,843)
Taxation	6	459	-
PROFIT/(LOSS) ON ORDINARY ACTIVITIES AFTER TAXATION		25,547	(26,843)
RETAINED PROFIT/(LOSS) FOR THE YEAR	13	25,547	(26,843)

There are no recognised gains or losses other than the profit attributable to the members of the company of £25,547 (1998 - £26,843 loss).

BALANCE SHEET
at 31 March 1999

	Notes	1999 £	1998 £
FIXED ASSETS			
Tangible assets	7	14,485	6,817
CURRENT ASSETS			
Debtors	8	1,001,785	609,553
Cash at bank and in hand		371,598	243,774
		1,373,383	853,327
CREDITORS: amounts falling due within one year	9	(1,337,382)	(836,111)
NET CURRENT ASSETS		36,001	17,216
TOTAL ASSETS LESS CURRENT LIABILITIES		50,486	24,033
PROVISIONS FOR LIABILITIES & CHARGES			
Deferred tax	10	(906)	-
		49,580	24,033
CAPITAL AND RESERVES			
Called up share capital	12	500	500
Profit and loss account	13	49,080	23,533
TOTAL SHAREHOLDERS' FUNDS	11	49,580	24,033

The accounts have been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies and with the Financial Reporting Standard for Smaller Entities.

R Mactaggart
Director

6 September 1999

ERNST & YOUNG

REPORT OF THE AUDITORS
to the members of RWA International Limited

We have audited the accounts on pages 6 to 11, which have been prepared under the historical cost convention and on the basis of the accounting policies set out on page 8.

Respective responsibilities of directors and auditors

As described on page 4 the company's directors are responsible for the preparation of the accounts. It is our responsibility to form an independent opinion, based on our audit, on those accounts and to report our opinion to you.

Basis of opinion

We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the accounts. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the accounts, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the accounts.

Opinion

In our opinion the accounts give a true and fair view of the state of affairs of the company as at 31 March 1998 and of its loss for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Ernst & Young
Registered Auditor
Leeds

3 August 1998

PROFIT AND LOSS ACCOUNT
for the year ended 31 March 1998

	Note	1998 £	1997 £
TURNOVER	2	1,951,998	1,056,491
Cost of sales		(1,757,201)	(912,269)
GROSS PROFIT		194,797	144,222
NET OPERATING EXPENSES			
Administrative expenses		(228,735)	(137,530)
Other operating income	5	7,095	9,227
(LOSS)/PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION		(26,843)	15,919
Taxation	6	-	(3,962)
(LOSS)/PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION		(26,843)	11,957
Dividends		-	(20,000)
RETAINED (LOSS)/PROFIT FOR THE YEAR	12	(26,843)	(8,043)

There are no recognised gains or losses other than the loss attributable to the members of the company of £26,843 (1997 - £11,957 profit).

ERNST & YOUNG

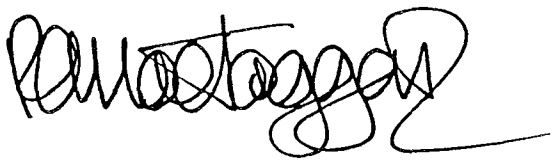
BALANCE SHEET
at 31 March 1998

	Notes	1998 £	1997 £
FIXED ASSETS			
Tangible assets	7	6,817	9,738
CURRENT ASSETS			
Debtors	8	609,553	43,827
Cash at bank and in hand		243,774	411,561
		853,327	455,388
CREDITORS: amounts falling due within one year	9	(836,111)	(414,650)
NET CURRENT ASSETS		17,216	40,738
TOTAL ASSETS LESS CURRENT LIABILITIES		24,033	50,476
CAPITAL AND RESERVES			
Called up share capital	11	500	100
Profit and loss account	12	23,533	50,376
TOTAL SHAREHOLDERS' FUNDS	10	24,033	50,476

The accounts have been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies and with the Financial Reporting Standard for Smaller Entities.

R Mactaggart - Director

28th July 1998



ERNST & YOUNG

RWA International Ltd

(formerly Richard Woodroofe & Associates Ltd)
Specialist Services in Rural Development and Management

Registered Office: Beckets House, 34 Market Place, Ripon, North Yorkshire, HG4 1BZ, UK.
Telephone: +44 (0) 1765 600455 Facsimile: +44 (0) 1765 600344 e-mail: rwaripon@rwainternational.com

PAN-AFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)
PROVISION OF TECHNICAL ASSISTANCE TO NATIONAL PACE PROJECTS
Notice of Prequalification No. EUROPEAID / 112448 / D / SV

AUTHORISATION

The undersigned, **Dr Rowan Mactaggart** of **RWA International Ltd**, Beckets House, 34 Market Place, North Yorkshire, HG4 1BZ, UK, hereby gives authorisation to the Organisation of African Unity (OAU), Inter-African Bureau for Animal Resources (IBAR), Monrovia Street, Maendeleo House, Nairobi, Kenya, to seek a reference from its bankers.

Done in Ripon on: July 2nd, 2001

For and on behalf of RWA International Ltd,

Dr Rowan Mactaggart
Director

Document 6
Agrer

AGRER S.A.-N.V.

SUMMARY OF BALANCE SHEETS

FOR THE PERIOD	01.01.98 - 31.12.98	01.01.99 - 31.12.99	01.01.00 - 31.12.00
number of months :	12	12	12
	000' EURO	000' EURO	000' EURO
ASSETS			
Fixed assets	2 266	2 013	2 041
Stocks and contracts in progress	716	1 235	1 175
Amounts receivable	5 587	6 928	6 329
Current investments	1 000	460	1 000
Liquid assets	10 397 [1]	1 538 [2]	7 607 [3]
Deferrals and accruals	103	39	0
TOTAL	20 069	12 213	18 152
LIABILITIES			
Capital paid up	832	832	832
Legal reserve	83	83	83
Accumulated profit	3 924	4 219	4 562
Capital and Reserves	**4 839**	**5 134**	**5 477**
Provision for liabilities & charges	12	0	0
Amounts payable	**0**	**0**	0
Current portion of amounts payable	**0**	0	0
Credit institutions	0	0	0
Trade debts	2 030	2 182	2 453
Advances received on contracts in progress	2 968	3 498	3 672
Taxes, remuneration & social security costs	175	305	276
Other amounts payable	10 045 [1]	1 094 [2]	6 274 [3]
Deferrals and accruals	**0**	0	0
TOTAL	20 069	12 213	18 152

On the 1st of February 2001, 1EURO = 0,92 US DOLLAR

[1] The amounts include a sum of 9 742 000 EURO corresponding to the balance of the advance payment for a service contract for Third party. This sum, received by AGRER, was counterbalanced by a debt in the liabilities.

[2] Idem, but the amount fo the balance was 722 000 EURO

[3] Idem, but the amount fo the balance was 5 000 000 EURO

AGRER S.A.-N.V.

SUMMARY OF PROFIT AND LOSS STATEMENTS

FOR THE PERIOD	01.01.98 - 31.12.98	01.01.99 - 31.12.99	01.01.00 - 31.12.00
number of months :	12	12	12
	000' EURO	000' EURO	000' EURO
PROFIT AND LOSS ACCOUNT			
Turnover	**5 721**	**7 212**	**7 968**
Purchase and goods	-264	-699	-882
Services and other goods	-3 505	-3 919	-4 685
Remuneration, social security and pensions	-1 531	-1 752	-1 712
Depreciation, amounts written off - fixed assets	-53	-56	-79
Amounts written off	48	-116	-43
Provisions for risks & charges	-6	12	0
Other operating charges	-4	-5	-7
Operating profit	**406**	**677**	**644**
Financial income	600	236	404
Financial charges	-505	-290	-315
Ordinary profit	501	623	735
Extraordinary income	**24**	6	7
Extraordinary charges	0	-9	-8
Profit before tax	**525**	**620**	**734**
Tax	-71	-46	-60
Net profit	**454**	**574**	**674**

On the 1st of February 2001, 1EURO = 0,92 US DOLLAR

ARTHUR ANDERSEN

REPORT PREPARED BY THE COMPANY'S AUDITORS

To the shareholders of Agrer S.A.

We have examined the balance sheets of Agrer S.A. as at 31 December 2000, and the profit and loss accounts and annexes for the financial years ending on those dates, as well as the social balance sheet for the financial year ending on that date. These annual accounts have been drawn up under the responsibility of the Board of Directors. Total assets as at 31 December 2000 amounted to € 18,152 (000) and profits for the financial year ending on that date was € 674 (000). We have also carried out the specific controls required by law.

Certification of the annual accounts

We have audited the accounts in accordance with generally accepted accounting principles as defined by the Institute of Company Auditors. These principles require that our audit should be organised and performed in such a way as to obtain a reasonable assurance that the annual accounts do not include any significant inaccuracies, and comply with the legal and regulatory provisions applying in Belgium as regards annual accounts. In accordance with these principles, we have taken into consideration the company's administrative and accounting organisation, as well as internal control procedures. We have substantiated the amounts appearing in the annual accounts by carrying out spot checks. We have also examined the valuation rules applied by the company as well as the presentation of the accounts as a whole. The company's management has replied clearly to our requests for explanations and information. We consider that this work provides a reasonable basis for us to express an opinion.

In our opinion:

- the enclosed annual accounts present a true and accurate picture of the assets and financial situation of Agrer S.A. as at 31 December 2000, as well as of the results of its activities for the financial years ending on those dates, having regard to the legal and statutory provisions governing the company's activities.
- the explanations given in the annexes are adequate;
- the social balance sheet has been drawn up in accordance with the relevant legal provisions.

Additional statements (and information)

We supplement our report with the following additional statements that are not of such a nature as to change the scope of our above audit report on the annual accounts:

- The management report for the year ending on 31 December 2000 contains the information required by law and is in accordance with the annual accounts;

- Notwithstanding formal aspects of minor importance, the books are kept in accordance with legal and statutory provisions applying in Belgium;

- We have observed no transactions concluded or decisions taken in infringement of the company's articles of association or company law;

- The proposed appropriation of the profit for financial year ending 31 December 1999 is in conformity with legal and statutory provisions.

ARTHUR ANDERSEN
Company Auditors

Guy Wygaerts,
Brussels, 2 March 2001

ARTHURANDERSEN

RAPPORT DU COMMISSAIRE

Arthur Andersen
Reviseurs d'Entreprises
Montagne du Parc 4
B-1000 Bruxelles
Belgique
Tel 32 2 545 31 00
Fax 32 2 545 31 99

Aux Actionnaires de
Agrer, SA :

Nous avons examiné le bilan de AGRER, SA au 31 décembre 2000, ainsi que le compte de résultats, l'annexe et le bilan social pour l'année arrêtée à cette date. Les comptes annuels ont été établis sous la responsabilité du Conseil d'Administration. Le total du bilan au 31 décembre 2000 s'élève à € 18.152 (000) et le bénéfice de l'exercice arrêté à cette date s'élève à € 674 (000). Nous avons également procédé aux vérifications spécifiques complémentaires requises par la loi.

Attestation sans réserve des comptes annuels

Notre examen a été effectué conformément aux normes de revision de l'Institut des Reviseurs d'Entreprises. Ces normes requièrent que notre revision soit organisée et exécutée de manière à obtenir une assurance raisonnable que les comptes annuels ne comportent pas d'inexactitudes significatives, compte tenu des dispositions légales et réglementaires applicables aux comptes annuels en Belgique. Conformément à ces normes, nous avons tenu compte de l'organisation en matière administrative et comptable ainsi que des dispositifs de contrôle interne de la société. Nous avons examiné par sondages la justification des montants figurant dans les comptes annuels. Nous avons également évalué le bien fondé des règles d'évaluation et des estimations comptables significatives, ainsi que la présentation des comptes annuels dans leur ensemble. Nous avons obtenu des responsables de la société les explications et informations que nous avons demandées. Nous estimons que ces travaux fournissent une base raisonnable à l'expression de notre opinion.

A notre avis,

- les comptes annuels ci-joints donnent une image fidèle du patrimoine et de la situation financière de Agrer, SA au 31 décembre 2000, ainsi que des résultats de ses opérations pour l'année arrêtée à cette date, compte tenu des dispositions légales et réglementaires qui les régissent;
- les justifications données dans l'annexe sont adéquates;
- le bilan social a été dressé conformément à la législation.

Attestations complémentaires

Nous complétons notre rapport par les attestations complémentaires suivantes qui ne sont pas de nature à modifier la portée de l'attestation des comptes annuels présentée ci-dessus :

- Le rapport de gestion pour l'année arrêtée au 31 décembre 2000 comprend les informations requises par la loi et concorde avec les comptes annuels;

- Sans préjudice d'aspects formels d'importance mineure, la comptabilité est tenue et les comptes annuels sont établis conformément aux dispositions légales et réglementaires applicables en Belgique;

- Notre examen ne nous a pas révélé d'opération conclue ou de décision prise en violation des statuts ou du Code des Sociétés;

- La répartition proposée des résultats pour l'année se terminant le 31 décembre 2000 est conforme aux statuts et au Code des Sociétés.

Le Commissaire,

ARTHUR ANDERSEN
Reviseurs d'Entreprises

Guy Wygaerts

Le 2 mars 2001

COMPTES ANNUELS EN MILLIERS D' EUROS

C 1.

RAISON OU DENOMINATION SOCIALE : AGRER

Forme juridique..... : SA SOCIETE ANONYME
Adresse ..... : AV. LOUISE N° ... : 251 Bte ... : 23
Code postal ..... : 1050 Commune : BRUXELLES
Registre ..... : RC Greffe de : BRUXELLES N° ... : 0288238

Numéro de TVA ou numéro national | 400.501.419 |

DATE | 24/11/1997 | du dépôt de l'acte constitutif OU du document le plus récent mentionnant la date de publication des actes constitutif et modificatif(s) des statuts.

COMPTES ANNUELS approuvés par l'assemblée générale du | 03/04/2001 |

et relatifs à l'exercice couvrant la période du | 01/01/2000 | au | 31/12/2000 |

Exercice précédent du | 01/01/1999 | au | 31/12/1999 |

Les montants relatifs à l'exercice précédent sont identiques à ceux publiés antérieurement : Oui

---

LISTE COMPLETE avec nom, prénoms, profession, domicile (adresse, numéro, code postal et commune) et fonction au sein de l'entreprise des ADMINISTRATEURS, GERANTS ET COMMISSAIRES

HECQ JACQUES

RUES DES HAIES GERMAINES 23 6032 HONTS/MARCHIENNE BELGIQUE
ADMINISTRATEUR

COUTURIER ROBERT
DIRECTEUR GENERAL
CLOS DU MANOIR 15 1050 BRUXELLES BELGIQUE
ADMINISTRATEUR DELEGUE

COURTOY CHARLES

RUE DE LA BURDINE 31 5092 HERON BELGIQUE
ADMINISTRATEUR

428 315 871 ARTHUR ANDERSEN REVISEURS D'ENTREPRISES (B014)
représentée par GUY WYGAERTS
MONTAGNE DU PARC 4 1000 BRUXELLES BELGIQUE
COMMISSAIRE-REVISEUR

PEYS FRANK
INGENIEUR AGRONOME
MOLENKOUTERSTRAAT 1 9320 EREBODEGEM BELGIQUE
ADMINISTRATEUR

SABIN PATRICK
ADMINISTRATEUR
WELLINGTON COURT 116 KNIGHTSBRIDGE 33 SW1X7PL LONDRES ROYAUME-UNI
ADMINISTRATEUR date de début : / / date de fin : 04/04/2000

(éventuellement suite page 25)

Sont joints aux présents comptes annuels : - le rapport des commissaires
- le rapport de gestion

Signature(s)

IMPORTANT : Cette copie a été confectionnée à l'aide du programme que la Banque Nationale de Belgique a développé dans le but

- L'organe de gestion déclare qu'aucune mission de vérification ou de redressement n'a été confiée à une personne qui n'y est pas autorisée par la loi, en application des articles 78 et 82 de la loi du 21 février 1985 relative à la réforme du revisorat d'entreprises.

- Une mission de vérification ou de redressement des comptes annuels a-t-elle été confiée à un expert-comptable inscrit au tableau des experts-comptables externes de l'Institut des Experts-Comptables ou à un reviseur d'entreprises qui n'est pas le commissaire ? : Non

Si OUI, doivent être mentionnés ci-après :
les nom, prénoms, profession, domicile de chaque expert-comptable externe ou reviseur d'entreprises et son numéro de membre auprès de l'Institut des Experts-Comptables ou de l'Institut des Reviseurs d'Entreprises ainsi que la nature de sa mission.

NOM, prénoms, profession, domicile	Numéro de membre	Code lié à la nature de la mission (*) (A,B,C et/ou D)

(*) Codes à utiliser le cas échéant :
A. Tenue des comptes de l'entreprise (mention facultative) ;
B. Etablissement des comptes annuels (mention facultative) ;
C. Vérification de ces comptes ;
D. Correction de ces comptes.

1. BILAN APRES REPARTITION

ACTIF	Codes	Exercice	Exercice précédent
ACTIFS IMMOBILISES	20/28	2041	2013
I. Frais d'établissement (annexe I)	20		
II. Immobilisations incorporelles (ann. II)	21		
III. Immobilisations corporelles (ann. III)	22/27	149	120
A. Terrains et constructions	22		
B. Installations, machines et outillage	23	8	7
C. Mobilier et matériel roulant	24	128	96
D. Location-financement et droits similaires	25		
E. Autres immobilisations corporelles	26	13	17
F. Immobilisations en cours et acomptes versés	27		
IV. Immobilisations financières(ann. IV et V)	28	1892	1893
A. Entreprises liées	280/1	1889	1889
1. Participations	280	25	25
2. Créances	281	1864	1864
B. Autres entreprises avec lesquelles il existe un lien de participation	282/3		
1. Participations	282		
2. Créances	283		
C. Autres immobilisations financières	284/8	3	4
1. Actions et parts	284		
2. Créances et cautionnements en numéraire	285/8	3	4
ACTIFS CIRCULANTS	29/58	16111	10200
V. Créances à plus d'un an	29		
A. Créances commerciales	290		
B. Autres créances	291		
VI. Stocks et commandes en cours d'exécution	3	1175	1235
A. Stocks	30/36		
1. Approvisionnements	30/31		
2. En-cours de fabrication	32		
3. Produits finis	33		
4. Marchandises	34		
5. Immeubles destinés à la vente	35		
6. Acomptes versés	36		
B. Commandes en cours d'exécution	37	1175	1235
VII. Créances à un an au plus	40/41	6329	6928
A. Créances commerciales	40	5395	6400
B. Autres créances	41	934	528
III. Placements de trésorerie (ann. V et VI)	50/53	1000	460
A. Actions propres	50		
B. Autres placements	51/53	1000	460
IX. Valeurs disponibles	54/58	7607	1538
X. Comptes de régularisation (ann. VII)	490/1		39
OTAL DE L'ACTIF	20/58	18152	12213

PASSIF	Codes	Exercice	Exercice précédent
CAPITAUX PROPRES (+)[ou(-)]	10/15	5477	5134
I. Capital (ann. VIII)	10	832	832
A. Capital souscrit	100	832	832
B. Capital non appelé (-)	101		
II. Primes d'émission	11		
III. Plus-values de réévaluation	12		
IV. Réserves	13	83	83
A. Réserve légale	130	83	83
B. Réserves indisponibles	131		
1. Pour actions propres	1310		
2. Autres	1311		
C. Réserves immunisées	132		
D. Réserves disponibles	133		
V. Bénéfice reporté	140	4562	4219
Perte reportée (-)	141		
VI. Subsides en capital	15		
PROVISIONS ET IMPOTS DIFFERES	16		
VII. A. Provisions pour risques et charges	160/5		
1. Pensions et obligations similaires	160		
2. Charges fiscales	161		
3. Grosses réparations et gros entretien	162		
4. Autres risques et charges (ann. IX)	163/5		
B. Impôts différés	168		
DETTES	17/49	12675	7079
VIII. Dettes à plus d'un an (ann. X)	17		
A. Dettes financières	170/4		
1. Emprunts subordonnés	170		
2. Emprunts obligataires non subordonnés	171		
3. Dettes de location-financement et assimilées	172		
4. Etablissements de crédit	173		
5. Autres emprunts	174		
B. Dettes commerciales	175		
1. Fournisseurs	1750		
2. Effets à payer	1751		
C. Acomptes reçus sur commandes	176		
D. Autres dettes	178/9		
IX. Dettes à un an au plus (ann. X)	42/48	12675	7079
A. Dettes à plus d'un an échéant dans l'année	42		
B. Dettes financières	43		
1. Etablissements de crédit	430/8		
2. Autres emprunts	439		
C. Dettes commerciales	44	2453	2182
1. Fournisseurs	440/4	2453	2182
2. Effets à payer	441		
D. Acomptes reçus sur commandes	46	3672	3498
E. Dettes fiscales, salariales et sociales	45	276	305
1. Impôts	450/3	78	105
2. Rémunérations et charges sociales	454/9	198	200
F. Autres dettes	47/48	6274	1094

2. COMPTE DE RESULTATS (sous la forme de liste)	Codes	Exercice	Exercice précédent
I. Ventes et prestations	70/74	7968	7212
A. Chiffre d'affaires (ann. XII, A)	70	7748	6465
B. Variation des en-cours de fabrication, des produits finis et des commandes en cours d'exécution (augmentation +, réduction -)	71	-60	519
C. Production immobilisée	72		
D. Autres produits d'exploitation (ann. XII, B)	74	280	228
II. Coût des ventes et prestations(-)[ou(+)]	60/64	-7322	-6535
A. Approvisionnements et marchandises	60	882	699
1. Achats	600/8	882	699
2. Variation des stocks (augmentation -, réduction +)	609		
B. Services et biens divers	61	4685	3919
C. Rémunérations, charges sociales et pensions (ann. XII, C2) (+)[ou(-)]	62	1712	1752
D. Amortissements et réductions de valeur sur frais d'établissement, sur immob. incorporelles et corporelles	630	79	56
E. Réductions de valeur sur stocks, sur commandes en cours d'exécution et sur créances commerciales (dotations +, reprises -) (ann. XII, D)	631/4	-43	116
F. Provisions pour risques et charges (dotations +, utilisations et reprises -)(ann. XII, C3 et E)	635/7		-12
G. Autres charges d'exploit.(ann. XII,F)	640/8	7	5
H. Charges d'exploit. portées à l'actif au titre de frais de restructur. (-)	649		
III. Bénéfice d'exploitation (+)	70/64	646	677
Perte d'exploitation (-)	64/70		
IV. Produits financiers	75	404	236
A. Produits des immobilisations financières	750		48
B. Produits des actifs circulants	751	345	145
C. Autres produits financiers (ann. XIII, A)	752/9	59	43
V. Charges financières (-)[ou(+)]	65	-315	-290
A. Charges des dettes (ann. XIII,B et C)	650	180	118
B. Réductions de valeur sur actifs circulants autres que ceux visés sub. II.E. (dotations +, reprises -) (ann. XIII, D)	651		
C. Autres charges financières (ann. XIII, E) (+)[ou(-)]	652/9	135	172
VI. Bénéfice courant avant impôts (+)	70/65	735	623
Perte courante avant impôts (-)	65/70		

2. COMPTE DE RESULTATS (sous la forme de liste) (suite)	Codes	Exercice	Exercice précédent
VII. Produits exceptionnels	76	7	6
A. Reprises d'amortissements et de réductions de valeur sur immobilisations incorporelles et corporelles	760		
B. Reprises de réductions de valeur sur immobilisations financières	761		
C. Reprises de provisions pour risques et charges exceptionnels	762		
D. PLus-values sur réalisation d'actifs immobilisés	763	7	6
E. Autres produits exceptionnels (ann. XIV, A)	764/9		
VIII. Charges exceptionnelles. . (-)[ou(+)]	66	-8	-9
A. Amortissements et réductions de valeur exceptionnels sur frais d'établissement, sur immobilisations incorporelles et corporelles.	660		
B. Réductions de valeur sur immobilisations financières	661		
C. Provisions pour risques et charges exceptionnels (dotations +, reprises -)	662		
D. Moins-values sur réalisation d'actifs immobilisés	663	8	8
E. Autres charges exceptionnelles (ann. XIV, B)	664/8		1
F. Charges exceptionnelles portées à l'actif au titre de frais de restructuration (-)	669		
IX. Bénéfice de l'exercice avant impôts (+)	70/66	734	620
Perte de l'exercice avant impôts . (-)	66/70		
IX bis. A. Prélèvements sur les impôts différés . . . . . (+)	780		
B. Transfert aux impôts différés . . . . . (-)	680		
X. Impôts sur le résultat . . . . .(-)(+)	67/77	-60	-46
A. Impôts (ann. XV) . . . . . (-)	670/3	-60	-46
B. Régularisations d'impôts et reprises de provisions fiscales	77		
XI. Bénéfice de l'exercice . . . (+)	70/67	674	574
Perte de l'exercice . . . . (-)	67/70		
XII. Prélèvements sur les réserves immunisées . . . . . (+)	789		
Transfert aux réserves immunisées . . . . . (-)	689		
XIII. Bénéfice de l'exercice à affecter	70/68	674	574
Perte de l'exercice à affecter (-)	68/70		

AFFECTATIONS ET PRELEVEMENTS	Codes	Exercice	Exercice précédent
A. Bénéfice à affecter	70/69	4893	4498
Perte à affecter (-)	69/70		
1. Bénéfice de l'exercice à affecter	70/68	674	574
Perte de l'exercice à affecter (-)	68/70		
2. Bénéfice reporté de l'exercice précédent	790	4219	3924
Perte reportée de l'exercice précédent (-)	690		
B. Prélèvements sur les capitaux propres	791/2		
1. sur le capital et les primes d'émission	791		
2. sur les réserves	792		
C. Affectations aux capitaux propres (-)	691/2		
1. au capital et aux primes d'émission	691		
2. à la réserve légale	6920		
3. aux autres réserves	6921		
D. Résultat à reporter			
1. Bénéfice à reporter (-)	693	-4562	-4219
2. Perte à reporter	793		
E. Intervention d'associés dans la perte	794		
F. Bénéfice à distribuer (-)	694/6	-331	-279
1. Rémunération du capital	694	331	279
2. Administrateurs ou gérants	695		
3. Autres allocataires	696		

3. ANNEXE

I. ETAT DES FRAIS D'ETABLISSEMENT (rubrique 20 de l'actif)	Codes	Montants
Valeur comptable nette au terme de l'exer. précédent	8001	
Mutations de l'exercice :		
. Nouveaux frais engagés	8002	
. Amortissements (-)	8003	
. Autres (-) (+)	8004	
Valeur comptable nette au terme de l'exercice	8005	
dont : - Frais de constitution et d'augmentation de capital, frais d'émission d'emprunts et autres frais d'établissement	200/2	
- Frais de restructuration	204	

II. ETAT DES IMMOBILISATIONS INCORPORELLES (rubrique 21 de l'actif)

	Codes	Frais de recherche et de développement	Codes	Concessions, brevets, licences, etc.
a) VALEUR D'ACQUISITION				
Au terme de l'exercice précédent	8011		8012	
Mutations de l'exercice :				
. Acquisitions, y compris la production immobilisée	8021		8022	
. Cessions et désaffectations (-)	8031		8032	
. Transferts d'une rubrique à une autre (+) (-)	8041		8042	
Au terme de l'exercice	8051		8052	
c) AMORTISSEMENTS ET REDUCTIONS DE VALEUR				
Au terme de l'exercice précédent	8061		8062	
Mutations de l'exercice :				
. Actés	8071		8072	
. Repris car excédentaires (-)	8081		8082	
. Acquis de tiers	8091		8092	
. Annulés à la suite de cessions et désaffectations (-)	8101		8102	
. Transférés d'une rubrique à une autre (+) (-)	8111		8112	
Au terme de l'exercice	8121		8122	
d) VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE (a) - (c)	8131		8132	

	Codes	Goodwill	Codes	Acomptes versés
a) VALEUR D'ACQUISITION				
Au terme de l'exercice précédent	8013		8014	
Mutations de l'exercice :				
. Acquisitions, y compris la production immobilisée	8023		8024	
. Cessions et désaffectations (-)	8033		8034	
. Tranferts d'une rubrique à une autre (+) (-)	8043		8044	
Au terme de l'exercice	8053		8054	
c) AMORTISSEMENTS ET REDUCTIONS DE VALEUR				
Au terme de l'exercice précédent	8063		8064	
Mutations de l'exercice :				
. Actés	8073		8074	
. Repris car excédentaires (-)	8083		8084	
. Acquis de tiers	8093		8094	
. Annulés à la suite de cessions et désaffectations (-)	8103		8104	
. Tranférés d'une rubrique à une autre (+) (-)	8113		8114	
Au terme de l'exercice	8123		8124	
d) VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE (a) - (c)	8133		8134	

III. ETAT DES IMMOBILISATIONS CORPORELLES (rubriques 22 à 24 de l'actif)

I. ETAT DES IMMOBILISATIONS	Codes	Terrains et constructions (rubrique 22)	Codes	Installations, machines et outillage (rubrique 23)	Codes	Mobilier et matériel roulant (rubrique 24)
a) VALEUR D'ACQUISITION						
Au terme de l'exercice précédent	8151		8152	59	8153	653
Mutations de l'exercice :						
. Acquisitions, y compris la production immobilisée	8161		8162	9	8163	111
. Cessions et désaffectations (-)	8171		8172	-32	8173	-100
. Transferts d'une rubrique à une autre (+)(-)	8181		8182		8183	
Au terme de l'exercice	8191		8192	36	8193	664
b) PLUS-VALUES						
Au terme de l'exercice précédent	8201		8202		8203	
Mutations de l'exercice :						
. Actées	8211		8212		8213	
. Acquises de tiers	8221		8222		8223	
. Annulées (-)	8231		8232		8233	
. Transférées d'une rubrique à une autre (+)(-)	8241		8242		8243	
Au terme de l'exercice	8251		8252		8253	
c) AMORTISSEMENTS ET REDUCTIONS DE VALEUR						
Au terme de l'exercice précédent	8261		8262	52	8263	557
Mutations de l'exercice :						
. Actés	8271		8272	4	8273	71
. Repris car excédentaires (-)	8281		8282		8283	
. Acquis de tiers	8291		8292		8293	
. Annulés à la suite de cessions et désaffectations (-)	8301		8302	-28	8303	-92
. Tranférés d'une rubrique à une autre (+)(-)	8311		8312		8313	
Au terme de l'exercice	8321		8322	28	8323	536
d) VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE (a) + (b) - (c)	8331		8332	8	8333	128

III. ETAT DES IMMOBILISATIONS CORPORELLES (rubriques 25 à 27 de l'actif)

I. ETAT DES IMMOBILISATIONS	Codes	Location-financement et droits similaires (rubrique 25)	Codes	Autres immobilisations corporelles (rubrique 26)	Codes	Immobilisations en cours et acomptes (rubrique 27)
a) VALEUR D'ACQUISITION						
Au terme de l'exercice précédent	8154		8155	46	8156	
Mutations de l'exercice :						
. Acquisitions, y compris la production immobilisée	8164		8165		8166	
. Cessions et désaffectations (-)	8174		8175	-1	8176	
. Transferts d'une rubrique à une autre (+) (-)	8184		8185		8186	
Au terme de l'exercice	8194		8195	45	8196	
b) PLUS-VALUES						
Au terme de l'exercice précédent	8204		8205		8206	
Mutations de l'exercice :						
. Actées	8214		8215		8216	
. Acquises de tiers	8224		8225		8226	
. Annulées (-)	8234		8235		8236	
. Transférées d'une rubrique à une autre (+) (-)	8244		8245		8246	
Au terme de l'exercice	8254		8255		8256	
c) AMORTISSEMENTS ET REDUCTIONS DE VALEUR						
Au terme de l'exercice précédent	8264		8265	29	8266	
Mutations de l'exercice :						
. Actés	8274		8275	4	8276	
. Repris car excédentaires (-)	8284		8285		8286	
. Acquis de tiers	8294		8295		8296	
. Annulés à la suite de cessions et désaffectations (-)	8304		8305	-1	8306	
. Transférés d'une rubrique à une autre (+) (-)	8314		8315		8316	
Au terme de l'exercice	8324		8325	32	8326	
d) VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE (a) + (b) - (c)	8334		8335	13	8336	
dont : . Terrains et constructions	250					
. Installations, machines et outillage	251					
. Mobilier et matériel roulant	252					

IV. ETAT DES IMMOBILISATIONS FINANCIERES (rubrique 28 de l'actif)

	Codes	Entreprises liées	Codes	Entreprises avec un lien de participation	Codes	Autres entreprises
1. Participations, actions et parts		(rubrique 280)		(rubrique 282)		(rubrique 284)
a) VALEUR D'ACQUISITION						
Au terme de l'exercice précédent	8351	61	8352		8353	
Mutations de l'exercice :						
. Acquisitions	8361		8362		8363	
. Cessions et retraits (-)	8371		8372		8373	
. Transferts d'une rubrique à une autre (+) (-)	8381		8382		8383	
Au terme de l'exercice	8391	61	8392		8393	
b) PLUS-VALUES						
Au terme de l'exercice précédent	8401		8402		8403	
Mutations de l'exercice :						
. Actées	8411		8412		8413	
. Acquises de tiers	8421		8422		8423	
. Annulées (-)	8431		8432		8433	
. Transférées d'une rubrique à une autre (+) (-)	8441		8442		8443	
Au terme de l'exercice	8451		8452		8453	
c) REDUCTIONS DE VALEUR						
Au terme de l'exercice précédent	8461		8462		8463	
Mutations de l'exercice :						
. Actées	8471		8472		8473	
. Reprises car excédentaires (-)	8481		8482		8483	
. Acquises de tiers	8491		8492		8493	
. Annulées à la suite de cessions et retraits (-)	8501		8502		8503	
. Transférées d'une rubrique à une autre (+) (-)	8511		8512		8513	
Au terme de l'exercice	8521		8522		8523	
d) MONTANTS NON APPELES						
Au terme de l'exercice précédent	8531	36	8532		8533	
Mutations de l'exercice (+) (-)	8541		8542		8543	
Au terme de l'exercice	8551	36	8552		8553	
VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE (a) + (b) - (c) - (d)	8561	25	8562		8563	
2. Créances		(rubrique 281)		(rubrique 283)		(rubrique 285/8
VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE PRECEDENT	8571	1864	8572		8573	4
Mutations de l'exercice :						
Additions	8581		8582		8583	
Remboursements (-)	8591		8592		8593	-1
Réductions de valeur actées (-)	8601		8602		8603	
Réductions de valeur reprises	8611		8612		8613	
Différences de change (+) (-)	8621		8622		8623	
Autres (+) (-)	8631		8632		8633	
VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE	8641	1864	8642		8643	3
REDUCTIONS DE VALEUR CUMULEES SUR CREANCES AU TERME DE L'EXERCICE	8651		8652		8653	

7. A. PARTICIPATIONS ET DROITS SOCIAUX DETENUS DANS D'AUTRES ENTREPRISES

Sont mentionnées ci-après, les entreprises dans lesquelles l'entreprise détient une participation au sens de l'arrêté royal du 8 octobre 1976 (comprise dans les rubriques 280 et 282 de l'actif) ainsi que les autres entreprises dans lesquelles l'entreprise détient des droits sociaux (compris dans les rubriques 284 et 51/53 de l'actif) représentant 10 % au moins du capital souscrit.

DENOMINATION, adresse complète du SIEGE et pour les entreprises de droit belge, mention du NUMERO DE TVA ou du NUMERO NATIONAL	Droits sociaux détenus			Données extraites des derniers comptes annuels disponibles			
	directement		par fil.	Comptes annuels arrêtés au	Code de-vise	Capitaux propres	Résultat net
	Nombre	%	%			(+) ou (-) (en milliers de devises)	
SA DENDROS INTERNATIONAL Avda Pablo Iglesias 50 E28039 Madrid ESPAGNE	600	60.0		31/12/2000	ESP	19228	-377
Joint Ukrenian-Belgium Enterprise "UKR-ENTEC" Institutskaya 26 006 Kiev Ukraine	90	90.0		31/12/1999	UAH	51	

V.B. LISTE DES ENTREPRISES DONT L'ENTREPRISE REPOND DE MANIERE ILLIMITEE EN QUALITE D'ASSOCIE OU DE MEMBRE INDEFINIMENT RESPONSABLE

Les comptes annuels de chacune des entreprises pour lesquelles l'entreprise est indéfiniment responsable sont joints aux présents comptes annuels pour être publiés en même temps que ceux-ci, sauf si dans la deuxième colonne du tableau ci-après, l'entreprise précise la raison pour laquelle il n'en est pas ainsi. Cette précision est fournie par la mention du code (A,B ou C) défini en bas de page.

DENOMINATION, adresse complète du SIEGE, FORME JURIDIQUE et pour les entreprises de droit belge, mention du NUMERO DE TVA ou du NUMERO NATIONAL	Code éventuel (*)
446 816 741 GEIE AGRECO Avenue Louise 251 23 1050 Bruxelles BELGIQUE	

*) Les comptes annuels de l'entreprise :

A. sont publiés par dépôt auprès de la Banque Nationale de Belgique par cette entreprise ;

B. sont effectivement publiés par cette entreprise dans un autre Etat membre de l'Union européenne, dans les formes prévues à l'article 3 de la directive 68/151/CEE ;

C. sont intégrés par consolidation globale ou par consolidation proportionnelle dans les comptes consolidés de l'entreprise, établis, contrôlés et publiés en conformité avec l'arrêté royal du 6 mars 1990 relatif aux comptes consolidés des entreprises.

I. PLACEMENTS DE TRESORERIE : AUTRES PLACEMENTS (rubr. 51/53 de l'actif)	Codes	Exercice	Exercice précédent
ACTIONS ET PARTS	51		
Valeur comptable augmentée du montant non appelé	8681		
Montant non appelé (-)	8682		
TITRES A REVENU FIXE	52		
dont émis par des établissements de crédit	8684		
COMPTES A TERME DETENUS AUPRES DES ETABLISSEMENTS DE CREDIT	53	1000	460
avec une durée résiduelle ou de préavis :			
. d'un mois au plus	8686	1000	460
. de plus d'un mois à un an au plus	8687		
. de plus d'un an	8688		
AUTRES PLACEMENTS DE TRESORERIE NON REPRIS CI-AVANT	8689		

II. COMPTES DE REGULARISATION Ventilation de la rubrique 490/1 de l'actif si celle-ci représente un montant important.	Exercice

III. ETAT DU CAPITAL A. CAPITAL SOCIAL	Codes	Montants	Nombre d'actions
1. Capital souscrit (rubrique 100 du passif)			
- Au terme de l'exercice précédent	8700	832	
- Modifications au cours de l'exercice :			
- Au terme de l'exercice	8701	832	
2. Représentation du capital			
2.1 Catégories d'actions			
linaires sans valeur nominale		832	36640
2.2 Actions nominatives ou au porteur			
Nominatives	8702		36640
Au porteur	8703		

VIII. ETAT DU CAPITAL

B. CAPITAL NON LIBERE

	Montant non appelé (rubrique 101)	Montant appelé non versé
	Code : 8711	Code : 8712
Actionnaires redevables de libération		
TOTAL		

	Codes	Montant du capital	Codes	Nombre correspondant d'actions
C. ACTIONS PROPRES détenues par :				
- la société elle-même	8721		8722	
- ses filiales	8731		8732	
D. ENGAGEMENTS D'EMISSION D'ACTIONS				
1. Suite à l'exercice de droits de CONVERSION				
. Montant des emprunts convertibles en cours	8740			
. Montant du capital à souscrire	8741			
. Nombre maximum correspondant d'actions à émettre			8742	
2. Suite à l'exercice de droits de SOUSCRIPTION				
. Nombre de droits de souscription en circulation . . .			8745	
. Montant du capital à souscrire	8746			
. Nombre maximum correspondant d'actions à émettre			8747	
E. CAPITAL AUTORISE NON SOUSCRIT	8751			

	Codes	Nombre de parts	Codes	Nb de voix qui y sont attachées
F. PARTS NON REPRESENTATIVES DU CAPITAL	8761		8762	
dont : - détenues par la société elle-même	8771			
- détenues par les filiales	8781			

G. STRUCTURE DE L'ACTIONNARIAT DE L'ENTREPRISE A LA DATE DE CLOTURE DE SES COMPTES, telle qu'elle résulte des déclarations reçues par l'entreprise (art. 52 quinquies, § 2, dernier alinéa et art. 52 sexies, § 2, dernier alinéa, des lois coordonnées sur les sociétés commerciales et art 4, § 2, dernier alinéa, de la loi du 2 mars 1989 relative à la publicité des participations importantes dans les sociétés cotées en bourse et réglementant les offres publiques d'acquisition) :

IX. PROVISIONS POUR AUTRES RISQUES ET CHARGES

Ventilation de la rubrique 163/5 du passif si celle-ci représente un montant important

Exercice

X. ETAT DES DETTES

A. VENTILATION DES DETTES A L'ORIGINE A PLUS D'UN AN, EN FONCTION DE LEUR DUREE RESIDUELLE

	Codes	DETTES échéant dans l'année (rubrique 42)	Codes	DETTES ayant plus d'un an mais 5 ans au plus à courir (rubrique 17)	Codes	DETTES ayant plus de 5 ans à courir (rubrique 17)
Dettes financières	8801		8802		8803	
1. Emprunts subordonnés	8811		8812		8813	
2. Emprunts obligataires non subordonnés	8821		8822		8823	
3. Dettes de location-financ. et assimilées	8831		8832		8833	
4. Etablissements de crédit	8841		8842		8843	
5. Autres emprunts	8851		8852		8853	
Dettes commerciales	8861		8862		8863	
1. Fournisseurs	8871		8872		8873	
2. Effets à payer	8881		8882		8883	
Acomptes reçus sur commandes	8891		8892		8893	
Autres dettes	8901		8902		8903	
T O T A L	8911		8912		8913	

B. DETTES GARANTIES (comprises dans les rubriques 17 et 42/48 du passif)

	Codes	DETTES (OU PARTIE DES DETTES) GARANTIES PAR les pouvoirs publics belges	Codes	DETTES (OU PARTIE DES DETTES) GARANTIES PAR des sûretés réelles *
Dettes financières	8921		8922	
1. Emprunts subordonnés	8931		8932	
2. Emprunts obligataires non subordonnés	8941		8942	
3. Dettes de location-financement et assimilées	8951		8952	
4. Etablissements de crédit	8961		8962	
5. Autres emprunts	8971		8972	
Dettes commerciales	8981		8982	
1. Fournisseurs	8991		8992	
2. Effets à payer	9001		9002	
Acomptes reçus sur commandes	9011		9012	
Dettes fiscales, salariales, et sociales	9021		9022	
1. Impôts			9032	
2. Rémunérations et charges sociales	9041		9042	
Autres dettes	9051		9052	
T O T A L	9061		9062	

* constituées ou irrévocablement promises sur les actifs de l'entreprise

X. ETAT DES DETTES C. DETTES FISCALES, SALARIALES ET SOCIALES	Codes	Exercice
1. Impôts (rubrique 450/3 du passif)		
a) Dettes fiscales ECHUES	9072	
b) Dettes fiscales non échues	9073	78
c) Dettes fiscales estimées	450	
2. Rémunérations et charges sociales (rubrique 454/9 du passif)		
a) Dettes ECHUES envers l'Office National de Sécurité Sociale	9076	
b) Autres dettes salariales et sociales	9077	198

XI. COMPTES DE REGULARISATION

Ventilation de la rubrique 492/3 du passif si celle-ci représente un montant important.

Exercice

XII. RESULTATS D'EXPLOITATION

A. CHIFFRE D'AFFAIRES NET (rubrique 70) :

Ventilation par catégorie d'activité et marché géographique à communiquer en annexe au document normalisé, dans la mesure où, du point de vue de l'organisation de la vente des produits et de la prestation des services relevant des activités ordinaires de l'entreprise, ces catégories et marchés diffèrent entre eux de façon considérable.

	Code	Exercice	Exercice précédent
B. AUTRES PRODUITS D'EXPLOITATION (rubrique 74) dont : Subsides d'exploitation et montants compensatoires obtenus des pouvoirs publics	740		
C1. TRAVAILLEURS INSCRITS AU REGISTRE DU PERSONNEL			
a) Nombre total à la date de clôture	9086	35	34
b) Effectif moyen du personnel calculé en équivalents temps plein	9087	34,4	34,3
c) Nombre effectif d'heures prestées	9088	54984	58252
C2. FRAIS DE PERSONNEL (rubrique 62)			
a) Rémunérations et avantages sociaux directs	620	1294	1326
b) Cotisations patronales d'assurances sociales	621	360	363
c) Primes patronales pour assurances extralégales	622	45	45
d) Autres frais de personnel (+) [ou (-)]	623	13	18
e) Pensions	624		
C3. PROVISIONS POUR PENSIONS (comprises dans la rubrique 635/7) Dotations (+); utilisations et reprises (-)	635		
D. REDUCTIONS DE VALEUR (rubrique 631/4)			
1. Sur stocks et commandes en cours			
. actées	9110		
. reprises (-)	9111		
2. Sur créances commerciales			
. actées	9112	19	116
. reprises (-)	9113	-62	
E. PROVISIONS POUR RISQUES ET CHARGES (635/7)			
Constitutions	9115		
Utilisations et reprises (-)	9116		-12
F. AUTRES CHARGES D'EXPLOITATION (640/8)			
Impôts et taxes relatifs à l'exploitation	640	7	5
Autres	641/8		
G. PERSONNEL INTERIMAIRE ET PERSONNES MISES A LA DISPOSITION DE L'ENTREPRISE			
1. Nombre total à la date de clôture	9096		1
2. Nombre moyen calculé en équivalents temps plein	9097	1,3	1,0
Nombre effectif d'heures prestées	9098	2566	2005
Frais pour l'entreprise	617	59	44

XIII. RESULTATS FINANCIERS

	Codes	Exercice	Exercice précédent
A. AUTRES PRODUITS FINANCIERS (rubrique 752/9)			
Subsides accordés par les pouvoirs publics et imputés au compte de résultats:			
. subsides en capital	9125		
. subsides en intérêts	9126		
Ventilation des autres produits financiers, s'ils sont importants.			
Profits sur change		59	43
B. AMORTISSEMENT DES FRAIS D'EMISSION D'EMPRUNTS ET DES PRIMES DE REMBOURSEMENT	6501		
C. INTERETS PORTES A L'ACTIF	6503		
D. REDUCTIONS DE VALEUR SUR ACTIFS CIRCULANTS (rubrique 651)			
Actées	6510		
Reprises (-)	6511		
E. AUTRES CHARGES FINANCIERES (rubr. 652/9)			
Montant de l'escompte à charge de l'entreprise sur la négociation de créances	653		
PROVISIONS A CARACTERE FINANCIER :			
Constituées	6560		
Utilisées et reprises (-)	6561		
Ventilation des autres charges financières, si elles sont importantes.			
Pertes de change		48	86
Frais de banque		87	86

XIV. RESULTATS EXCEPTIONNELS

	Exercice
A. Ventilation des AUTRES PRODUITS EXCEPTIONNELS (rubrique 764/9), s'ils sont importants.	
B. Ventilation des AUTRES CHARGES EXCEPTIONNELLES (rubrique 664/8), si elles sont importantes.	

XV. IMPOTS SUR LE RESULTAT

	Codes	Exercice
A. DETAIL DE LA RUBRIQUE 670/3		
1. Impôts sur le résultat de l'exercice :	9134	60
a. Impôts et précomptes dus ou versés	9135	60
b. Excédent de versements d'impôts ou de précomptes porté à l'actif (-)	9136	
c. Suppléments d'impôts estimés (portés à la rubrique 450/3 du passif)	9137	
2. Impôts sur le résultat d'exercices antérieurs :	9138	
a. Suppléments d'impôts dus ou versés	9139	
b. Suppléments d'impôts estimés (portés à la rubrique 450/3 du passif) ou provisionnés		

XV. IMPOTS SUR LE RESULTAT

	Exercice
B. PRINCIPALES SOURCES DES DISPARITES ENTRE LE BENEFICE AVANT IMPOTS ET LE BENEFICE TAXABLE ESTIME, avec mention particulière de celles découlant de décalages dans le temps entre le bénéfice comptable et le bénéfice fiscal (si le résultat de l'exercice en est influencé de manière sensible au niveau des impôts)	
Application de l'art 217 CRI(Réduction au quart de la partie de l'immpôt qui correspond aux revenus d'origines étrangères réalisés dans des pays avec lesquels la Belgique n'a pas conclu de convention préventive de double imposition)	

C. INCIDENCE DES RESULTATS EXCEPTIONNELS SUR LE MONTANT DES IMPOTS SUR LE RESULTAT DE L'EXERCICE

	Codes	Exercice
D. SOURCES DE LATENCES FISCALES (dans la mesure où ces indications sont importantes pour l'appréciation de la situation financière de l'entreprise)		
1. Latences actives	9141	
- Pertes fiscales cumulées, déductibles des bénéfices taxables ultérieurs	9142	
2. Latences passives	9144	

XVI. TAXES SUR LA VALEUR AJOUTEE ET IMPOTS A CHARGE DE TIERS

	Codes	Exercice	Exercice précédent
A. Taxes sur la valeur ajoutée, portées en compte :			
1. à l'entreprise (déductibles)	9145	111	100
2. par l'entreprise	9146	56	55
B. Montants rstenus à charge de tiers, au titre de :			
1. précompte professionnel.	9147	341	321
2. précompte mobilier	9148		

VII. DROITS ET ENGAGEMENTS HORS BILAN

	Codes	Exercice
Garanties personnelles constituées ou irrévocablement promises par l'entreprise pour sûreté de dettes ou d'engagements de tiers	9149	
dont :		
. Effets de commerce en circulation endossés par l'entreprise	9150	
. Effets de commerce en circulation tirés ou avalisés par l'entreprise	9151	
. Montant maximum à concurrence duquel d'autres engagements de tiers sont garantis par l'entreprise	9153	

XVII. DROITS ET ENGAGEMENTS HORS BILAN

Garanties réelles consituées ou irrévocablement promises par l'entreprise sur ses actifs propres

	Codes	Exercice	Codes	Exercice
	pour sûreté de dettes et engagements			
	de l'entreprise		de tiers	
. Hypothèques :				
.. valeur compt. des immeubles grevés	9161		9162	
.. montant de l'inscription	9171		9172	
. Gage sur fonds de commerce :				
.. montant de l'inscription	9181		9182	
. Gages sur d'autres actifs :				
.. valeur comptable des actifs gagés	9191		9192	
. Sûretés constituées sur actifs futurs :				
.. montant des actifs en cause . . .	9201		9202	

	Exercice
Biens et valeurs détenus par des tiers en leur nom mais aux risques et profits de l'entreprise, s'ils ne sont pas portés au bilan	
Engagements importants d'acquisition d'immobilisations	
Engagements importants de cession d'immobilisations	

	Codes	Exercice
Marché à terme :		
. Marchandises achetées (à recevoir)	9213	
. Marchandises vendues (à livrer)	9214	
. Devises achetées (à recevoir)	9215	
. Devises vendues (à livrer)	9216	

Engagements résultant de garanties techniques attachées à des ventes ou prestations déjà effectuées

Litiges importants et autres engagements importants

XVII. DROITS ET ENGAGEMENTS HORS BILAN

Le cas échéant, description succincte du régime complémentaire de pension de retraite ou de survie instauré au profit du personnel ou des dirigeants et des mesures prises pour en couvrir la charge

	Code	Exercice
Pensions dont le service incombe à l'entreprise elle-même :		
. montant estimé des engagements résultant pour l'entreprise de prestations déjà effectuées	9220	
. bases et méthodes de cette estimation		

XVIII. RELATIONS AVEC LES ENTREPRISES LIEES ET LES ENTREPRISES AVEC LESQUELLES IL EXISTE UN LIEN DE PARTICIPATION : voir page C20.

XIX. RELATIONS FINANCIERES AVEC

A. LES ADMINISTRATEURS ET GERANTS

B. LES PERSONNES PHYSIQUES OU MORALES QUI CONTROLENT DIRECTEMENT OU INDIRECTEMENT L'ENTREPRISE SANS ETRE LIEES A CELLE-CI

C. LES AUTRES ENTREPRISES CONTROLEES DIRECTEMENT OU INDIRECTEMENT PAR LES PERSONNES CITEES SOUS B.

	Codes	Exercice
1. Créances sur les personnes précitées	9500	
2. Garanties constituées en leur faveur	9501	
3. Autres engagements significatifs souscrits en leur faveur	9502	

Conditions principales relatives aux postes 9500, 9501 et 9502

	Codes	Exercice
4. Rémunérations directes et indirectes et pensions attribuées, à charge du compte de résultats, pour autant que cette mention ne porte pas à titre exclusif ou principal sur la situation d'une seule personne identifiable :		
- aux administrateurs et gérants	9503	
- aux anciens administrateurs et anciens gérants . . .	9504	

XVIII. RELATIONS AVEC LES ENTREPRISES LIEES ET LES ENTREPRISES AVEC LESQUELLES IL EXISTE UN LIEN DE PARTICIPATION

	Codes	Exercice	Exercice précédent
		ENTREPRISES LIEES	
1. IMMOBILISATIONS FINANCIERES	9251	1889	1889
. Participations	9261	25	25
. Créances : subordonnées	9271		
autres	9281	1864	1864
2. CREANCES	9291	1068	681
. A plus d'un an	9301		
. A un an au plus	9311	1068	681
3. PLACEMENTS DE TRESORERIE	9321		
. Actions	9331		
. Créances	9341		
4. DETTES	9351	19	93
. A plus d'un an	9361		
. A un an au plus	9371	19	93

	Codes	Exercice	Exercice précédent
		ENTREPRISES AVEC LIEN DE PARTICIPATION	
1. IMMOBILISATIONS FINANCIERES	9252		
. Participations	9262		
. Créances : subordonnées	9272		
autres	9282		
2. CREANCES	9292		
. A plus d'un an	9302		
. A un an au plus	9312		
4. DETTES	9352		
. A plus d'un an	9362		
. A un an au plus	9372		

	Codes	Exercice	Exercice précédent
		ENTREPRISES LIEES	
5. - GARANTIES PERSONNELLES ET REELLES constituées ou irrévocablement promises par l'entreprise pour sûreté de dettes ou d'engagements d'entrep. liées	9381		
- GARANTIES PERSONNELLES ET REELLES constituées ou irrévocablement promises par des entreprises liées pour sûreté de dettes ou d'engagements de l'entreprise	9391	3072	3160
6. AUTRES ENGAGEMENTS FINANCIERS SIGNIFICATIFS	9401		
7. RESULTATS FINANCIERS			
. Produits des immobilisations financières	9421		48
. Produits des actifs circulants	9431		
. Autres produits financiers	9441		
. Charges des dettes	9461		
. Autres charges financières	9471		
8. CESSIONS D'ACTIFS IMMOBILISES			
. Plus-values réalisées	9481		
. Moins-values réalisées	9491		

DECLARATION RELATIVE AUX COMPTES CONSOLIDES

A. Informations à compléter par les entreprises soumises aux dispositions de l'arrêté royal du 6 mars 1990 relatif aux comptes consolidés des entreprises

L'entreprise
. établit et publie des comptes consolidés et un rapport consolidé de gestion conformément aux dispositions de l'arrêté royal précité : Non
. n'établit pas de comptes consolidés ni de rapport consolidé de gestion pour la (les) raison(s) suivante(s) :

a. L'entreprise et ses filiales ne dépassent pas, sur base consolidée, plus d'une des limites visées à l'article 9 de l'arrêté royal précité : Oui

b. L'entreprise est elle-même filiale d'une entreprise mère qui établit et publie des comptes consolidés dans lesquels ses comptes annuels sont intégrés par consolidation : Non
Si oui :
. Justification du respect des conditions prévues à l'article 8, paragraphes 2 et 3 dudit arrêté :

. Nom, adresse complète du siège et s'il s'agit d'une entreprise de droit belge, numéro de TVA ou numéro national de l'entreprise mère qui établit et publie les comptes consolidés en vertu desquels l'exemption est autorisée :

B. Informations à compléter par l'entreprise si elle est filiale ou filiale commune

Données d'identification de l'(des) entreprise(s) mère(s)

NORTHUMBRIAN HOLDING PLC
NORTHUMBRIAN HOUSE REGENT CENTER GOSFORTH
NE33PX NEWCASTLE UPON TYNE
ROYAUME-UNI
établit des comptes consolidés pour l'ensemble le plus petit ;
lieu où les comptes consolidés peuvent être obtenus dans le cas d'une société de droit étranger :
NORTUMBRIAN HOLDING PLC
NORTHUMBRIAN HOUSE REGENT CENTER GOSFORTH
NE33PX NEWCASTLE UPON TYNE
ROYAUME-UNI

4. BILAN SOCIAL

Le cas échéant, le numéro sous lequel l'entreprise est inscrite à l'Office National de Sécurité Sociale (ONSS) : 10027877702

Numéros des commissions paritaires dont dépend l'entreprise : 218

I. ETAT DES PERSONNES OCCUPEES

A. TRAVAILLEURS INSCRITS AU REGISTRE DU PERSONNEL

1. Au cours de l'exercice et de l'exercice précédent

	Codes	1.Temps plein (exercice)	2.Temps partiel (exercice)	3.Total(T) ou total en équivalents temps plein (ETP) (exercice)	4.Total(T) ou total en équivalents temps plein (ETP) (exercice précédent)
Nombre moyen de travailleurs	100	34,3	0,3	34,4 (ETP)	34,3 (ETP)
Nombre effectif d'heures prestées	101	54844	140	54984 (T)	58252 (T)
Frais de personnel (en 1000 EUR) (+)[ou(-)]	102	1711	1	1712 (T)	1752 (T)
Montant des avantages accordés en sus du salaire (en 1000 EUR)	103	xxxxxxxxx	xxxxxxxxx	(T)	(T)

2. A la date de clôture de l'exercice

	Codes	1.Temps plein	2.Temps partiel	3.Total en équivalents temps plein
a. Nombre de travailleurs inscrits au registre du personnel	105	35		35,0
b. Par type de contrat de travail				
Contrat à durée indéterminée	110	32		32,0
Contrat à durée déterminée	111	3		3,0
Contrat pour l'exécution d'un travail nettement défini	112			
Contrat de remplacement	113			
c. Par sexe				
Hommes	120	19		19,0
Femmes	121	16		16,0
d. Par catégorie professionnelle				
Personnel de direction	130			
Employés	134	35		35,0
Ouvriers	132			
Autres	133			

B. PERSONNEL INTERIMAIRE ET PERSONNES MISES A LA DISPOSITION DE L'ENTREPRISE

Au cours de l'exercice

	Codes	1.Personnel intérimaire	2.Personnes mises à la disposition de l'entreprise
Nombre moyen de personnes occupées	150	1,3	
Nombre effectif d'heures prestées	151	2566	
Frais pour l'entreprise (en 1000 EUR)	152	59	

II. TABLEAU DES MOUVEMENTS DU PERSONNEL AU COURS DE L'EXERCICE

	Codes	1.Temps plein	2.Temps partiel	3.Total en équivalents temps plein
A. ENTREES				
a. Nombre de travailleurs inscrits au registre du personnel au cours de l'exercice	205	30	1	30,3
b. Par type de contrat de travail				
Contrat à durée indéterminée	210	17	1	17,3
Contrat à durée déterminée	211	13		13,0
Contrat pour l'exécution d'un travail nettement défini	212			
Contrat de remplacement	213			
c. Par sexe et niveau d'études				
Hommes : primaire	220			
secondaire	221	1		1,0
supérieur non universitaire	222	4		4,0
supérieur universitaire	223	7		7,0
Femmes : primaire	230			
secondaire	231	3		3,0
supérieur non universitaire	232	11	1	11,3
supérieur universitaire	233	4		4,0

	Codes	1.Temps plein	2.Temps partiel	3.Total en équivalents temps plein
B. SORTIES				
a. Nombre de travailleurs dont la date de fin de contrat a été inscrite au registre du personnel au cours de l'exercice	305	29	1	29,3
b. Par type de contrat de travail				
Contrat à durée indéterminée	310	16	1	16,3
Contrat à durée déterminée	311	13		13,0
Contrat pour l'exécution d'un travail nettement défini	312			
Contrat de remplacement	313			
c. Par sexe et niveau d'études				
Hommes : primaire	320			
secondaire	321	1		1,0
supérieur non universitaire	322	5		5,0
supérieur universitaire	323	5		5,0
Femmes : primaire	330			
secondaire	331			
supérieur non universitaire	332	13	1	13,3
supérieur universitaire	333	5		5,0
d. Par motif de fin de contrat				
Pension	340			
Prépension	341			
Licenciement	342	3		3,0
Autre motif	343	26	1	26,3
dont : le nombre de personnes qui continuent, au moins à mi-temps, à prester des services au profit de l'entreprise comme indépendants	350			

III. ETAT CONCERNANT L'USAGE, AU COURS DE L'EXERCICE, DES MESURES EN FAVEUR DE L'EMPLOI

MESURES EN FAVEUR DE L'EMPLOI	Codes	Nombre de travailleurs concernés		3. Montant de l'avantage financier (en 1000 EUR)
		1. Nombre	2. Equivalents temps plein	
1. Mesures comportant un avantage financier pour l'employeur concernant le titulaire ou son remplaçant				
2. **Autres mesures**				

Nombre de travailleurs concernés par une ou plusieurs mesures en faveur de l'emploi :

- total pour l'exercice	550		
- total pour l'exercice précédent	560		

IV. RENSEIGNEMENTS SUR LES FORMATIONS POUR LES TRAVAILLEURS AU COURS DE L'EXERCICE

	Codes	1. Nombre de travailleurs concernés	2. Nombre d'heures de formation suivies	3. Coût pour l'entreprise (en 1000 EUR)
Total des initiatives en matière de formation des travailleurs à charge de l'employeur				
. Hommes	580			
. Femmes	581			

Suite de la liste des ADMINISTRATEURS, GERANTS ET COMMISSAIRES (C.1)

LABRE JACQUES
ADMINISTRATEUR
ALLEE DES BLONDES 1 78230 LE PECQ FRANCE
ADMINISTRATEUR date de début : / / date de fin : 04/04/2000

NEGRE MARTIN

Penthouse E Montrose Court Exhibition Road SW7 2QQ LONDON ROYAUME-UNI
ADMINISTRATEUR date de début : 04/04/2000 date de fin : / /

CHAMBOLLE THIERRY

rue de Sevres 6 92100 Boulogne FRANCE
ADMINISTRATEUR date de début : 04/04/2000 date de fin : / /

EGLES D'EVALUATION

pprouvées par le Conseil d'Administration du 02 avril 1985

.. Immobilisations corporelles.
Les immobilisations corporelles sont enregistrées à leur valeur d'acquisition, diminuée des amortissements fiscalement admis.

. Immobilisations financières.
.1 Participations
Les participations sont enregistrées à leur valeur d'acquisition ou à leur valeur patrimoniale si cette dernière est inférieu à la valeur d'acquisition.
.2 Créances
Les créances portées sous la rubrique immobilisations financières sont enregistrées à leur valeur normale.
Elles font l'objet de réductions de valeur si leur remboursement à l'échéance est en tout ou en partie incertain ou compromis

. Stocks
Les commandes en cours d'exécution relatives aux études d'une durée supérieure à un an sont évaluées à leur coût de revient majoré, compte tenu du degré d'avancement des prestations, de 80% de l'excédent de prix stipulé au contrat par rapport au coû de revient lorsque cet excédent est devenu raisonnablement certain.
Les commandes en cours d'exécution relatives aux études d'une durée inférieure ou égale à un an sont maintenues au bilan à le coût de revient.
Les risques et charges afférents à la poursuite de l'exécution de ces commandes font l'objet de provisions dans la mesure où ces risques ne sont pas couverts par des réductions de valeur.

. Créances à un an au plus
Les créances à un an au plus sont enregistrées à leur valeur nominale. Elles font l'objet de réductions de valeur si leur remboursement à l'échéance est en tout ou en partie incertain ou compromis.

. Valeurs disponibles
Les valeurs disponibles sont enregistrées à leur valeur d'acquisition.

. Provisions pour risques et charges
A la clôture de chaque exercice, le Conseil d'Administration statuant avec prudence, sincérité et bonne foi, examine les provisions à constituer. Les provisions afférentes aux exercices antérieurs sont régulièrement revues et reprises en résultat si elles sont devenues sans objet.

. Dettes à un an et plus
Les dettes à un an et plus sont enregistrées à leur valeur nominale

. Avoir, dettes et engagements libellés en devises étrangères
.1 Différence de change
En cours d'exercice, les opérations en devises sont converties en francs belges par application d'un taux fixe comptable revu annuellement, trimestriellement ou mensuellement. Les différences de change, par rapport au taux fixe comptable, constatées lors de l'apurement des opérations sont comptabilisées en différence de change dans le compte 654 en ce qui concerne les pert de change et dans le compte 754 en ce qui concerne les bénéfices de change.

.2 Ecart sur conversion des devises
En fin d'exercice, les avoirs et dettes libellés en devises étrangères sont réévalués à un cours proche de celui du dernier jour ouvrable de l'année.
En ce qui concerne la classe 5, les écarts de conversion négatifs sont imputés au compte 655 et les écarts positifs au compte 755.
En ce qui concerne les comptes de la classe 4, ne sont comptabilisés que les écarts de conversion négatifs au compte 655.

e bilan inclut à l'actif un montant de 5.847 mille euros en valeur disponible et au passif un montant de 5.892 mille euros en ettes diverses. Ces montants correspondent au solde d'une avance octroyée à AGRER par le Commission Européenne au titre de frais emboursable dans le cadre d'un contrat de gestion. Le compte de résultats pour sa part présente un produit financier de 179 mille uros qui correspond aux intérêts générés par le dite avance et un charge financière du même montant car ces intérêts doivent être étrocédés à la Commission Européenne.

ARTHUR ANDERSEN

REPORT PREPARED BY THE COMPANY'S AUDITORS

To the shareholders of Agrer S.A.

We have examined the balance sheets of Agrer S.A. as at 31 December 1999 and 1998, and the profit and loss accounts and annexes for the financial years ending on those dates, as well as the social balance sheet for the financial year ending 31 December 1999. These annual accounts have been drawn up under the responsibility of the Board of Directors. Total assets as at 31 December 1999 and 1998 amounted to 12,213 (000) and 20,069 (000) respectively and profits for the financial years ending on the respective dates were 574 (000) and 454 (000). We have also carried out the specific controls required by law.

Certification of the annual accounts

We have audited the accounts in accordance with generally accepted accounting principles as defined by the Institute of Company Auditors. These principles require that our audit should be organised and performed in such a way as to obtain a reasonable assurance that the annual accounts do not include any significant inaccuracies, and comply with the legal and regulatory provisions applying in Belgium as regards annual accounts. In accordance with these principles, we have taken into consideration the company's administrative and accounting organisation, as well as internal control procedures. We have substantiated the amounts appearing in the annual accounts by carrying out spot checks. We have also examined the valuation rules applied by the company as well as the presentation of the accounts as a whole. The company's management has replied clearly to our requests for explanations and information. We consider that this work provides a reasonable basis for us to express an opinion.

In our opinion:

- the enclosed annual accounts present a true and accurate picture of the assets and financial situation of Agrer S.A. as at 31 December 1999 and 1998, as well as of the results of its activities for the financial years ending on those dates, having regard to the legal and statutory provisions governing the company's activities.
- the explanations given in the annexes are adequate;
- the social balance sheet has been drawn up in accordance with the relevant legal provisions.

Additional statements (and information)

We supplement our report with the following additional statements that are not of such a nature as to change the scope of our above audit report on the annual accounts:

- The management report for the year ending 31 December 1999 contains the information required by law and is in accordance with the annual accounts;

- Notwithstanding formal aspects of minor importance, the books are kept in accordance with legal and statutory provisions applying in Belgium;

- We have observed no transactions concluded or decisions taken in infringement of the company's articles of association or company law;

- The proposed appropriation of the profit for financial year ending 31 December 1999 is in conformity with legal and statutory provisions.

ARTHUR ANDERSEN
Company Auditors

Guy Wygaerts,
Brussels, 3 March 2000

ARTHUR ANDERSEN

RAPPORT DU COMMISSAIRE-REVISEUR

Arthur Andersen
Reviseurs d'Entreprises
Montagne du Parc 4
B-1000 Bruxelles
Belgique
Tél (32) 2 545 31 00
Fax (32) 2 545 31 99

Aux Actionnaires de
Agrer, S.A. :

Nous avons examiné les bilans de AGRER, S.A. aux 31 décembre 1999 et 1998, et les comptes de résultats et l'annexe pour les années arrêtées à ces dates, ainsi que le bilan social pour l'année arrêtée au 31 décembre 1999. Ces comptes annuels ont été établis sous la responsabilité du Conseil d'Administration. Le total du bilan aux 31 décembre 1999 et 1998 s'élève à 12.213 (000) et 20.069 (000) et le bénéfice des exercices arrêtés à ces dates respectivement à 574 (000) et 454 (000). Nous avons également procédé aux vérifications spécifiques complémentaires requises par la loi.

Attestation sans réserve des comptes annuels

Nos examens ont été effectués conformément aux normes de révision de l'Institut des Reviseurs d'Entreprises. Ces normes requièrent que nos révisions soient organisées et exécutées de manière à obtenir une assurance raisonnable que les comptes annuels ne comportent pas d'inexactitudes significatives, compte tenu des dispositions légales et réglementaires applicables aux comptes annuels en Belgique. Conformément à ces normes, nous avons tenu compte de l'organisation en matière administrative et comptable ainsi que des dispositifs de contrôle interne de la société. Nous avons examiné par sondages la justification des montants figurant dans les comptes annuels. Nous avons également évalué le bien fondé des règles d'évaluation et des estimations comptables significatives, ainsi que la présentation des comptes annuels dans leur ensemble. Nous avons obtenu des responsables de la société les explications et informations que nous avons demandées. Nous estimons que ces travaux fournissent une base raisonnable à l'expression de notre opinion.

A notre avis,

- les comptes annuels ci-joints donnent une image fidèle du patrimoine et de la situation financière de Agrer, S.A. aux 31 décembre 1999 et 1998, ainsi que des résultats de ses opérations pour les années arrêtées à ces dates, compte tenu des dispositions légales et réglementaires qui les régissent;
- les justifications données dans l'annexe sont adéquates;
- le bilan social a été dressé conformément à la législation.

Attestations complémentaires

Nous complétons notre rapport par les attestations complémentaires suivantes qui ne sont pas de nature à modifier la portée de l'attestation des comptes annuels présentée ci-dessus :

- Le rapport de gestion pour l'année arrêtée au 31 décembre 1999 comprend les informations requises par la loi et concorde avec les comptes annuels;

- Sans préjudice d'aspects formels d'importance mineure, la comptabilité est tenue et les comptes annuels sont établis conformément aux dispositions légales et réglementaires applicables en Belgique;

- Nos examens ne nous ont pas révélé d'opération conclue ou de décision prise en violation des statuts ou des lois sur les sociétés commerciales;

- La répartition proposée des résultats pour l'année se terminant le 31 décembre 1999 est conforme aux statuts et aux lois sur les sociétés commerciales.

Le Commissaire-Reviseur,

ARTHUR ANDERSEN
Reviseurs d'Entreprises

Guy Wygaerts

Le 3 mars 2000

1. BILAN APRES REPARTITION

ACTIF	Codes	Exercice	Exercice précédent
ACTIFS IMMOBILISES	20/28	2013	2266
I. Frais d'établissement (annexe I)	20		
II. Immobilisations incorporelles (ann. II)	21		
III. Immobilisations corporelles (ann. III)	22/27	120	126
A. Terrains et constructions	22		
B. Installations, machines et outillage	23	7	9
C. Mobilier et matériel roulant	24	96	96
D. Location-financement et droits similaires	25		
E. Autres immobilisations corporelles	26	17	21
F. Immobilisations en cours et acomptes versés	27		
IV. Immobilisations financières(ann. IV et V)	28	1893	2140
A. Entreprises liées	280/1	1889	2136
1. Participations	280	25	25
2. Créances	281	1864	2111
B. Autres entreprises avec lesquelles il existe un lien de participation	282/3		
1. Participations	282		
2. Créances	283		
C. Autres immobilisations financières	284/8	4	4
1. Actions et parts	284		
2. Créances et cautionnements en numéraire	285/8	4	4
ACTIFS CIRCULANTS	29/58	10200	17803
V. Créances à plus d'un an	29		
A. Créances commerciales	290		
B. Autres créances	291		
VI. Stocks et commandes en cours d'exécution	3	1235	716
A. Stocks	30/36		
1. Approvisionnements	30/31		
2. En-cours de fabrication	32		
3. Produits finis	33		
4. Marchandises	34		
5. Immeubles destinés à la vente	35		
6. Acomptes versés	36		
B. Commandes en cours d'exécution	37	1235	716
VII. Créances à un an au plus	40/41	6928	5587
A. Créances commerciales	40	6400	5115
B. Autres créances	41	528	472
III. Placements de trésorerie (ann. V et VI)	50/53	460	1000
A. Actions propres	50		
B. Autres placements	51/53	460	1000
IX. Valeurs disponibles	54/58	1538	10397
X. Comptes de régularisation (ann. VII)	490/1	39	103
OTAL DE L'ACTIF	20/58	12213	20069

R. COUTURIER
Administrateur délégué

PASSIF	Codes	Exercice	Exercice précédent
CAPITAUX PROPRES (+)[ou(-)]	10/15	5134	4839
I. Capital (ann. VIII)	10	832	832
A. Capital souscrit	100	832	832
B. Capital non appelé (-)	101		
II. Primes d'émission	11		
III. Plus-values de réévaluation	12		
IV. Réserves	13	83	83
A. Réserve légale	130	83	83
B. Réserves indisponibles	131		
1. Pour actions propres	1310		
2. Autres	1311		
C. Réserves immunisées	132		
D. Réserves disponibles	133		
V. Bénéfice reporté	140	4219	3924
Perte reportée (-)	141		
VI. Subsides en capital	15		
PROVISIONS ET IMPOTS DIFFERES	16		12
VII. A. Provisions pour risques et charges	160/5		12
1. Pensions et obligations similaires	160		
2. Charges fiscales	161		
3. Grosses réparations et gros entretien	162		
4. Autres risques et charges (ann. IX)	163/5		12
B. Impôts différés	168		
DETTES	17/49	7079	15218
VIII. Dettes à plus d'un an (ann. X)	17		
A. Dettes financières	170/4		
1. Emprunts subordonnés	170		
2. Emprunts obligataires non subordonnés	171		
3. Dettes de location-financement et assimilées	172		
4. Etablissements de crédit	173		
5. Autres emprunts	174		
B. Dettes commerciales	175		
1. Fournisseurs	1750		
2. Effets à payer	1751		
C. Acomptes reçus sur commandes	176		
D. Autres dettes	178/9		
IX. Dettes à un an au plus (ann. X)	42/48	7079	15218
A. Dettes à plus d'un an échéant dans l'année	42		
B. Dettes financières	43		
1. Etablissements de crédit	430/8		
2. Autres emprunts	439		
C. Dettes commerciales	44	2182	2030
1. Fournisseurs	440/4	2182	2030
2. Effets à payer	441		
D. Acomptes reçus sur commandes	46	3498	2968
E. Dettes fiscales, salariales et sociales	45	305	175
1. Impôts	450/3	105	20
2. Rémunérations et charges sociales	454/9	200	155

R. GOUTURIER

2. COMPTE DE RESULTATS (sous la forme de liste)	Codes	Exercice	Exercice précédent
I. Ventes et prestations	70/74	7212	5721
A. Chiffre d'affaires (ann. XII, A)	70	6465	5310
B. Variation des en-cours de fabrication, des produits finis et des commandes en cours d'exécution (augmentation +, réduction -)	71	519	133
C. Production immobilisée	72		
D. Autres produits d'exploitation (ann. XII, B)	74	228	278
II. Coût des ventes et prestations (-) [ou (+)]	60/64	-6535	-5315
A. Approvisionnements et marchandises	60	699	264
1. Achats	600/8	699	264
2. Variation des stocks (augmentation -, réduction +)	609		
B. Services et biens divers	61	3919	3505
C. Rémunérations, charges sociales et pensions (ann. XII, C2) (+) [ou (-)]	62	1752	1531
D. Amortissements et réductions de valeur sur frais d'établissement, sur immob. incorporelles et corporelles	630	56	53
E. Réductions de valeur sur stocks, sur commandes en cours d'exécution et sur créances commerciales (dotations +, reprises -) (ann. XII, D)	631/4	116	-48
F. Provisions pour risques et charges (dotations +, utilisations et reprises -) (ann. XII, C3 et E)	635/7	-12	6
G. Autres charges d'exploit. (ann. XII, F)	640/8	5	4
H. Charges d'exploit. portées à l'actif au titre de frais de restructur. (-)	649		
III. Bénéfice d'exploitation (+)	70/64	677	406
Perte d'exploitation (-)	64/70		
IV. Produits financiers	75	236	600
A. Produits des immobilisations financières	750	48	147
B. Produits des actifs circulants	751	145	326
C. Autres produits financiers (ann. XIII, A)	752/9	43	127
V. Charges financières (-) [ou (+)]	65	-290	-505
A. Charges des dettes (ann. XIII, B et C)	650	118	326
B. Réductions de valeur sur actifs circulants autres que ceux visés sub. II.E. (dotations +, reprises -) (ann. XIII, D)	651		
C. Autres charges financières (ann. XIII, E) (+) [ou (-)]	652/9	172	179
VI. Bénéfice courant avant impôts (+)	70/65	623	501
Perte courante avant impôts (-)	65/70		

R. COUTURIER
Administrateur délégué

2. COMPTE DE RESULTATS (sous la forme de liste) (suite)	Codes	Exercice	Exercice précédent
VII. Produits exceptionnels	76	6	24
A. Reprises d'amortissements et de réductions de valeur sur immobilisations incorporelles et corporelles	760		
B. Reprises de réductions de valeur sur immobilisations financières	761		
C. Reprises de provisions pour risques et charges exceptionnels	762		
D. PLus-values sur réalisation d'actifs immobilisés	763	6	
E. Autres produits exceptionnels (ann. XIV, A)	764/9		24
VIII. Charges exceptionnelles. (-)[ou(+)]	66	-9	
A. Amortissements et réductions de valeur exceptionnels sur frais d'établissement, sur immobilisations incorporelles et corporelles.	660		
B. Réductions de valeur sur immobilisations financières	661		
C. Provisions pour risques et charges exceptionnels (dotations +, reprises -)	662		
D. Moins-values sur réalisation d'actifs immobilisés	663	8	
E. Autres charges exceptionnelles (ann. XIV, B)	664/8	1	
F. Charges exceptionnelles portées à l'actif au titre de frais de restructuration (-)	669		
IX. Bénéfice de l'exercice avant impôts (+)	70/66	620	525
Perte de l'exercice avant impôts (-)	66/70		
IX bis. A. Prélèvements sur les impôts différés (+)	780		
B. Transfert aux impôts différés (-)	680		
X. Impôts sur le résultat (-)(+)	67/77	-46	-71
A. Impôts (ann. XV) (-)	670/3	-46	-71
B. Régularisations d'impôts et reprises de provisions fiscales	77		
XI. Bénéfice de l'exercice (+)	70/67	574	454
Perte de l'exercice (-)	67/70		
XII. Prélèvements sur les réserves immunisées (+)	789		
Transfert aux réserves immunisées (-)	689		
XIII. Bénéfice de l'exercice à affecter	70/68	574	454
Perte de l'exercice à affecter (-)	68/70		

R. COUTURIER
Administrateur délégué

AFFECTATIONS ET PRELEVEMENTS	Codes	Exercice	Exercice précédent
A. Bénéfice à affecter	70/69	4498	4160
Perte à affecter (-)	69/70		
1. Bénéfice de l'exercice à affecter	70/68	574	454
Perte de l'exercice à affecter (-)	68/70		
2. Bénéfice reporté de l'exercice précédent	790	3924	3706
Perte reportée de l'exercice précédent (-)	690		
B. Prélèvements sur les capitaux propres	791/2		
1. sur le capital et les primes d'émission	791		
2. sur les réserves	792		
C. Affectations aux capitaux propres (-)	691/2		
1. au capital et aux primes d'émission	691		
2. à la réserve légale	6920		
3. aux autres réserves	6921		
D. Résultat à reporter			
1. Bénéfice à reporter (-)	693	-4219	-3924
2. Perte à reporter	793		
E. Intervention d'associés dans la perte	794		
F. Bénéfice à distribuer (-)	694/6	-279	-236
1. Rémunération du capital	694	279	236
2. Administrateurs ou gérants	695		
3. Autres allocataires	696		

3. ANNEXE

I. ETAT DES FRAIS D'ETABLISSEMENT (rubrique 20 de l'actif)	Codes	Montants
Valeur comptable nette au terme de l'exer. précédent	8001	
Mutations de l'exercice :		
. Nouveaux frais engagés	8002	
. Amortissements (-)	8003	
. Autres (-)(+)	8004	
Valeur comptable nette au terme de l'exercice	8005	
dont : - Frais de constitution et d'augmentation de capital, frais d'émission d'emprunts et autres frais d'établissement	200/2	
- Frais de restructuration	204	

R. COUTURIER

. ETAT DES IMMOBILISATIONS INCORPORELLES (rubrique 21 de l'actif)

	Codes	Frais de recherche et de développement	Codes	Concessions, brevets, licences, etc.
VALEUR D'ACQUISITION				
Au terme de l'exercice précédent	8011		8012	
Mutations de l'exercice :				
. Acquisitions, y compris la production immobilisée	8021		8022	
. Cessions et désaffectations (-)	8031		8032	
. Transferts d'une rubrique à une autre (+) (-)	8041		8042	
Au terme de l'exercice	8051		8052	
AMORTISSEMENTS ET REDUCTIONS DE VALEUR				
Au terme de l'exercice précédent	8061		8062	
Mutations de l'exercice :				
. Actés	8071		8072	
. Repris car excédentaires (-)	8081		8082	
. Acquis de tiers	8091		8092	
. Annulés à la suite de cessions et désaffectations (-)	8101		8102	
. Transférés d'une rubrique à une autre (+) (-)	8111		8112	
Au terme de l'exercice	8121		8122	
VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE (a) - (c)	8131		8132	

	Codes	Goodwill	Codes	Acomptes versés
VALEUR D'ACQUISITION				
Au terme de l'exercice précédent	8013		8014	
Mutations de l'exercice :				
. Acquisitions, y compris la production immobilisée	8023		8024	
. Cessions et désaffectations (-)	8033		8034	
. Tranferts d'une rubrique à une autre (+) (-)	8043		8044	
Au terme de l'exercice	8053		8054	
AMORTISSEMENTS ET REDUCTIONS DE VALEUR				
Au terme de l'exercice précédent	8063		8064	
Mutations de l'exercice :				
. Actés	8073		8074	
. Repris car excédentaires (-)	8083		8084	
. Acquis de tiers	8093		8094	
. Annulés à la suite de cessions et désaffectations (-)	8103		8104	
. Tranférés d'une rubrique à une autre (+) (-)	8113		8114	
Au terme de l'exercice	8123		8124	
VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE (a) - (c)	8133		8134	

III. ETAT DES IMMOBILISATIONS CORPORELLES (rubriques 22 à 24 de l'actif)

I. ETAT DES IMMOBILISATIONS	Codes	Terrains et constructions (rubrique 22)	Codes	Installations, machines et outillage (rubrique 23)	Codes	Mobilier et matériel roulant (rubrique 24)
a) VALEUR D'ACQUISITION						
Au terme de l'exercice précédent	8151		8152	59	8153	776
Mutations de l'exercice :						
. Acquisitions, y compris la production immobilisée	8161		8162		8163	58
. Cessions et désaffectations (-)	8171		8172		8173	-181
. Transferts d'une rubrique à une autre (+) (-)	8181		8182		8183	
Au terme de l'exercice	8191		8192	59	8193	653
b) PLUS-VALUES						
Au terme de l'exercice précédent	8201		8202		8203	
Mutations de l'exercice :						
. Actées	8211		8212		8213	
. Acquises de tiers	8221		8222		8223	
. Annulées (-)	8231		8232		8233	
. Transférées d'une rubrique à une autre (+) (-)	8241		8242		8243	
Au terme de l'exercice	8251		8252		8253	
c) AMORTISSEMENTS ET REDUCTIONS DE VALEUR						
Au terme de l'exercice précédent	8261		8262	50	8263	680
Mutations de l'exercice :						
. Actés	8271		8272	2	8273	50
. Repris car excédentaires (-)	8281		8282		8283	
. Acquis de tiers	8291		8292		8293	
. Annulés à la suite de cessions et désaffectations (-)	8301		8302		8303	-173
. Tranférés d'une rubrique à une autre (+) (-)	8311		8312		8313	
Au terme de l'exercice	8321		8322	52	8323	557
d) VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE (a) + (b) - (c)	8331		8332	7	8333	96

III. ETAT DES IMMOBILISATIONS CORPORELLES (rubriques 25 à 27 de l'actif)

I. ETAT DES IMMOBILISATIONS	Codes	Location-financement et droits similaires (rubrique 25)	Codes	Autres immobilisations corporelles (rubrique 26)	Codes	Immobilisations en cours et acomptes (rubrique 27)
a) VALEUR D'ACQUISITION						
Au terme de l'exercice précédent	8154		8155	46	8156	
Mutations de l'exercice :						
. Acquisitions, y compris la production immobilisée	8164		8165		8166	
. Cessions et désaffectations (-)	8174		8175		8176	
. Transferts d'une rubrique à une autre (+) (-)	8184		8185		8186	
Au terme de l'exercice	8194		8195	46	8196	
b) PLUS-VALUES						
Au terme de l'exercice précédent	8204		8205		8206	
Mutations de l'exercice :						
. Actées	8214		8215		8216	
. Acquises de tiers	8224		8225		8226	
. Annulées (-)	8234		8235		8236	
. Transférées d'une rubrique à une autre (+) (-)	8244		8245		8246	
Au terme de l'exercice	8254		8255		8256	
c) AMORTISSEMENTS ET REDUCTIONS DE VALEUR						
Au terme de l'exercice précédent	8264		8265	25	8266	
Mutations de l'exercice :						
. Actés	8274		8275	4	8276	
. Repris car excédentaires (-)	8284		8285		8286	
. Acquis de tiers	8294		8295		8296	
. Annulés à la suite de cessions et désaffectations (-)	8304		8305		8306	
. Transférés d'une rubrique à une autre (+) (-)	8314		8315		8316	
Au terme de l'exercice	8324		8325	29	8326	
d) VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE (a) + (b) - (c)	8334		8335	17	8336	
dont : . Terrains et constructions	250					
. Installations, machines et outillage	251					
. Mobilier et matériel roulant	252					

IV. ETAT DES IMMOBILISATIONS FINANCIERES (rubrique 28 de l'actif)

	Codes	Entreprises liées	Codes	Entreprises avec un lien de participation	Codes	Autres entreprises
1. Participations, actions et parts		(rubrique 280)		(rubrique 282)		(rubrique 284)
a) VALEUR D'ACQUISITION						
Au terme de l'exercice précédent	8351	61	8352		8353	
Mutations de l'exercice :						
. Acquisitions	8361		8362		8363	
. Cessions et retraits (-)	8371		8372		8373	
. Transferts d'une rubrique à une autre (+) (-)	8381		8382		8383	
Au terme de l'exercice	8391	61	8392		8393	
b) PLUS-VALUES						
Au terme de l'exercice précédent	8401		8402		8403	
Mutations de l'exercice :						
. Actées	8411		8412		8413	
. Acquises de tiers	8421		8422		8423	
. Annulées (-)	8431		8432		8433	
. Transférées d'une rubrique à une autre (+) (-)	8441		8442		8443	
Au terme de l'exercice	8451		8452		8453	
c) REDUCTIONS DE VALEUR						
Au terme de l'exercice précédent	8461		8462		8463	
Mutations de l'exercice :						
. Actées	8471		8472		8473	
. Reprises car excédentaires (-)	8481		8482		8483	
. Acquises de tiers	8491		8492		8493	
. Annulées à la suite de cessions et retraits (-)	8501		8502		8503	
. Transférées d'une rubrique à une autre (+) (-)	8511		8512		8513	
Au terme de l'exercice	8521		8522		8523	
d) MONTANTS NON APPELES						
Au terme de l'exercice précédent	8531	36	8532		8533	
Mutations de l'exercice (+) (-)	8541		8542		8543	
Au terme de l'exercice	8551	36	8552		8553	
VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE (a) + (b) - (c) - (d)	8561	25	8562		8563	
2. Créances		(rubrique 281)		(rubrique 283)		(rubrique 285/8
VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE PRECEDENT	8571	2111	8572		8573	4
Mutations de l'exercice :						
Additions	8581		8582		8583	
Remboursements (-)	8591	-247	8592		8593	
Réductions de valeur actées (-)	8601		8602		8603	
Réductions de valeur reprises	8611		8612		8613	
Différences de change (+) (-)	8621		8622		8623	
Autres (+) (-)	8631		8632		8633	
VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE	8641	1864	8642		8643	4
REDUCTIONS DE VALEUR CUMULEES SUR CREANCES AU TERME DE L'EXERCICE	8651		8652		8653	

V. A. PARTICIPATIONS ET DROITS SOCIAUX DETENUS DANS D'AUTRES ENTREPRISES

Sont mentionnées ci-après, les entreprises dans lesquelles l'entreprise détient une participation au sens de l'arrêté royal du 8 octobre 1976 (comprise dans les rubriques 280 et 282 de l'actif) ainsi que les autres entreprises dans lesquelles l'entreprise détient des droits sociaux (compris dans les rubriques 284 et 51/53 de l'actif) représentant 10 % au moins du capital souscrit.

DENOMINATION, adresse complète du SIEGE et pour les entreprises de droit belge, mention du NUMERO DE TVA ou du NUMERO NATIONAL	Droits sociaux détenus			Données extraites des derniers comptes annuels disponibles			
	directement		par fil.	Comptes annuels arrêtés au	Code de-vise	Capitaux propres	Résultat net
	Nombre	%	%			(+) ou (-) (en milliers de devises)	
SA DENDROS INTERNATIONAL Avda Pablo Iglesias 50 E28039 Madrid ESPAGNE	600	60.0		31/12/1998	ESP	18805	584
Joint Ukrenian-Belgium Enterprise "UKR-ENTEC" Institutskaya str 26 006 Kiev Ukraine	90	90.0		31/12/1999	UAH	51	

'.B. LISTE DES ENTREPRISES DONT L'ENTREPRISE REPOND DE MANIERE ILLIMITEE EN QUALITE D'ASSOCIE OU DE MEMBRE INDEFINIMENT RESPONSABLE

Les comptes annuels de chacune des entreprises pour lesquelles l'entreprise est indéfiniment responsable sont joints aux présents comptes annuels pour être publiés en même temps que ceux-ci, sauf si dans la deuxième colonne du tableau ci-après, l'entreprise précise la raison pour laquelle il n'en est pas ainsi. Cette précision est fournie par la mention du code (A,B ou C) défini en bas de page.

DENOMINATION, adresse complète du SIEGE, FORME JURIDIQUE et pour les entreprises de droit belge, mention du NUMERO DE TVA ou du NUMERO NATIONAL	Code éventuel (*)
446 816 741 GEIE AGRECO avenue Louise 251 23 1050 Bruxelles BELGIQUE	A

*) Les comptes annuels de l'entreprise :

A. sont publiés par dépôt auprès de la Banque Nationale de Belgique par cette entreprise ;

B. sont effectivement publiés par cette entreprise dans un autre Etat membre de l'Union européenne, dans les formes prévues à l'article 3 de la directive 68/151/CEE ;

C. sont intégrés par consolidation globale ou par consolidation proportionnelle dans les comptes consolidés de l'entreprise, établis, contrôlés et publiés en conformité avec l'arrêté royal du 6 mars 1990 relatif aux comptes consolidés des entreprises.

I. PLACEMENTS DE TRESORERIE : AUTRES PLACEMENTS (rubr. 51/53 de l'actif)

	Codes	Exercice	Exercice précédent
ACTIONS ET PARTS	51		
Valeur comptable augmentée du montant non appelé	8681		
Montant non appelé (-)	8682		
TITRES A REVENU FIXE	52		
dont émis par des établissements de crédit	8684		
COMPTES A TERME DETENUS AUPRES DES ETABLISSEMENTS DE CREDIT	53	460	1000
avec une durée résiduelle ou de préavis :			
. d'un mois au plus	8686	460	1000
. de plus d'un mois à un an au plus	8687		
. de plus d'un an	8688		
AUTRES PLACEMENTS DE TRESORERIE NON REPRIS CI-AVANT	8689		

II. COMPTES DE REGULARISATION

Ventilation de la rubrique 490/1 de l'actif si celle-ci représente un montant important.

	Exercice

III. ETAT DU CAPITAL

A. CAPITAL SOCIAL

	Codes	Montants	Nombre d'actions
1. Capital souscrit (rubrique 100 du passif)			
- Au terme de l'exercice précédent	8700	832	
- Modifications au cours de l'exercice :			
- Au terme de l'exercice	8701	832	
2. Représentation du capital			
2.1 Catégories d'actions			
ORDINAIRES SANS VALEUR NOMINALE		832	36640
2.2 Actions nominatives ou au porteur			
Nominatives	8702		36640
Au porteur	8703		

VIII. ETAT DU CAPITAL

B. CAPITAL NON LIBERE

	Montant non appelé (rubrique 101)	Montant appelé non versé
	Code : 8711	Code : 8712
Actionnaires redevables de libération		
TOTAL		

	Codes	Montant du capital	Codes	Nombre correspondant d'actions
C. ACTIONS PROPRES détenues par :				
- la société elle-même	8721		8722	
- ses filiales	8731		8732	
D. ENGAGEMENTS D'EMISSION D'ACTIONS				
1. Suite à l'exercice de droits de CONVERSION				
. Montant des emprunts convertibles en cours	8740			
. Montant du capital à souscrire	8741			
. Nombre maximum correspondant d'actions à émettre			8742	
2. Suite à l'exercice de droits de SOUSCRIPTION				
. Nombre de droits de souscription en circulation . . .			8745	
. Montant du capital à souscrire	8746			
. Nombre maximum correspondant d'actions à émettre			8747	
E. CAPITAL AUTORISE NON SOUSCRIT	8751			

	Codes	Nombre de parts	Codes	Nb de voix qui y sont attachées
F. PARTS NON REPRESENTATIVES DU CAPITAL	8761		8762	
dont : - détenues par la société elle-même	8771			
- détenues par les filiales	8781			

. STRUCTURE DE L'ACTIONNARIAT DE L'ENTREPRISE A LA DATE DE CLOTURE DE SES COMPTES, telle qu'elle résulte des déclarations reçues par l'entreprise (art. 52 quinquies, § 2, dernier alinéa et art. 52 sexies, § 2, dernier alinéa, des lois coordonnées sur les sociétés commerciales et art 4, § 2, dernier alinéa, de la loi du 2 mars 1989 relative à la publicité des participations importantes dans les sociétés cotées en bourse et réglementant les offres publiques d'acquisition) :

IX. PROVISIONS POUR AUTRES RISQUES ET CHARGES

Ventilation de la rubrique 163/5 du passif si celle-ci représente un montant important

Exercice

X. ETAT DES DETTES

A. VENTILATION DES DETTES A L'ORIGINE A PLUS D'UN AN, EN FONCTION DE LEUR DUREE RESIDUELLE

	Codes	DETTES échéant dans l'année (rubrique 42)	Codes	DETTES ayant plus d'un an mais 5 ans au plus à courir (rubrique 17)	Codes	DETTES ayant plus de 5 ans à courir (rubrique 17)
Dettes financières	8801		8802		8803	
1. Emprunts subordonnés	8811		8812		8813	
2. Emprunts obligataires non subordonnés	8821		8822		8823	
3. Dettes de location-financ. et assimilées	8831		8832		8833	
4. Etablissements de crédit	8841		8842		8843	
5. Autres emprunts	8851		8852		8853	
Dettes commerciales	8861		8862		8863	
1. Fournisseurs	8871		8872		8873	
2. Effets à payer	8881		8882		8883	
Acomptes reçus sur commandes	8891		8892		8893	
Autres dettes	8901		8902		8903	
T O T A L	8911		8912		8913	

B. DETTES GARANTIES (comprises dans les rubriques 17 et 42/48 du passif)

	Codes	DETTES (OU PARTIE DES DETTES) GARANTIES PAR les pouvoirs publics belges	Codes	DETTES (OU PARTIE DES DETTES) GARANTIES PAR des sûretés réelles *
Dettes financières	8921		8922	
1. Emprunts subordonnés	8931		8932	
2. Emprunts obligataires non subordonnés	8941		8942	
3. Dettes de location-financement et assimilées	8951		8952	
4. Etablissements de crédit	8961		8962	
5. Autres emprunts	8971		8972	
Dettes commerciales	8981		8982	
1. Fournisseurs	8991		8992	
2. Effets à payer	9001		9002	
Acomptes reçus sur commandes	9011		9012	
Dettes fiscales, salariales, et sociales	9021		9022	
1. Impôts			9032	
2. Rémunérations et charges sociales	9041		9042	
Autres dettes	9051		9052	
T O T A L	9061		9062	

* constituées ou irrévocablement promises sur les actifs de l'entreprise

X. ETAT DES DETTES C. DETTES FISCALES, SALARIALES ET SOCIALES	Codes	Exercice
1. Impôts (rubrique 450/3 du passif)		
a) Dettes fiscales ECHUES	9072	
b) Dettes fiscales non échues	9073	53
c) Dettes fiscales estimées	450	52
2. Rémunérations et charges sociales (rubrique 454/9 du passif)		
a) Dettes ECHUES envers l'Office National de Sécurité Sociale	9076	
b) Autres dettes salariales et sociales	9077	200

XI. COMPTES DE REGULARISATION

Ventilation de la rubrique 492/3 du passif si celle-ci représente un montant important.

Exercice

XII. RESULTATS D'EXPLOITATION

A. CHIFFRE D'AFFAIRES NET (rubrique 70) :

Ventilation par catégorie d'activité et marché géographique à communiquer en annexe au document normalisé, dans la mesure où, du point de vue de l'organisation de la vente des produits et de la prestation des services relevant des activités ordinaires de l'entreprise, ces catégories et marchés diffèrent entre eux de façon considérable.

	Code	Exercice	Exercice précédent
B. AUTRES PRODUITS D'EXPLOITATION (rubrique 74) dont : Subsides d'exploitation et montants compensatoires obtenus des pouvoirs publics	740		
C1. TRAVAILLEURS INSCRITS AU REGISTRE DU PERSONNEL			
a) Nombre total à la date de clôture	9086	34	34
b) Effectif moyen du personnel calculé en équivalents temps plein	9087	34,3	37,3
c) Nombre effectif d'heures prestées	9088	58252	52117
C2. FRAIS DE PERSONNEL (rubrique 62)			
a) Rémunérations et avantages sociaux directs	620	1326	1166
b) Cotisations patronales d'assurances sociales	621	363	316
c) Primes patronales pour assurances extralégales	622	45	28
d) Autres frais de personnel (+) [ou (-)]	623	18	21
e) Pensions	624		
C3. PROVISIONS POUR PENSIONS (comprises dans la rubrique 635/7)			
Dotations (+); utilisations et reprises (-)	635		
D. REDUCTIONS DE VALEUR (rubrique 631/4)			
1. Sur stocks et commandes en cours			
. actées	9110		
. reprises (-)	9111		
2. Sur créances commerciales			
. actées	9112	116	4
. reprises (-)	9113		-52
E. PROVISIONS POUR RISQUES ET CHARGES (635/7)			
Constitutions	9115		12
Utilisations et reprises (-)	9116	-12	-6
F. AUTRES CHARGES D'EXPLOITATION (640/8)			
Impôts et taxes relatifs à l'exploitation	640	5	4
Autres	641/8		
G. PERSONNEL INTERIMAIRE ET PERSONNES MISES A LA DISPOSITION DE L'ENTREPRISE			
1. Nombre total à la date de clôture	9096	1	2
2. Nombre moyen calculé en équivalents temps plein	9097	1,0	0,7
Nombre effectif d'heures prestées	9098	2005	1399
Frais pour l'entreprise	617	44	31

XIII. RESULTATS FINANCIERS

	Codes	Exercice	Exercice précédent
A. AUTRES PRODUITS FINANCIERS (rubrique 752/9)			
Subsides accordés par les pouvoirs publics et imputés au compte de résultats:			
. subsides en capital	9125		
. subsides en intérêts	9126		
Ventilation des autres produits financiers, s'ils sont importants.			
Profits sur change		43	127
B. AMORTISSEMENT DES FRAIS D'EMISSION D'EMPRUNTS ET DES PRIMES DE REMBOURSEMENT	6501		
C. INTERETS PORTES A L'ACTIF	6503		
D. REDUCTIONS DE VALEUR SUR ACTIFS CIRCULANTS (rubrique 651)			
Actées	6510		
Reprises (-)	6511		
E. AUTRES CHARGES FINANCIERES (rubr. 652/9)			
Montant de l'escompte à charge de l'entreprise sur la négociation de créances	653		
PROVISIONS A CARACTERE FINANCIER :			
Constituées	6560		
Utilisées et reprises (-)	6561		
Ventilation des autres charges financières, si elles sont importantes.			
Pertes de changes		86	82
Ecarts de conversions devises			23
Frais de banques		86	74

XIV. RESULTATS EXCEPTIONNELS

	Exercice
A. Ventilation des AUTRES PRODUITS EXCEPTIONNELS (rubrique 764/9), s'ils sont importants.	
B. Ventilation des AUTRES CHARGES EXCEPTIONNELLES (rubrique 664/8), si elles sont importantes.	

XV. IMPOTS SUR LE RESULTAT

	Codes	Exercice
A. DETAIL DE LA RUBRIQUE 670/3		
1. Impôts sur le résultat de l'exercice :	9134	46
a. Impôts et précomptes dus ou versés	9135	46
b. Excédent de versements d'impôts ou de précomptes porté à l'actif (-)	9136	
c. Suppléments d'impôts estimés (portés à la rubrique 450/3 du passif)	9137	
2. Impôts sur le résultat d'exercices antérieurs :	9138	
a. Suppléments d'impôts dus ou versés	9139	
b. Suppléments d'impôts estimés (portés à la rubrique 450/3 du passif)		

XV. IMPOTS SUR LE RESULTAT

	Exercice
B. PRINCIPALES SOURCES DES DISPARITES ENTRE LE BENEFICE AVANT IMPOTS ET LE BENEFICE TAXABLE ESTIME, avec mention particulière de celles découlant de décalages dans le temps entre le bénéfice comptable et le bénéfice fiscal (si le résultat de l'exercice en est influencé de manière sensible au niveau des impôts)	
pplication de l'art 217 C.R.I. (Réduction au iart de la partie de l'impôt qui correspond aux evenus d'origines étrangères réalisés dans des ays avec lesquels la Belgique n'a pas conclu de onvention préventive de double imposition)	

C. INCIDENCE DES RESULTATS EXCEPTIONNELS SUR LE MONTANT DES IMPOTS SUR LE RESULTAT DE L'EXERCICE

	Codes	Exercice
D. SOURCES DE LATENCES FISCALES (dans la mesure où ces indications sont importantes pour l'appréciation de la situation financière de l'entreprise)		
1. Latences actives	9141	
- Pertes fiscales cumulées, déductibles des bénéfices taxables ultérieurs	9142	
2. Latences passives	9144	

VI. TAXES SUR LA VALEUR AJOUTEE ET IMPOTS A CHARGE DE TIERS

	Codes	Exercice	Exercice précédent
A. Taxes sur la valeur ajoutée, portées en compte :			
1. à l'entreprise (déductibles)	9145	100	97
2. par l'entreprise	9146	55	42
B. Montants retenus à charge de tiers, au titre de :			
1. précompte professionnel.	9147	321	265
2. précompte mobilier	9148		

II. DROITS ET ENGAGEMENTS HORS BILAN

	Codes	Exercice
Garanties personnelles constituées ou irrévocablement promises par l'entreprise pour sûreté de dettes ou d'engagements de tiers	9149	
dont :		
. Effets de commerce en circulation endossés par l'entreprise	9150	
. Effets de commerce en circulation tirés ou avalisés par l'entreprise	9151	
. Montant maximum à concurrence duquel d'autres engagements de tiers sont garantis par		

(VII. DROITS ET ENGAGEMENTS HORS BILAN

Garanties réelles consitutées ou irrévocablement promises par l'entreprise sur ses actifs propres

	Codes	Exercice	Codes	Exercice
	pour sûreté de dettes et engagements			
	de l'entreprise		de tiers	
. Hypothèques :				
.. valeur compt. des immeubles grevés	9161		9162	
.. montant de l'inscription	9171		9172	
. Gage sur fonds de commerce :				
.. montant de l'inscription	9181		9182	
. Gages sur d'autres actifs :				
.. valeur comptable des actifs gagés	9191		9192	
. Sûretés constituées sur actifs futurs :				
.. montant des actifs en cause . . .	9201		9202	

	Exercice
Biens et valeurs détenus par des tiers en leur nom mais aux risques et profits de l'entreprise, s'ils ne sont pas portés au bilan	
Engagements importants d'acquisition d'immobilisations	
Engagements importants de cession d'immobilisations	

	Codes	Exercice
Marché à terme :		
. Marchandises achetées (à recevoir)	9213	
. Marchandises vendues (à livrer)	9214	
. Devises achetées (à recevoir)	9215	
. Devises vendues (à livrer)	9216	

Engagements résultant de garanties techniques attachées à des ventes ou prestations déjà effectuées

Litiges importants et autres engagements importants

XVII. DROITS ET ENGAGEMENTS HORS BILAN

Le cas échéant, description succincte du régime complémentaire de pension de retraite ou de survie instauré au profit du personnel ou des dirigeants et des mesures prises pour en couvrir la charge

	Code	Exercice
Pensions dont le service incombe à l'entreprise elle-même :		
. montant estimé des engagements résultant pour l'entreprise de prestations déjà effectuées	9220	
. bases et méthodes de cette estimation		

CVIII. RELATIONS AVEC LES ENTREPRISES LIEES ET LES ENTREPRISES AVEC LESQUELLES IL EXISTE UN LIEN DE PARTICIPATION : voir page C20.

CIX. RELATIONS FINANCIERES AVEC

A. LES ADMINISTRATEURS ET GERANTS

B. LES PERSONNES PHYSIQUES OU MORALES QUI CONTROLENT DIRECTEMENT OU INDIRECTEMENT L'ENTREPRISE SANS ETRE LIEES A CELLE-CI

C. LES AUTRES ENTREPRISES CONTROLEES DIRECTEMENT OU INDIRECTEMENT PAR LES PERSONNES CITEES SOUS B.

	Codes	Exercice
.. Créances sur les personnes précitées	9500	
.. Garanties constituées en leur faveur	9501	
.. Autres engagements significatifs souscrits en leur faveur	9502	

Conditions principales relatives aux postes 9500, 9501 et 9502

	Codes	Exercice
. Rémunérations directes et indirectes et pensions attribuées, à charge du compte de résultats, pour autant que cette mention ne porte pas à titre exclusif ou principal sur la situation d'une seule personne identifiable :		
- aux administrateurs et gérants	9503	
- aux anciens administrateurs et anciens gérants . . .	9504	

VIII. RELATIONS AVEC LES ENTREPRISES LIEES ET LES ENTREPRISES AVEC LESQUELLES IL EXISTE UN LIEN DE PARTICIPATION

	Codes	Exercice	Exercice précédent
ENTREPRISES LIEES			
1. IMMOBILISATIONS FINANCIERES	9251	1889	2136
. Participations	9261	25	25
. Créances : subordonnées	9271		
autres	9281	1864	2111
2. CREANCES	9291	681	687
. A plus d'un an	9301		
. A un an au plus	9311	681	687
3. PLACEMENTS DE TRESORERIE	9321		
. Actions	9331		
. Créances	9341		
4. DETTES	9351	93	54
. A plus d'un an	9361		
. A un an au plus	9371	93	54

	Codes	Exercice	Exercice précédent
ENTREPRISES AVEC LIEN DE PARTICIPATION			
1. IMMOBILISATIONS FINANCIERES	9252		
. Participations	9262		
. Créances : subordonnées	9272		
autres	9282		
2. CREANCES	9292		
. A plus d'un an	9302		
. A un an au plus	9312		
3. DETTES	9352		
. A plus d'un an	9362		
. A un an au plus	9372		

	Codes	Exercice	Exercice précédent
ENTREPRISES LIEES			
. - GARANTIES PERSONNELLES ET REELLES constituées ou irrévocablement promises par l'entreprise pour sûreté de dettes ou d'engagements d'entrep. liées	9381		
- GARANTIES PERSONNELLES ET REELLES constituées ou irrévocablement promises par des entreprises liées pour sûreté de dettes ou d'engagements de l'entreprise	9391	3160	2993
. AUTRES ENGAGEMENTS FINANCIERS SIGNIFICATIFS	9401		
. RESULTATS FINANCIERS			
. Produits des immobilisations financières	9421	48	147
. Produits des actifs circulants	9431		326
. Autres produits financiers	9441		
. Charges des dettes	9461		
. Autres charges financières	9471		
CESSIONS D'ACTIFS IMMOBILISES			
. Plus-values réalisées	9481		
. Moins-values réalisées	9491		

DECLARATION RELATIVE AUX COMPTES CONSOLIDES

A. Informations à compléter par les entreprises soumises aux dispositions de l'arrêté royal du 6 mars 1990 relatif aux comptes consolidés des entreprises

L'entreprise
. établit et publie des comptes consolidés et un rapport consolidé de gestion conformément aux dispositions de l'arrêté royal précité : Non
. n'établit pas de comptes consolidés ni de rapport consolidé de gestion pour la (les) raison(s) suivante(s) :

a. L'entreprise et ses filiales ne dépassent pas, sur base consolidée, plus d'une des limites visées à l'article 9 de l'arrêté royal précité : Oui

b. L'entreprise est elle-même filiale d'une entreprise mère qui établit et publie des comptes consolidés dans lesquels ses comptes annuels sont intégrés par consolidation : Non
Si oui :
. Justification du respect des conditions prévues à l'article 8, paragraphes 2 et 3 dudit arrêté :

. Nom, adresse complète du siège et s'il s'agit d'une entreprise de droit belge, numéro de TVA ou numéro national de l'entreprise mère qui établit et publie les comptes consolidés en vertu desquels l'exemption est autorisée :

B. Informations à compléter par l'entreprise si elle est filiale ou filiale commune

Données d'identification de l'(des) entreprise(s) mère(s)

NORTHUMBRIAN HOLDING PLC
NORTHUMBRIAN HOUSE REGENT CENTER GOSFORTH
NE33PX NEWCASTLE UPON TYNE
ROYAUME-UNI
établit des comptes consolidés pour l'ensemble le plus petit ;
lieu où les comptes consolidés peuvent être obtenus dans le cas d'une société de droit étranger :
NORTHUMBRIAN HOLDING PLC
NORTHUMBRIAN HOUSE REGENT CENTER GOSFORTH
NE33PX NEWCASTLE UPON TYNE
ROYAUME-UNI

4. BILAN SOCIAL

cas échéant, le numéro sous lequel l'entreprise est inscrite
l'Office National de Sécurité Sociale (ONSS) : 10027877702

méros des commissions paritaires
nt dépend l'entreprise : 218

. ETAT DES PERSONNES OCCUPEES

. TRAVAILLEURS INSCRITS AU REGISTRE DU PERSONNEL . Au cours de l'exercice et de l'exercice précédent	Codes	1.Temps plein (exercice)	2.Temps partiel (exercice)	3.Total(T) ou total en équivalents temps plein (ETP) (exercice)	4.Total(T) ou total en équivalents temps plein (ETP) (exercice précédent)
ombre moyen de travailleurs	100	34,3		34,3 (ETP)	37,3 (ETP)
ombre effectif d'heures restées	101	58252		58252 (T)	52117 (T)
rais de personnel (en 1000 EUR) (+)[ou(-)]	102	1752		1752 (T)	1531 (T)
ontant des avantages ccordés en sus du salaire (en 1000 EUR)	103	xxxxxxxxx	xxxxxxxxx	(T)	(T)

. A la date de clôture de l'exercice	Codes	1.Temps plein	2.Temps partiel	3.Total en équivalents temps plein
. Nombre de travailleurs inscrits au registre du personnel	105	34		34,0
. Par type de contrat de travail				
Contrat à durée indéterminée	110	32		32,0
Contrat à durée déterminée	111	2		2,0
Contrat pour l'exécution d'un travail nettement défini	112			
Contrat de remplacement	113			
Par sexe				
Hommes	120	18		18,0
Femmes	121	16		16,0
Par catégorie professionnelle				
Personnel de direction	130			
Employés	134	34		34,0
Ouvriers	132			
Autres	133			

PERSONNEL INTERIMAIRE ET PERSONNES MISES A LA DISPOSITION DE L'ENTREPRISE cours de l'exercice	Codes	1.Personnel intérimaire	2.Personnes mises à la disposition de l'entreprise
mbre moyen de personnes occupées	150	1,0	
mbre effectif d'heures prestées	151	2005	
ais pour l'entreprise en 1000 EUR)	152	44	

I. TABLEAU DES MOUVEMENTS DU PERSONNEL AU COURS DE L'EXERCICE

	Codes	1.Temps plein	2.Temps partiel	3.Total en équivalents temps plein
ENTREES				
Nombre de travailleurs inscrits au registre du personnel au cours de l'exercice	205	12		12,0
Par type de contrat de travail				
Contrat à durée indéterminée	210	7		7,0
Contrat à durée déterminée	211	4		4,0
Contrat pour l'exécution d'un travail nettement défini	212	1		1,0
Contrat de remplacement	213			
Par sexe et niveau d'études				
Hommes : primaire	220			
secondaire	221	1		1,0
supérieur non universitaire	222			
universitaire	223	3		3,0
Femmes : primaire	230			
secondaire	231	3		3,0
supérieur non universitaire	232	1		1,0
universitaire	233	4		4,0

	Codes	1.Temps plein	2.Temps partiel	3.Total en équivalents temps plein
SORTIES				
Nombre de travailleurs dont la date de fin de contrat a été inscrite au registre du personnel au cours de l'exercice	305	12		12,0
Par type de contrat de travail				
Contrat à durée indéterminée	310	7		7,0
Contrat à durée déterminée	311	4		4,0
Contrat pour l'exécution d'un travail nettement défini	312	1		1,0
Contrat de remplacement	313			
Par sexe et niveau d'études				
Hommes : primaire	320			
secondaire	321			
supérieur non universitaire	322	1		1,0
universitaire	323	4		4,0
Femmes : primaire	330			
secondaire	331	3		3,0
supérieur non universitaire	332	2		2,0
universitaire	333	2		2,0
Par motif de fin de contrat				
Pension	340			
Prépension	341			
Licenciement	342	1		1,0
Autre motif	343	11		11,0
dont : le nombre de personnes qui continuent, au moins à mi-temps, à prester des services au profit de l'entreprise comme indépendants				

III. ETAT CONCERNANT L'USAGE, AU COURS DE L'EXERCICE, DES MESURES EN FAVEUR DE L'EMPLOI

MESURES EN FAVEUR DE L'EMPLOI	Codes	Nombre de travailleurs concernés		3. Montant de l'avantage financier (en 1000 EUR)
		1. Nombre	2. Equivalents temps plein	
1. Mesures comportant un avantage financier pour l'employeur concernant le titulaire ou son remplaçant				
Bas salaires	404	3	3,0	1
Plan d'embauche pour les chômeurs de longue durée	408	1	1,0	8
2. Autres mesures				

Nombre de travailleurs concernés par une ou plusieurs mesures en faveur de l'emploi :			
- total pour l'exercice	550	4	4,0
- total pour l'exercice précédent	560	8	8,0

IV. RENSEIGNEMENTS SUR LES FORMATIONS POUR LES TRAVAILLEURS AU COURS DE L'EXERCICE

	Codes	1. Nombre de travailleurs concernés	2. Nombre d'heures de formation suivies	3. Coût pour l'entreprise (en 1000 EUR)
Total des initiatives en matière de formation des travailleurs à charge de l'employeur				
. Hommes	580			
. Femmes	581			

ıite de la liste des ADMINISTRATEURS, GERANTS ET COMMISSAIRES (C.1)

ıBRE JACQUES
)MINISTRATEUR
.LEE DES BLONDES 1 78230 LE PECQ FRANCE
)MINISTRATEUR

MARQUE

bilan inclut à l'actif un montant de 722 mille euros en valeur disponible et au passif un montant de 779 mille euros en dettes verses. Ces montants correspondent au solde d'une avance octroyée à AGRER par la Commission Européenne au titre de frais mboursable dans le cadre d'un contrat de gestion. Le compte de résultats pour sa part présente un produit financier de 118 mille ros qui correspond aux intérêts générés par la dite avance et une charge financière du même montant car ces intérêts doivent être trocédés à la Commission Européenne.

ARTHUR ANDERSEN

REPORT PREPARED BY THE COMPANY'S AUDITORS

To the shareholders of Agrer S.A.

We have examined the balance sheets of Agrer S.A. as at 31 December 1997 and 1998, and the profit and loss accounts and annexes for the financial year of 9 months ending 31 December 1997 and the financial year for the 12 months ending 31 December 1998, as well as the social balance sheet for the financial year ending 31 December 1998. These annual accounts have been drawn up under the responsibility of the Board of Directors. Total assets as at 31 December 1997 and 1998 amounted to 334,739 (000) and 809,578 (000) respectively and profits for the financial years ending on the respective dates were 14,645 (000) and 18,296 (000). We have also carried out the specific controls required by law.

Certification of the annual accounts

We have audited the accounts in accordance with generally accepted accounting principles as defined by the Institute of Company Auditors. These principles require that our audit should be organised and performed in such a way as to obtain a reasonable assurance that the annual accounts do not include any significant inaccuracies, and comply with the legal and regulatory provisions applying in Belgium as regards annual accounts. In accordance with these principles, we have taken into consideration the company's administrative and accounting organisation, as well as internal control procedures. We have substantiated the amounts appearing in the annual accounts by carrying out spot checks. We have also examined the valuation rules applied by the company as well as the presentation of the accounts as a whole. The company's management has replied clearly to our requests for explanations and information. We consider that this work provides a reasonable basis for us to express an opinion.

In our opinion:

- the enclosed annual accounts present a true and accurate picture of the assets and financial situation of Agrer S.A. as at 31 December 1997 and 1998, as well as of the results of its activities for the financial years ending on those dates, having regard to the legal and statutory provisions governing the company's activities.
- the explanations given in the annexes are adequate;
- the social balance sheet has been drawn up in accordance with the relevant legal provisions.

Additional statements (and information)

We supplement our report with the following additional statements that are not of such a nature as to change the scope of our above audit report on the annual accounts:

- The management report for the year ending 31 December 1998 contains the information required by law and is in accordance with the annual accounts;

- Notwithstanding formal aspects of minor importance, the books are kept in accordance with legal and statutory provisions applying in Belgium;

- We have observed no transactions concluded or decisions taken in infringement of the company's articles of association or company law;

- The proposed appropriation of the profit for financial year ending 31 December 1998 is in conformity with legal and statutory provisions.

ARTHUR ANDERSEN
Company Auditors

Guy Wygaerts,
Brussels, 10 March 1999

ARTHUR
ANDERSEN

RAPPORT DU COMMISSAIRE-REVISEUR

Arthur Andersen
Reviseurs d'Entreprises

Montagne du Parc 4
B-1000 Bruxelles
Tél (32) 2 545 31 00
Fax (32) 2 545 31 99

Aux Actionnaires de
Agrer, S.A. :

Nous avons examiné les bilans de Agrer, S.A. aux 31 décembre 1998 et 1997, et les comptes de résultats et l'annexe pour l'exercice de 12 mois arrêté au 31 décembre 1998 et l'exercice de 9 mois arrêté au 31 décembre 1997, ainsi que le bilan social pour l'année arrêtée au 31 décembre 1998. Ces comptes annuels ont été établis sous la responsabilité du Conseil d'Administration. Le total du bilan aux 31 décembre 1998 et 1997 s'élève à 809.578 (000) et 334.739 (000) et les bénéfices des exercices arrêtés à ces dates respectivement à 18.296 (000) et 14.645 (000). Nous avons également procédé aux vérifications spécifiques complémentaires requises par la loi.

Attestation sans réserve des comptes annuels

Nos examens ont été effectués conformément aux normes de revision de l'Institut des Reviseurs d'Entreprises. Ces normes requièrent que nos revisions soient organisées et exécutées de manière à obtenir une assurance raisonnable que les comptes annuels ne comportent pas d'inexactitudes significatives, compte tenu des dispositions légales et réglementaires applicables aux comptes annuels en Belgique. Conformément à ces normes, nous avons tenu compte de l'organisation en matière administrative et comptable ainsi que des dispositifs de contrôle interne de la société. Nous avons examiné par sondages la justification des montants figurant dans les comptes annuels. Nous avons également évalué le bien fondé des règles d'évaluation et des estimations comptables significatives, ainsi que la présentation des comptes annuels dans leur ensemble. Nous avons obtenu des responsables de la société les explications et informations que nous avons demandées. Nous estimons que ces travaux fournissent une base raisonnable à l'expression de notre opinion.

A notre avis,

- les comptes annuels ci-joints donnent une image fidèle du patrimoine et de la situation financière de Agrer, S.A. aux 31 décembre 1998 et 1997, ainsi que des résultats de ses opérations pour les exercices arrêtées à ces dates, compte tenu des dispositions légales et réglementaires qui les régissent;
- les justifications données dans l'annexe sont adéquates;
- le bilan social a été dressé conformément à la législation.

Attestations complémentaires

Nous complétons notre rapport par les attestations complémentaires suivantes qui ne sont pas de nature à modifier la portée de l'attestation des comptes annuels présentée ci-dessus :

- Le rapport de gestion pour l'année arrêtée au 31 décembre 1998 comprend les informations requises par la loi et concorde avec les comptes annuels;

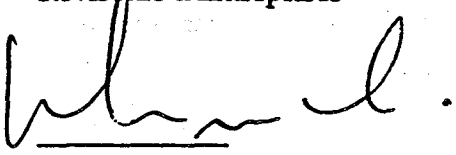
- Sans préjudice d'aspects formels d'importance mineure, la comptabilité est tenue et les comptes annuels sont établis conformément aux dispositions légales et réglementaires applicables en Belgique;

- Nos examens ne nous ont pas révélé d'opération conclue ou de décision prise en violation des statuts ou des lois sur les sociétés commerciales;

- La répartition proposée des résultats pour l'année se terminant le 31 décembre 1998 est conforme aux statuts et aux lois sur les sociétés commerciales.

Le Commissaire-Reviseur,

ARTHUR ANDERSEN
Reviseurs d'Entreprises



Guy Wygaerts

Le 10 mars 1999

C O M P T E S A N N U E L S

C 1.

RAISON OU DENOMINATION SOCIALE : AGRER

Forme juridique..... : SA Société anonyme
Adresse ..... : AV. LOUISE N° ... : 251 Bte ... : 23
Code postal ..... : 1050 Commune : BRUXELLES
Registre ..... : RC Greffe de : Bruxelles N° ... : 288238

Numéro de TVA ou numéro national | 400.501.419 |

DATE | 24/11/1997 | du dépôt de l'acte constitutif OU du document le plus récent mentionnant la date de publication des actes constitutif et modificatif(s) des statuts.

COMPTES ANNUELS approuvés par l'assemblée générale du | 08/04/1999 |

et relatifs à l'exercice couvrant la période du | 01/01/1998 | au | 31/12/1998 |

Exercice précédent du | 01/04/1997 | au | 31/12/1997 |

Les montants relatifs à l'exercice précédent sont identiques à ceux publiés antérieurement : Oui

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LISTE COMPLETE avec nom, prénoms, profession, domicile (adresse, numéro, code postal et commune) et fonction au sein de l'entreprise des ADMINISTRATEURS, GERANTS ET COMMISSAIRES

HECQ JACQUES

RUE DES HAIES GERMAINES 23 6032 MONT S/MARCHIENNE Belgique
Président du Conseil d'Administration

COUTURIER ROBERT
DIRECTEUR GENERAL
CLOS DU MANOIR 15 1050 BRUXELLES Belgique
Administrateur délégué

COURTOY CHARLES

RUE DE LA BURDINE 31 5092 HERON Belgique
Administrateur

400 501 419 ARTHUR ANDERSEN REVISEURS D'ENTREPRISES (B014)
representée par GUY WYGAERTS
MONTAGNE DU PARC 4 1000 BRUXELLES Belgique
Commissaire-reviseur

FEYS FRANK
INGENIEUR AGRONOME
MOLENKOUTERSTRAAT 1 9320 EREBODEGEM Belgique
Administrateur

BABIN PATRICK
ADMINISTRATEUR
WELLINGTON COURT 116 KNIGHTSBRIDGE 33 SW1X7PL LONDRES Royaume-Uni
Administrateur

(éventuellement suite page 25)

Sont joints aux présents comptes annuels : - le rapport des commissaires
- un document comprenant les indications prévues par l'art. 77, al. 4 et 5, des lois coordonnées sur les sociétés commerciales (relatif au rapport de gestion)

Signature(s)

- L'organe de gestion déclare qu'aucune mission de vérification ou de redressement n'a été confiée à une personne qui n'y est pas autorisée par la loi, en application des articles 78 et 82 de la loi du 21 février 1985 relative à la réforme du revisorat d'entreprises.

- Une mission de vérification ou de redressement des comptes annuels a-t-elle été confiée à un expert-comptable inscrit au tableau des experts-comptables externes de l'Institut des Experts-Comptables ou à un reviseur d'entreprises qui n'est pas le commissaire ? : Non

Si OUI, doivent être mentionnés ci-après :
les nom, prénoms, profession, domicile de chaque expert-comptable externe ou reviseur d'entreprises et son numéro de membre auprès de l'Institut des Experts-Comptables ou de l'Institut des Reviseurs d'Entreprises ainsi que la nature de sa mission.

NOM, prénoms, profession, domicile	Numéro de membre	Code lié à la nature de la mission (*) (A,B,C et/ou D)

(*) Codes à utiliser le cas échéant :
A. Tenue des comptes de l'entreprise (mention facultative) ;
B. Etablissement des comptes annuels (mention facultative) ;
C. Vérification de ces comptes ;
D. Correction de ces comptes.

1. BILAN APRES REPARTITION

ACTIF	Montants en milliers de francs	Codes	Exercice	Exercice précédent
ACTIFS IMMOBILISES		20/28	91429	71344
I. Frais d'établissement (annexe I)		20		
II. Immobilisations incorporelles (ann. II)		21		
III. Immobilisations corporelles (ann. III)		22/27	5094	5199
A. Terrains et constructions		22		
B. Installations, machines et outillage		23	361	500
C. Mobilier et matériel roulant		24	3877	3670
D. Location-financement et droits similaires		25		
E. Autres immobilisations corporelles		26	856	1029
F. Immobilisations en cours et acomptes versés		27		
IV. Immobilisations financières(ann. IV et V)		28	86335	66145
A. Entreprises liées		280/1	86192	66022
1. Participations		280	1022	1022
2. Créances		281	85170	65000
B. Autres entreprises avec lesquelles il existe un lien de participation		282/3		
1. Participations		282		
2. Créances		283		
C. Autres immobilisations financières		284/8	143	123
1. Actions et parts		284		
2. Créances et cautionnements en numéraire		285/8	143	123
ACTIFS CIRCULANTS		29/58	718149	263395
V. Créances à plus d'un an		29		
A. Créances commerciales		290		
B. Autres créances		291		
VI. Stocks et commandes en cours d'exécution		3	28868	23518
A. Stocks		30/36		
1. Approvisionnements		30/31		
2. En-cours de fabrication		32		
3. Produits finis		33		
4. Marchandises		34		
5. Immeubles destinés à la vente		35		
6. Acomptes versés		36		
B. Commandes en cours d'exécution		37	28868	23518
VII. Créances à un an au plus		40/41	225369	150753
A. Créances commerciales		40	206326	133272
B. Autres créances		41	19043	17481
VIII. Placements de trésorerie (ann. V et VI)		50/53	40340	66624
A. Actions propres		50		
B. Autres placements		51/53	40340	66624
IX. Valeurs disponibles		54/58	419417	21394
X. Comptes de régularisation (ann. VII)		490/1	4155	1106
TOTAL DE L'ACTIF		20/58	809578	334739

PASSIF	Montants en milliers de francs	Codes	Exercice	Exercice précédent
CAPITAUX PROPRES (+)[ou(-)]		10/15	195188	186417
I. Capital (ann. VIII)		10	33548	33548
A. Capital souscrit		100	33548	33548
B. Capital non appelé (-)		101		
II. Primes d'émission		11		
III. Plus-values de réévaluation		12		
IV. Réserves		13	3355	3355
A. Réserve légale		130	3355	3355
B. Réserves indisponibles		131		
1. Pour actions propres		1310		
2. Autres		1311		
C. Réserves immunisées		132		
D. Réserves disponibles		133		
V. Bénéfice reporté		140	158285	149514
Perte reportée (-)		141		
VI. Subsides en capital		15		
PROVISIONS ET IMPOTS DIFFERES		16	473	240
VII. A. Provisions pour risques et charges		160/5	473	240
1. Pensions et obligations similaires		160		
2. Charges fiscales		161		
3. Grosses réparations et gros entretien		162		
4. Autres risques et charges (ann. IX)		163/5	473	240
B. Impôts différés		168		
DETTES		17/49	613917	148082
VIII. Dettes à plus d'un an (ann. X)		17		
A. Dettes financières		170/4		
1. Emprunts subordonnés		170		
2. Emprunts obligataires non subordonnés		171		
3. Dettes de location-financement et assimilées		172		
4. Etablissements de crédit		173		
5. Autres emprunts		174		
B. Dettes commerciales		175		
1. Fournisseurs		1750		
2. Effets à payer		1751		
C. Acomptes reçus sur commandes		176		
D. Autres dettes		178/9		
IX. Dettes à un an au plus (ann. X)		42/48	613917	148082
A. Dettes à plus d'un an échéant dans l'année		42		77
B. Dettes financières		43		315
1. Etablissements de crédit		430/8		315
2. Autres emprunts		439		
C. Dettes commerciales		44	81888	78008
1. Fournisseurs		440/4	81888	78008
2. Effets à payer		441		
D. Acomptes reçus sur commandes		46	119740	58959
E. Dettes fiscales, salariales et sociales		45	7057	8341
1. Impôts		450/3	797	4205
2. Rémunérations et charges sociales		454/9	6260	4136
F. Autres dettes		47/48	405232	2382

2. COMPTE DE RESULTATS (sous la forme de liste)

	Montants en milliers de francs	Codes	Exercice	Exercice précédent
I. Ventes et prestations		70/74	230772	139737
A. Chiffre d'affaires (ann. XII, A)		70	214191	144758
B. Variation des en-cours de fabrication, des produits finis et des commandes en cours d'exécution (augmentation +, réduction -)		71	5350	-12095
C. Production immobilisée		72		
D. Autres produits d'exploitation (ann. XII, B)		74	11231	7074
II. Coût des ventes et prestations (-) [ou (+)]		60/64	-214387	-134197
A. Approvisionnements et marchandises		60	10654	7391
1. Achats		600/8	10654	7391
2. Variation des stocks (augmentation -, réduction +)		609		
B. Services et biens divers		61	141372	87549
C. Rémunérations, charges sociales et pensions (ann. XII, C2) (+) [ou (-)]		62	61761	35738
D. Amortissements et réductions de valeur sur frais d'établissement, sur immob. incorporelles et corporelles		630	2154	1788
E. Réductions de valeur sur stocks, sur commandes en cours d'exécution et sur créances commerciales (dotations +, reprises -) (ann. XII, D)		631/4	-1933	1403
F. Provisions pour risques et charges (dotations +, utilisations et reprises -) (ann. XII, C3 et E)		635/7	233	240
G. Autres charges d'exploit. (ann. XII, F)		640/8	146	88
H. Charges d'exploit. portées à l'actif au titre de frais de restructur. (-)		649		
III. Bénéfice d'exploitation (+)		70/64	16385	5540
Perte d'exploitation (-)		64/70		
IV. Produits financiers		75	24197	15675
A. Produits des immobilisations financières		750	5936	4092
B. Produits des actifs circulants		751	13136	
C. Autres produits financiers (ann. XIII, A)		752/9	5125	11583
V. Charges financières (-) [ou (+)]		65	-20391	-4096
A. Charges des dettes (ann. XIII, B et C)		650	13148	87
B. Réductions de valeur sur actifs circulants autres que ceux visés sub. II.E. (dotations +, reprises -) (ann. XIII, D)		651		
C. Autres charges financières (ann. XIII, E) (+) [ou (-)]		652/9	7243	4009
VI. Bénéfice courant avant impôts (+)		70/65	20191	17119
Perte courante avant impôts (-)		65/70		

2. COMPTE DE RESULTATS (sous la forme de liste) (suite)	Montants en milliers de francs	Codes	Exercice	Exercice précédent
VII. Produits exceptionnels		76	975	
A. Reprises d'amortissements et de réductions de valeur sur immobilisations incorporelles et corporelles		760		
B. Reprises de réductions de valeur sur immobilisations financières		761		
C. Reprises de provisions pour risques et charges exceptionnels		762		
D. PLus-values sur réalisation d'actifs immobilisés		763		
E. Autres produits exceptionnels (ann. XIV, A)		764/9	975	
VIII. Charges exceptionnelles. (-) [ou (+)]		66		-950
A. Amortissements et réductions de valeur exceptionnels sur frais d'établissement, sur immobilisations incorporelles et corporelles.		660		
B. Réductions de valeur sur immobilisations financières		661		
C. Provisions pour risques et charges exceptionnels (dotations +, reprises -)		662		
D. Moins-values sur réalisation d'actifs immobilisés		663		48
E. Autres charges exceptionnelles (ann. XIV, B)		664/8		902
F. Charges exceptionnelles portées à l'actif au titre de frais de restructuration (-)		669		
IX. Bénéfice de l'exercice avant impôts (+)		70/66	21166	16169
Perte de l'exercice avant impôts (-)		66/70		
IX bis. A. Prélèvements sur les impôts différés (+)		780		
B. Transfert aux impôts différés (-)		680		
X. Impôts sur le résultat (-) (+)		67/77	-2870	-1524
A. Impôts (ann. XV) (-)		670/3	-2870	-1524
B. Régularisations d'impôts et reprises de provisions fiscales		77		
XI. Bénéfice de l'exercice (+)		70/67	18296	14645
Perte de l'exercice (-)		67/70		
XII. Prélèvements sur les réserves immunisées (+)		789		
Transfert aux réserves immunisées (-)		689		
XIII. Bénéfice de l'exercice à affecter		70/68	18296	14645
Perte de l'exercice à affecter (-)		68/70		

AFFECTATIONS ET PRELEVEMENTS	Montants en milliers de francs	Codes	Exercice	Exercice précédent
A. Bénéfice à affecter		70/69	167810	149514
Perte à affecter (-)		69/70		
1. Bénéfice de l'exercice à affecter		70/68	18296	14645
Perte de l'exercice à affecter (-)		68/70		
2. Bénéfice reporté de l'exercice précédent		790	149514	134869
Perte reportée de l'exercice précédent (-)		690		
B. Prélèvements sur les capitaux propres		791/2		
1. sur le capital et les primes d'émission		791		
2. sur les réserves		792		
C. Affectations aux capitaux propres (-)		691/2		
1. au capital et aux primes d'émission		691		
2. à la réserve légale		6920		
3. aux autres réserves		6921		
D. Résultat à reporter				
1. Bénéfice à reporter (-)		693	-158285	-149514
2. Perte à reporter		793		
E. Intervention d'associés dans la perte		794		
F. Bénéfice à distribuer (-)		694/6	-9525	
1. Rémunération du capital		694	9525	
2. Administrateurs ou gérants		695		
3. Autres allocataires		696		

3. ANNEXE

I. ETAT DES FRAIS D'ETABLISSEMENT (rubrique 20 de l'actif)	Montants en milliers de francs	Codes	Montants
Valeur comptable nette au terme de l'exer. précédent		8001	
Mutations de l'exercice :			
. Nouveaux frais engagés		8002	
. Amortissements (-)		8003	
. Autres (-) (+)		8004	
Valeur comptable nette au terme de l'exercice		8005	
dont : - Frais de constitution et d'augmentation de capital, frais d'émission d'emprunts et autres frais d'établissement		200/2	
- Frais de restructuration		204	

II. ETAT DES IMMOBILISATIONS INCORPORELLES, en milliers de francs (rubrique 21 de l'actif)

	Codes	Frais de recherche et de développement	Codes	Concessions, brevets, licences, etc.
a) VALEUR D'ACQUISITION				
Au terme de l'exercice précédent	8011		8012	
Mutations de l'exercice :				
. Acquisitions, y compris la production immobilisée	8021		8022	
. Cessions et désaffectations (-)	8031		8032	
. Transferts d'une rubrique à une autre (+) (-)	8041		8042	
Au terme de l'exercice	8051		8052	
c) AMORTISSEMENTS ET REDUCTIONS DE VALEUR				
Au terme de l'exercice précédent	8061		8062	
Mutations de l'exercice :				
. Actés	8071		8072	
. Repris car excédentaires (-)	8081		8082	
. Acquis de tiers	8091		8092	
. Annulés à la suite de cessions et désaffectations (-)	8101		8102	
. Transférés d'une rubrique à une autre (+) (-)	8111		8112	
Au terme de l'exercice	8121		8122	
d) VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE (a) - (c)	8131		8132	

	Codes	Goodwill	Codes	Acomptes versés
a) VALEUR D'ACQUISITION				
Au terme de l'exercice précédent	8013		8014	
Mutations de l'exercice :				
. Acquisitions, y compris la production immobilisée	8023		8024	
. Cessions et désaffectations (-)	8033		8034	
. Tranferts d'une rubrique à une autre (+) (-)	8043		8044	
Au terme de l'exercice	8053		8054	
c) AMORTISSEMENTS ET REDUCTIONS DE VALEUR				
Au terme de l'exercice précédent	8063		8064	
Mutations de l'exercice :				
. Actés	8073		8074	
. Repris car excédentaires (-)	8083		8084	
. Acquis de tiers	8093		8094	
. Annulés à la suite de cessions et désaffectations (-)	8103		8104	
. Tranférés d'une rubrique à une autre (+) (-)	8113		8114	
Au terme de l'exercice	8123		8124	
d) VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE (a) - (c)	8133		8134	

III. STAT DES IMMOBILISATIONS CORPORELLES, en milliers de francs (rubriques 22 à 24 de l'actif)

I. STAT DES IMMOBILISATIONS	Codes	Terrains et constructions (rubrique 22)	Codes	Installations, machines et outillage (rubrique 23)	Codes	Mobilier et matériel roulant (rubrique 24)
a) VALEUR D'ACQUISITION						
Au terme de l'exercice précédent	8151		8152	2363	8153	29572
Mutations de l'exercice :						
. Acquisitions, y compris la production immobilisée	8161		8162		8163	2049
. Cessions et désaffectations (-)	8171		8172		8173	-733
. Transferts d'une rubrique à une autre (+)(-)	8181		8182		8183	410
Au terme de l'exercice	8191		8192	2363	8193	31298
b) PLUS-VALUES						
Au terme de l'exercice précédent	8201		8202		8203	
Mutations de l'exercice :						
. Actées	8211		8212		8213	
. Acquises de tiers	8221		8222		8223	
. Annulées (-)	8231		8232		8233	
. Transférées d'une rubrique à une autre (+)(-)	8241		8242		8243	
Au terme de l'exercice	8251		8252		8253	
c) AMORTISSEMENTS ET REDUCTIONS DE VALEUR						
Au terme de l'exercice précédent	8261		8262	1863	8263	25902
Mutations de l'exercice :						
. Actés	8271		8272	139	8273	1842
. Repris car excédentaires (-)	8281		8282		8283	
. Acquis de tiers	8291		8292		8293	
. Annulés à la suite de cessions et désaffectations (-)	8301		8302		8303	-733
. Tranférés d'une rubrique à une autre (+)(-)	8311		8312		8313	410
Au terme de l'exercice	8321		8322	2002	8323	27421
d) VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE (a) + (b) - (c)	8331		8332	361	8333	3877

III. ETAT DES IMMOBILISATIONS CORPORELLES, en milliers de francs (rubriques 25 à 27 de l'actif)

I. ETAT DES IMMOBILISATIONS	Codes	Location-financement et droits similaires (rubrique 25)	Codes	Autres immobilisations corporelles (rubrique 26)	Codes	Immobilisations en cours et acomptes (rubrique 27)
a) VALEUR D'ACQUISITION						
Au terme de l'exercice précédent	8154	410	8155	1846	8156	
Mutations de l'exercice :						
. Acquisitions, y compris la production immobilisée	8164		8165		8166	
. Cessions et désaffectations (-)	8174		8175		8176	
. Transferts d'une rubrique à une autre (+) (-)	8184	-410	8185		8186	
Au terme de l'exercice	8194		8195	1846	8196	
b) PLUS-VALUES						
Au terme de l'exercice précédent	8204		8205		8206	
Mutations de l'exercice :						
. Actées	8214		8215		8216	
. Acquises de tiers	8224		8225		8226	
. Annulées (-)	8234		8235		8236	
. Transférées d'une rubrique à une autre (+) (-)	8244		8245		8246	
Au terme de l'exercice	8254		8255		8256	
c) AMORTISSEMENTS ET REDUCTIONS DE VALEUR						
Au terme de l'exercice précédant	8264	410	8265	817	8266	
Mutations de l'exercice :						
. Actés	8274		8275	173	8276	
. Repris car excédentaires (-)	8284		8285		8286	
. Acquis de tiers	8294		8295		8296	
. Annulés à la suite de cessions et désaffectations (-)	8304		8305		8306	
. Transférés d'une rubrique à une autre (+) (-)	8314	-410	8315		8316	
Au terme de l'exercice	8324		8325	990	8326	
d) VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE (a) + (b) - (c)	8334		8335	856	8336	
dont : . Terrains et constructions	250					
. Installations, machines et outillage	251					
. Mobilier et matériel roulant	252					

IV. ETAT DES IMMOBILISATIONS FINANCIERES, en milliers de francs (rubrique 28 de l'actif)

	Codes	Entreprises liées	Codes	Entreprises avec un lien de participation	Codes	Autres entreprises
1. Participations, actions et parts		(rubrique 280)		(rubrique 282)		(rubrique 284)
a) VALEUR D'ACQUISITION						
Au terme de l'exercice précédent	8351	2479	8352		8353	
Mutations de l'exercice :						
. Acquisitions	8361		8362		8363	
. Cessions et retraits (-)	8371		8372		8373	
. Transferts d'une rubrique à une autre (+) (-)	8381		8382		8383	
Au terme de l'exercice	8391	2479	8392		8393	
b) PLUS-VALUES						
Au terme de l'exercice précédent	8401		8402		8403	
Mutations de l'exercice :						
. Actées	8411		8412		8413	
. Acquises de tiers	8421		8422		8423	
. Annulées (-)	8431		8432		8433	
. Transférées d'une rubrique à une autre (+) (-)	8441		8442		8443	
Au terme de l'exercice	8451		8452		8453	
c) REDUCTIONS DE VALEUR						
Au terme de l'exercice précédent	8461		8462		8463	
Mutations de l'exercice :						
. Actées	8471		8472		8473	
. Reprises car excédentaires (-)	8481		8482		8483	
. Acquises de tiers	8491		8492		8493	
. Annulées à la suite de cessions et retraits (-)	8501		8502		8503	
. Transférées d'une rubrique à une autre (+) (-)	8511		8512		8513	
Au terme de l'exercice	8521		8522		8523	
d) MONTANTS NON APPELES						
Au terme de l'exercice précédent	8531	1457	8532		8533	
Mutations de l'exercice (+) (-)	8541		8542		8543	
Au terme de l'exercice	8551	1457	8552		8553	
VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE (a) + (b) - (c) - (d)	8561	1022	8562		8563	
2. Créances		(rubrique 281)		(rubrique 283)		(rubrique 285/8
VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE PRECEDENT	8571	65000	8572		8573	123
Mutations de l'exercice :						
. Additions	8581	20170	8582		8583	30
. Remboursements (-)	8591		8592		8593	-10
. Réductions de valeur actées (-)	8601		8602		8603	
. Réductions de valeur reprises	8611		8612		8613	
. Différences de change (+) (-)	8621		8622		8623	
. Autres (+) (-)	8631		8632		8633	
VALEUR COMPTABLE NETTE AU TERME DE L'EXERCICE	8641	85170	8642		8643	143
REDUCTIONS DE VALEUR CUMULEES SUR						

V. A. PARTICIPATIONS ET DROITS SOCIAUX DETENUS DANS D'AUTRES ENTREPRISES

Sont mentionnées ci-après, les entreprises dans lesquelles l'entreprise détient une participation au sens de l'arrêté royal du 8 octobre 1976 (comprise dans les rubriques 280 et 282 de l'actif) ainsi que les autres entreprises dans lesquelles l'entreprise détient des droits sociaux (compris dans les rubriques 284 et 51/53 de l'actif) représentant 10 % au moins du capital souscrit.

DENOMINATION, adresse complète du SIEGE et pour les entreprises de droit belge, mention du NUMERO DE TVA ou du NUMERO NATIONAL	Droits sociaux détenus			Données extraites des derniers comptes annuels disponibles			
	directement		par fil.	Comptes annuels arrêtés au	Unité monétaire	Capitaux propres	Résultat net
	Nombre	%	%			(+) ou (-) (en milliers d'unités monétaires)	
SA DENDROS INTERNATIONAL AVDA PABLO IGLESIAS 50 E28039 MADRID Espagne	600	60.0		31/12/1998	ESP	18805	584
JOINT UKRENIAN-BELGIUM ENTERPRISE "UKR-ENTEC" INSTITUTSKAYA STR 26 006 KIEV UKRAINE	90	90.0		31/12/1996	USD	25	4

V.B. LISTE DES ENTREPRISES DONT L'ENTREPRISE REPOND DE MANIERE ILLIMITEE EN QUALITE D'ASSOCIE OU DE MEMBRE INDEFINIMENT RESPONSABLE

Les comptes annuels de chacune des entreprises pour lesquelles l'entreprise est indéfiniment responsable sont joints aux présents comptes annuels pour être publiés en même temps que ceux-ci, sauf si dans la deuxième colonne du tableau ci-après l'entreprise précise la raison pour laquelle il n'en est pas ainsi. Cette précision est fournie par la mention du code (A,B ou C) défini en bas de page.

DENOMINATION, adresse complète du SIEGE, FORME JURIDIQUE et pour les entreprises de droit belge, mention du NUMERO DE TVA ou du NUMERO NATIONAL	Code éventuel (*)
446 816 741 GEIE AGRECO AVENUE LOUISE 251 23 1050 BRUXELLES Belgique	A

(*) Les comptes annuels de l'entreprise :

A. sont publiés par dépôt auprès de la Banque Nationale de Belgique par cette entreprise ;

B. sont effectivement publiés par cette entreprise dans un autre Etat membre de l'Union européenne, dans les formes prévues à l'article 3 de la directive 68/151/CEE ;

C. sont intégrés par consolidation globale ou par consolidation proportionnelle dans les comptes consolidés de l'entreprise, établis, contrôlés et publiés en conformité avec l'arrêté royal du 6 mars 1990 relatif aux comptes consolidés des entreprises.

VI. PLACEMENTS DE TRESORERIE : AUTRES PLACEMENTS (rubr. 51/53 de l'actif)	Montants en milliers de francs	Codes	Exercice	Exercice précédent
ACTIONS ET PARTS		51		
Valeur comptable augmentée du montant non appelé		8681		
Montant non appelé (-)		8682		
TITRES A REVENU FIXE		52		
dont émis par des établissements de crédit		8684		
COMPTES A TERME DETENUS AUPRES DES ETABLISSEMENTS DE CREDIT		53	40340	66624
avec une durée résiduelle ou de préavis :				
. d'un mois au plus		8686	40340	66624
. de plus d'un mois à un an au plus		8687		
. de plus d'un an		8688		
AUTRES PLACEMENTS DE TRESORERIE NON REPRIS CI-AVANT		8689		

VII. COMPTES DE REGULARISATION	Montants en milliers de francs	Exercice
Ventilation de la rubrique 490/1 de l'actif si celle-ci représente un montant important.		
Intérêts à recevoir		4005
Divers à reporter		150

VIII. ETAT DU CAPITAL A. CAPITAL SOCIAL	Codes	Montants (en 1000 BEF)	Nombre d'actions
1. Capital souscrit (rubrique 100 du passif)			
- Au terme de l'exercice précédent	8700	33548	
- Modifications au cours de l'exercice :			
- Au terme de l'exercice	8701	33548	
2. Représentation du capital			
2.1 Catégories d'actions			
ORDINAIRES SANS VALEUR NOMINALE		33548	36640
2.2 Actions nominatives ou au porteur			
Nominatives	8702		36640
Au porteur	8703		

VIII. ETAT DU CAPITAL

B. CAPITAL NON LIBERE

	Montants en milliers de francs	Montant non appelé (rubrique 101) code : 8711	Montant appelé non versé code : 8712
Actionnaires redevables de libération			
TOTAL			

	Codes	Montant du capital (en 1000 BEF)	Codes	Nombre correspondant d'actions
C. ACTIONS PROPRES détenues par :				
- la société elle-même	8721		8722	
- ses filiales	8731		8732	
D. ENGAGEMENTS D'EMISSION D'ACTIONS (montants en milliers de francs)				
1. Suite à l'exercice de droits de CONVERSION				
. Montant des emprunts convertibles en cours	8740			
. Montant du capital à souscrire	8741			
. Nombre maximum correspondant d'actions à émettre			8742	
2. Suite à l'exercice de droits de SOUSCRIPTION				
. Nombre de droits de souscription en circulation . . .			8745	
. Montant du capital à souscrire	8746			
. Nombre maximum correspondant d'actions à émettre			8747	
E. CAPITAL AUTORISE NON SOUSCRIT (en milliers de francs)	8751			

	Codes	Nombre de parts	Codes	Nb de voix qui y sont attachées
F. PARTS NON REPRESENTATIVES DU CAPITAL	8761		8762	
dont : - détenues par la société elle-même	8771			
- détenues par les filiales	8781			

G. STRUCTURE DE L'ACTIONNARIAT DE L'ENTREPRISE A LA DATE DE CLOTURE DE SES COMPTES, telle qu'elle résulte des déclarations reçues par l'entreprise (art. 52 quinquies, § 2, dernier alinéa et art. 52 sexies, § 2, dernier alinéa, des lois coordonnées sur les sociétés commerciales et art 4, § 2, dernier alinéa, de la loi du 2 mars 1989 relative à la publicité des participations importantes dans les sociétés cotées en bourse et réglementant les offres publiques d'acquisition) :

IX. PROVISIONS POUR AUTRES RISQUES ET CHARGES, en milliers de francs

Ventilation de la rubrique 163/5 du passif si celle-ci représente un montant important

Exercice

X. STAT DES DETTES, en milliers de francs

A. VENTILATION DES DETTES A L'ORIGINE A PLUS D'UN AN, EN FONCTION DE LEUR DUREE RESIDUELLE

	Codes	DETTES échéant dans l'année (rubrique 42)	Codes	DETTES ayant plus d'un an mais 5 ans au plus à courir (rubrique 17)	Codes	DETTES ayant plus de 5 ans à courir (rubrique 17)
Dettes financières	8801		8802		8803	
1. Emprunts subordonnés	8811		8812		8813	
2. Emprunts obligataires non subordonnés	8821		8822		8823	
3. Dettes de location-financ. et assimilées	8831		8832		8833	
4. Etablissements de crédit	8841		8842		8843	
5. Autres emprunts	8851		8852		8853	
Dettes commerciales	8861		8862		8863	
1. Fournisseurs	8871		8872		8873	
2. Effets à payer	8881		8882		8883	
Acomptes reçus sur commandes	8891		8892		8893	
Autres dettes	8901		8902		8903	
TOTAL	8911		8912		8913	

B. DETTES GARANTIES (comprises dans les rubriques 17 et 42/48 du passif)

	DETTES (OU PARTIE DES DETTES) GARANTIES PAR			
	Codes	les pouvoirs publics belges	Codes	des sûretés réelles *
Dettes financières	8921		8922	
1. Emprunts subordonnés	8931		8932	
2. Emprunts obligataires non subordonnés	8941		8942	
3. Dettes de location-financement et assimilées	8951		8952	
4. Etablissements de crédit	8961		8962	
5. Autres emprunts	8971		8972	
Dettes commerciales	8981		8982	
1. Fournisseurs	8991		8992	
2. Effets à payer	9001		9002	
Acomptes reçus sur commandes	9011		9012	
Dettes fiscales, salariales, et sociales	9021		9022	
1. Impôts			9032	
2. Rémunérations et charges sociales	9041		9042	
Autres dettes	9051		9052	
TOTAL	9061		9062	

* constituées ou irrévocablement promises sur les actifs de l'entreprise

X. ETAT DES DETTES, en milliers de francs
C. DETTES FISCALES, SALARIALES ET SOCIALES

	Codes	Exercice
1. Impôts (rubrique 450/3 du passif)		
a) Dettes fiscales ECHUES	9072	
b) Dettes fiscales non échues	9073	
c) Dettes fiscales estimées	450	797
2. Rémunérations et charges sociales (rubrique 454/9 du passif)		
a) Dettes ECHUES envers l'Office National de Sécurité Sociale	9076	
b) Autres dettes salariales et sociales	9077	6260

XI. COMPTES DE REGULARISATION, en milliers de francs
Ventilation de la rubrique 492/3 du passif si celle-ci représente un montant important.

Exercice

XII. RESULTATS D'EXPLOITATION, montants en milliers de francs

A. CHIFFRE D'AFFAIRES NET (rubrique 70) :
Ventilation par catégorie d'activité et marché géographique à communiquer en annexe au document normalisé, dans la mesure où, du point de vue de l'organisation de la vente des produits et de la prestation des services relevant des activités ordinaires de l'entreprise, ces catégories et marchés diffèrent entre eux de façon considérable.

	Codes	Exercice	Exercice précédent
B. AUTRES PRODUITS D'EXPLOITATION (rubrique 74) dont : Subsides d'exploitation et montants compensatoires obtenus des pouvoirs publics	740		
C1. TRAVAILLEURS INSCRITS AU REGISTRE DU PERSONNEL			
a) Nombre total à la date de clôture	9086	34	24
b) Effectif moyen du personnel calculé en équivalents temps plein	9087	37,3	24,5
c) Nombre effectif d'heures prestées	9088	52117	32835
C2. FRAIS DE PERSONNEL (rubrique 62)			
a) Rémunérations et avantages sociaux directs	620	47038	25924
b) Cotisations patronales d'assurances sociales	621	12750	8266
c) Primes patronales pour assurances extralégales	622	1111	1018
d) Autres frais de personnel (+) [ou (-)]	623	862	530
e) Pensions	624		
C3. PROVISIONS POUR PENSIONS (comprises dans la rubrique 635/7) Dotations (+); utilisations et reprises (-)	635		
D. REDUCTIONS DE VALEUR (rubrique 631/4)			
1. Sur stocks et commandes en cours			
. actées	9110		
. reprises (-)	9111		
2. Sur créances commerciales			
. actées	9112	180	1785
. reprises (-)	9113	-2113	-382
E. PROVISIONS POUR RISQUES ET CHARGES (635/7)			
Constitutions	9115	473	240
Utilisations et reprises (-)	9116	-240	
F. AUTRES CHARGES D'EXPLOITATION (640/8)			
Impôts et taxes relatifs à l'exploitation	640	146	88
Autres	641/8		
G. PERSONNEL INTERIMAIRE ET PERSONNES MISES A LA DISPOSITION DE L'ENTREPRISE			
1. Nombre total à la date de clôture	9096	2	
2. Nombre moyen calculé en équivalents temps plein	9097	0,7	1,0
Nombre effectif d'heures prestées	9098	1399	91
Frais pour l'entreprise	617	1241	72

XIII. RESULTATS FINANCIERS, en milliers de francs	Codes	Exercice	Exercice précédent
A. AUTRES PRODUITS FINANCIERS (rubrique 752/9)			
Subsides accordés par les pouvoirs publics et imputés au compte de résultats:			
. subsides en capital	9125		
. subsides en intérêts	9126		
Ventilation des autres produits financiers, s'ils sont importants.			
PROFITS SUR CHANGE		5125	7891
INTERET DE RETARD			3692
B. AMORTISSEMENT DES FRAIS D'EMISSION D'EMPRUNTS ET DES PRIMES DE REMBOURSEMENT	6501		
C. INTERETS PORTES A L'ACTIF	6503		
D. REDUCTIONS DE VALEUR SUR ACTIFS CIRCULANTS (rubrique 651)			
Actées	6510		
Reprises (-)	6511		
E. AUTRES CHARGES FINANCIERES (rubr. 652/9)			
Montant de l'escompte à charge de l'entreprise sur la négociation de créances	653		
PROVISIONS A CARACTERE FINANCIER :			
Constituées	6560		
Utilisées et reprises (-)	6561		
Ventilation des autres charges financières, si elles sont importantes.			
PERTES DE CHANGES		3311	2253
ECARTS DE CONVERSIONS DEVISES		940	720
FRAIS DE BANQUES		2992	1036

XIV. RESULTATS EXCEPTIONNELS	Montants en milliers de francs	Exercice
A. Ventilation des AUTRES PRODUITS EXCEPTIONNELS (rubrique 764/9), s'ils sont importants.		
B. Ventilation des AUTRES CHARGES EXCEPTIONNELLES (rubrique 664/8), si elles sont importantes.		

XV. IMPOTS SUR LE RESULTAT	Montants en milliers de francs	Codes	Exercice
A. DETAIL DE LA RUBRIQUE 670/3			
1. Impôts sur le résultat de l'exercice :		9134	2870
a. Impôts et précomptes dus ou versés		9135	4840
b. Excédent de versements d'impôts ou de précomptes porté à l'actif (-)		9136	-1970
c. Suppléments d'impôts estimés (portés à la rubrique 450/3 du passif)		9137	
2. Impôts sur le résultat d'exercices antérieurs :		9138	
a. Suppléments d'impôts dus ou versés		9139	
b. Suppléments d'impôts estimés			

XV. IMPOTS SUR LE RESULTAT, en milliers de francs

B. PRINCIPALES SOURCES DES DISPARITES ENTRE LE BENEFICE AVANT IMPOTS ET LE BENEFICE TAXABLE ESTIME, avec mention particulière de celles découlant de décalages dans le temps entre le bénéfice comptable et le bénéfice fiscal (si le résultat de l'exercice en est influencé de manière sensible au niveau des impôts)

	Exercice
Application de l'art 217 du C.I.R (réduction au quart de la partie de l'impôt qui correspond aux revenus d'origine étrangère réalisés dans des pays avec lesquels la belgique n'a pas conclu de convention préventive de double imposition)	

C. INCIDENCE DES RESULTATS EXCEPTIONNELS SUR LE MONTANT DES IMPOTS SUR LE RESULTAT DE L'EXERCICE

	Montants en milliers de francs	Codes	Exercice
D. SOURCES DE LATENCES FISCALES (dans la mesure où ces indications sont importantes pour l'appréciation de la situation financière de l'entreprise)			
1. Latences actives		9141	
- Pertes fiscales cumulées, déductibles des bénéfices taxables ultérieurs		9142	
2. Latences passives		9144	

XVI. TAXES SUR LA VALEUR AJOUTEE ET IMPOTS A CHARGE DE TIERS

	Montants en milliers de francs	Codes	Exercice	Exercice précédent
A. Taxes sur la valeur ajoutée, portées en compte :				
1. à l'entreprise (déductibles)		9145	3906	2557
2. par l'entreprise		9146	1703	2740
B. Montants retenus à charge de tiers, au titre de :				
1. précompte professionnel		9147	10700	7364
2. précompte mobilier		9148		

XVII. DROITS ET ENGAGEMENTS HORS BILAN

	Montants en milliers de francs	Codes	Exercice
Garanties personnelles constituées ou irrévocablement promises par l'entreprise pour sûreté de dettes ou d'engagements de tiers		9149	
dont :			
. Effets de commerce en circulation endossés par l'entreprise		9150	
. Effets de commerce en circulation tirés ou avalisés par l'entreprise		9151	

XVII. DROITS ET ENGAGEMENTS HORS BILAN,

en milliers de francs Garanties réelles consituées ou irrévocablement promises par l'entreprise sur ses actifs propres	Codes	Exercice	Codes	Exercice
	pour sûreté de dettes et engagements			
	de l'entreprise		de tiers	
. Hypothèques :				
.. valeur compt. des immeubles grevés	9161		9162	
.. montant de l'inscription	9171		9172	
. Gage sur fonds de commerce :				
.. montant de l'inscription	9181		9182	
. Gages sur d'autres actifs :				
.. valeur comptable des actifs gagés	9191		9192	
. Sûretés constituées sur actifs futurs :				
.. montant des actifs en cause . . .	9201		9202	

Montants en milliers de francs	Exercice
Biens et valeurs détenus par des tiers en leur nom mais aux risques et profits de l'entreprise, s'ils ne sont pas portés au bilan	
Engagements importants d'acquisition d'immobilisations	
Engagements importants de cession d'immobilisations	

Montants en milliers de francs	Codes	Exercice
Marché à terme :		
. Marchandises achetées (à recevoir)	9213	
. Marchandises vendues (à livrer)	9214	
. Devises achetées (à recevoir)	9215	
. Devises vendues (à livrer)	9216	

Engagements résultant de garanties techniques attachées à des ventes ou prestations déjà effectuées

Litiges importants et autres engagements importants

XVII. DROITS ET ENGAGEMENTS HORS BILAN, en milliers de francs

Le cas échéant, description succincte du régime complémentaire de pension de retraite ou de survie instauré au profit du personnel ou des dirigeants et des mesures prises pour en couvrir la charge

	Code	Exercice
Pensions dont le service incombe à l'entreprise elle-même :		
. montant estimé des engagements résultant pour l'entreprise de prestations déjà effectuées	9220	
. bases et méthodes de cette estimation		

XVIII. RELATIONS AVEC LES ENTREPRISES LIEES ET LES ENTREPRISES AVEC LESQUELLES IL EXISTE UN LIEN DE PARTICIPATION : voir page C20.

XIX. RELATIONS FINANCIERES AVEC

A. LES ADMINISTRATEURS ET GERANTS

B. LES PERSONNES PHYSIQUES OU MORALES QUI CONTROLENT DIRECTEMENT OU INDIRECTEMENT L'ENTREPRISE SANS ETRE LIEES A CELLE-CI

C. LES AUTRES ENTREPRISES CONTROLEES DIRECTEMENT OU INDIRECTEMENT PAR LES PERSONNES CITEES SOUS B.

	Montants en milliers de francs	Codes	Exercice
1. Créances sur les personnes précitées		9500	
2. Garanties constituées en leur faveur		9501	
3. Autres engagements significatifs souscrits en leur faveur		9502	

Conditions principales relatives aux postes 9500, 9501 et 9502

	Montants en milliers de francs	Codes	Exercice
4. Rémunérations directes et indirectes et pensions attribuées, à charge du compte de résultats, pour autant que cette mention ne porte pas à titre exclusif ou principal sur la situation d'une seule personne identifiable :			
- aux administrateurs et gérants		9503	
- aux anciens administrateurs et anciens gérants . . .		9504	

XVIII. RELATIONS AVEC LES ENTREPRISES LIEES ET LES ENTREPRISES AVEC LESQUELLES IL EXISTE UN LIEN DE PARTICIPATION

Montants en milliers de francs	Codes	Exercice	Exercice précédent
ENTREPRISES LIEES			
1. IMMOBILISATIONS FINANCIERES	9251	86192	66022
. Participations	9261	1022	1022
. Créances : subordonnées	9271		
autres	9281	85170	65000
2. CREANCES	9291	27716	23917
. A plus d'un an	9301		
. A un an au plus	9311	27716	23917
3. PLACEMENTS DE TRESORERIE	9321		
. Actions	9331		
. Créances	9341		
4. DETTES	9351	2183	3394
. A plus d'un an	9361		
. A un an au plus	9371	2183	3394

Montants en milliers de francs	Codes	Exercice	Exercice précédent
ENTREPRISES AVEC LIEN DE PARTICIPATION			
1. IMMOBILISATIONS FINANCIERES	9252		
. Participations	9262		
. Créances : subordonnées	9272		
autres	9282		
2. CREANCES	9292		
. A plus d'un an	9302		
. A un an au plus	9312		
4. DETTES	9352		
. A plus d'un an	9362		
. A un an au plus	9372		

Montants en milliers de francs	Codes	Exercice	Exercice précédent
ENTREPRISES LIEES			
5. - GARANTIES PERSONNELLES ET REELLES constituées ou irrévocablement promises par l'entreprise pour sûreté de dettes ou d'engagements d'entrep. liées	9381		
- GARANTIES PERSONNELLES ET REELLES constituées ou irrévocablement promises par des entreprises liées pour sûreté de dettes ou d'engagements de l'entreprise	9391	120726	83840
6. AUTRES ENGAGEMENTS FINANCIERS SIGNIFICATIFS	9401		
7. RESULTATS FINANCIERS			
. Produits des immobilisations financières	9421	5936	2361
. Produits des actifs circulants	9431	13136	
. Autres produits financiers	9441		
. Charges des dettes	9461		
. Autres charges financières	9471		
8. CESSIONS D'ACTIFS IMMOBILISES			
. Plus-values réalisées	9481		
. Moins-values réalisées	9491		

| TVA | 400.501.419 |

C 21.

DECLARATION RELATIVE AUX COMPTES CONSOLIDES

A. Informations à compléter par les entreprises soumises aux dispositions de l'arrêté royal du 6 mars 1990 relatif aux comptes consolidés des entreprises

L'entreprise

. établit et publie des comptes consolidés et un rapport consolidé de gestion conformément aux dispositions de l'arrêté royal précité : Non

. n'établit pas de comptes consolidés ni de rapport consolidé de gestion pour la (les) raison(s) suivante(s) :

a. L'entreprise et ses filiales ne dépassent pas, sur base consolidée, plus d'une des limites visées à l'article 9 de l'arrêté royal précité : Oui

b. L'entreprise est elle-même filiale d'une entreprise mère qui établit et publie des comptes consolidés dans lesquels ses comptes annuels sont intégrés par consolidation : Non
Si oui :
. Justification du respect des conditions prévues à l'article 8, paragraphes 2 et 3 dudit arrêté :

. Nom, adresse complète du siège et s'il s'agit d'une entreprise de droit belge, numéro de TVA ou numéro national de l'entreprise mère qui établit et publie les comptes consolidés en vertu desquels l'exemption est autorisée :

B. Informations à compléter par l'entreprise si elle est filiale ou filiale commune

Données d'identification de l'(des) entreprise(s) mère(s)

NORTHUMBRIAN HOLDING PLC
NORTHUMBRIAN HOUSE REGENT CENTRE GOSFORTH
NE33PX NEWCASTLE UPON TYNE
Royaume-Uni

4. BILAN SOCIAL

Le cas échéant, le numéro sous lequel l'entreprise est inscrite à l'Office National de Sécurité Sociale (ONSS) : 10027877702

Numéros des commissions paritaires dont dépend l'entreprise : 218

1. ETAT DES PERSONNES OCCUPEES

A. TRAVAILLEURS INSCRITS AU REGISTRE DU PERSONNEL

1. Au cours de l'exercice et de l'exercice précédent

	Codes	1.Temps plein (exercice)	2.Temps partiel (exercice)	3.Total(T) ou total en équivalents temps plein (ETP) (exercice)	4.Total(T) ou total en équivalents temps plein (ETP) (exercice précédent)
Nombre moyen de travailleurs	100	36,7	0,8	37,3(ETP)	24,5(ETP)
Nombre effectif d'heures prestées	101	51175	942	52117 (T)	32835 (T)
Frais de personnel (en milliers de francs) (+)[ou(-)]	102	60403	1358	61761 (T)	35738 (T)
Avantages accordés en sus du salaire(en milliers de francs)	103	xxxxxxxxx	xxxxxxxxx	(T)	(T)

2. A la date de clôture de l'exercice

	Codes	1.Temps plein	2.Temps partiel	3.Total en équivalents temps plein
a. Nombre de travailleurs inscrits au registre du personnel	105	34		34,0
b. Par type de contrat de travail				
Contrat à durée indéterminée	110	30		30,0
Contrat à durée déterminée	111	4		4,0
Contrat pour l'exécution d'un travail nettement défini	112			
Contrat de remplacement	113			
c. Par sexe				
Hommes	120	19		19,0
Femmes	121	15		15,0
d. Par catégorie professionnelle				
Personnel de direction	130	1		1,0
Employés	134	29		29,0
Ouvriers	132			
Autres	133	4		4,0

B. PERSONNEL INTERIMAIRE ET PERSONNES MISES A LA DISPOSITION DE L'ENTREPRISE

Au cours de l'exercice

	Codes	1.Personnel intérimaire	2.Personnes mises à la disposition de l'entreprise
Nombre moyen de personnes occupées	150	0,7	
Nombre effectif d'heures prestées	151	1399	
Frais pour l'entreprise (en milliers de francs)	152	1241	

II. TABLEAU DES MOUVEMENTS DU PERSONNEL AU COURS DE L'EXERCICE

	Codes	1.Temps plein	2.Temps partiel	3.Total en équivalents temps plein
A. ENTREES				
a. Nombre de travailleurs inscrits au registre du personnel au cours de l'exercice	205	27	3	28,9
b. Par type de contrat de travail				
Contrat à durée indéterminée	210	21	1	21,8
Contrat à durée déterminée	211	6	2	7,1
Contrat pour l'exécution d'un travail nettement défini	212			
Contrat de remplacement	213			
c. Par sexe et niveau d'études				
Hommes : primaire	220			
secondaire	221	4	1	4,5
supérieur non universitaire	222	5		5,0
supérieur universitaire	223	9	1	9,8
Femmes : primaire	230			
secondaire	231	2	1	2,6
supérieur non universitaire	232	3		3,0
supérieur universitaire	233	4		4,0

	Codes	1.Temps plein	2.Temps partiel	3.Total en équivalents temps plein
B. SORTIES				
a. Nombre de travailleurs dont la date de fin de contrat a été inscrite au registre du personnel au cours de l'exercice	305	16	4	18,7
b. Par type de contrat de travail				
Contrat à durée indéterminée	310	14	2	15,6
Contrat à durée déterminée	311	2	2	3,1
Contrat pour l'exécution d'un travail nettement défini	312			
Contrat de remplacement	313			
c. Par sexe et niveau d'études				
Hommes : primaire	320			
secondaire	321	3	1	3,4
supérieur non universitaire	322			
supérieur universitaire	323	3	1	3,8
Femmes : primaire	330			
secondaire	331	4	1	4,7
supérieur non universitaire	332	3		3,0
supérieur universitaire	333	3	1	3,8
d. Par motif de fin de contrat				
Pension	340			
Prépension	341			
Licenciement	342	1	1	1,8
Autre motif	343	15	3	16,9
dont : le nombre de personnes qui continuent, au moins à mi-temps, à prester des services au profit de l'entreprise				

III. ETAT CONCERNANT L'USAGE, AU COURS DE L'EXERCICE, DES MESURES EN FAVEUR DE L'EMPLOI

MESURES EN FAVEUR DE L'EMPLOI	Codes	Nombre de travailleurs concernés		3. Avantage financier (en milliers de francs)
		1. Nombre	2. Equivalents temps plein	
1. Mesures comportant un avantage financier pour l'employeur concernant le titulaire ou son remplaçant				
Bas salaires	404	6	6,0	87
Plan d'embauche pour les chômeurs de longue durée	408	2	2,0	477
2. Autres mesures				

Nombre de travailleurs concernés par une ou plusieurs mesures en faveur de l'emploi :

- total pour l'exercice	550	8	8,0
- total pour l'exercice précédent	560	5	5,0

IV. RENSEIGNEMENTS SUR LES FORMATIONS POUR LES TRAVAILLEURS AU COURS DE L'EXERCICE

Total des initiatives en matière de formation des travailleurs à charge de l'employeur	Codes	1. Nombre de travailleurs concernés	2. Nombre d'heures de formation suivies	3. Coût pour l'entreprise (en milliers de francs)
Hommes	580			
Femmes	581			

Suite de la liste des ADMINISTRATEURS, GERANTS ET COMMISSAIRES (C.1)

LABRE JACQUES
ADMINISTRATEUR
ALLEE DES BLONDES 1 78230 LE PECQ France
Administrateur

agrer

PAN-AFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)
PROVISION OF TECHNICAL ASSISTANCE TO NATIONAL PACE PROJECTS
Notice of Prequalification No. EUROPEAID / 112448 / D / SV

AUTHORISATION

The undersigned, Robert COUTURIER and Frank FEYS, respectively Managing Director and Director of S.A. AGRER N.V., avenue Louise 251, Bte 23, B-1050 Brussels (Belgium), hereby give authorisation to the OAU/IBAR (Inter-African Bureau for Animal Resources of the Organization for African Unity), Monrovia Street, Maendeleo House, P.O. Box 30786, Nairobi (Kenya) to seek a reference from its bankers.

Done in Brussels on the 29th of June 2001,

For and on behalf of S.A. AGRER N.V.

Frank FEYS
Director

Robert COUTURIER
Managing Director

AGRER S.A. I N.V.
Avenue Louise 251 I bte 23 I 1050 Bruxelles I Belgique

Document 6
HVA International

HVA INTERNATIONAL N.V.

ANNUAL REPORT 2000

KPMG

KPMG Assurance
Gewaarmerkt als staat waarop
onze verklaring dd.

26 APR. 2001

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REPORT OF THE MANAGING DIRECTOR

The results on projects under execution were good and in line with the budget for the year 2000. To balance the dependence on one dominant Dairy project in the Middle East, some large-scale Dairy, Poultry and Agricultural projects have been initiated in the private sector.

The absence of an order portfolio for Bohea Ltd, active in Tea Consultancy, necessitated the closure of activities and early retirement of personnel. The Company has been made dormant from 30 June 2000 onwards, while new Tea activities will be undertaken under the flag of HVA International.

Due to political constraints we had to write off our substantial efforts to acquire some large-scale agro-industrial projects in Iran.
Also our shareholding in Iran Agricultural Industries were completely written off.
These unexpected events had a negative effect on the turn over of the Company in the year 2000.

That we nevertheless completed the year with a positive financial result is thanks to the dedication and professionalism of HVA International personnel.

Amsterdam, 26 April 2001
On behalf of the Board of Directors

E.V. van der Spek
General Manager

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BALANCE SHEET AS AT 31ST DECEMBER 2000

after appropriation of net result

(in NLG)

	31st December 2000		31st December 1999	
Fixed Assets				
Tangible fixed assets	16,397		22,624	
Financial fixed assets	199,867		543,480	
		216,264		566,104
Current Assets				
Receivables	895,177		1,445,359	
Works in progress	1,438,462		197,500	
Cash	832,015		588,811	
	3,165,654		2,231,670	
Current Liabilities	(1,734,944)		(1,367,731)	
Net current assets and liabilities		1,430,710		863,939
		1,646,974		1,430,043
Financed by:				
Shareholders' equity				
Issued and paid-up capital	10,800		10,800	
Other reserves	1,636,174		1,419,243	
		1,646,974		1,430,043

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PROFIT & LOSS ACCOUNT FOR THE YEAR 2000

(in NLG)

	2000		1999	
Net turnover		7,629,290		7,155,449
Cost of sales		(5,278,072)		(4,898,264)
Gross result on turnover		2,351,218		2,257,185
Sales expenses	180,248		150,581	
General and administration expenses	2,191,082		2,263,720	
Other operating costs	(218,311)		(71,790)	
		(2,153,019)		(2,342,511)
Operating result		198,199		(85,326)
Financial result		(22,424)		30,254
		175,775		(55,072)
Result associated companies		41,156		179,582
Result before taxes		216,931		124,510
Taxation		-		-
Net result		216,931		124,510

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NOTES TO THE FINANCIAL STATEMENTS 2000

General

HVA International N.V. is a 100 % subsidiary of Koop International B.V.
HVA International N.V. is established in Willemstad, Curacao, but fully registered and with its head office in Amsterdam, the Netherlands.

The 100 % subsidiaries of HVA International N.V., i.e. Bohea Ltd and British Farmers Company have not been consolidated in the financial statements 2000 in accordance with article 407.2 of the Dutch Civil Code.

The comparative figures for 1999 have been reclassified with respect to provisions. These provisions were formed for current assets and have been deducted from the gross balances.

Principles applied for the valuation of assets and liabilities

Foreign currencies

Assets and liabilities in foreign currencies are converted at the official rates of exchange prevailing at the end of the year, and the related conversion differences are charged to the profit and loss account.

Tangible fixed assets

Tangible fixed assets are valued at cost less depreciation (varying from 25 - 50 %) calculated on a straight-line basis over the anticipated useful life.

Financial fixed assets

Financial fixed assets are shareholdings in companies in the fields of normal operations of the company. Companies fully controlled by HVA International N.V. are valued at net equity value. Other participations are valued at purchase price less any provision deemed necessary.

Receivables

Receivables are valued at nominal value less any provision deemed necessary.

Other assets and liabilities

Other assets and liabilities are stated at nominal value.

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Principles applied for determination of results

Net turnover

Net turnover represents amounts charged to third parties for services rendered, excluding V.A.T.

Cost of sales

Cost of sales is based on direct cost for projects, i.e. excluding overhead charges from home office.

Taxation

Corporate tax is calculated over the commercial result, taking into account results which are not subject to corporate tax and items that are not tax-deductible.

Temporary differences of taxation in connection with the determination of taxable income have been accounted for as "deferred taxes".

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NOTES TO THE BALANCE SHEET

Tangible fixed assets

	2000				1999
	Home office fumiture & fittings	Home office computer equipment	Project transport-means	Total	Total
Balance 1st January					
- acquisition costs	195,033	126,067	64,478	385,578	356,306
- accumulated depreciation	(184,897)	(113,578)	(64,478)	(362,953)	(313,605)
Book value 1st January	10,136	12,489	-	22,625	42,701
Changes in book value					
- investments	4,864	11,818	-	16,682	29,272
- disposals	-	-	-	-	-
- depreciation	(4,512)	(18,398)	-	(22,910)	(49,349)
- depr. on disposals	-	-	-	-	-
Total changes	352	(6,580)	-		(20,077)
Balance 31st December					
- acquisition costs	199,897	137,885	64,478	402,260	385,578
- accumulated depreciation	(189,409)	(131,976)	(64,478)	(385,863)	(362,954)
Book value 31st December	10,488	5,909	-	16,397	22,624

Financial fixed assets

A. Interests	%	Book value 1st Jan. 00	Interests acquired/sold	Dividends paid	Net results	Book value 31st Dec.00
Fully controlled						
Bohea Ltd., U.K.	100.0	470,943	-	(354,920)	41,156	157,179
B.F.C., Cayman Isl.	100.0	3	-	-	-	3
Minority interests						
A.M.C., Surinam	33.30	1	-	-	-	1
Dende do Para, Brasil	2.00	1	-	-	-	1
I.A.I., Iran	30.00	29,850	(29,849)	-	-	1
		500,798	(29,849)	(354,920)	41,156	157,185

Note: The change for Iran Agricultural Industries represents the amortisation per 30.06.00 of its value based on the 1999/2000 Annual Report I.A.I.

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B. Long-term loan	2000	1999
Outstanding per 31st December	42,682	42,682
Total financial fixed assets	199,867	543,480

Receivables	2000	1999
Trade debtors	879,870	1,320,724
Other receivables	55,844	157,113
Accrued income	285,927	190,222
Deferred taxes	55,000	135,000
Provisions	(381,464)	(357,700)
Receivables	895,177	1,445,359

Cash

	2000	1999
Cash-balances in the Netherlands	8,162	21,506
Bank current accounts in the Netherlands	736,033	191,796
Cash-balances abroad	7,278	41,813
Bank current account abroad	80,542	333,696
	832,015	588,811

Current accounts in the Netherlands include Dutch currency, US dollars, Euro's and Saudi Arabian currency. Cash- and bank balances abroad include a variety of currencies, which are to be used locally for project expenses.

Current liabilities

	2000	1999
Trade creditors	140,260	84,202
Prepayments on projects	835,916	235,962
To be settled on projects	221,771	197,503
Other short term liabilities	85,892	137,483
Accrued expenses	231,105	317,581
Taxation	220,000	395,000
	1,734,944	1,367,731

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Shareholders' equity

Issued and paid-up capital
Issued and paid-up capital consists of 6,000 ordinary shares.

Other reserves
Other reserves consist of retained earnings.
In accordance with article 67.2 of the Dutch Civil Code an amount of NLG 89,200 is not available for distribution.

	2000			1999
	Issued and paid-up capital	Other reserves	Total	Total
Balance 1st January	10,800	1,419,243	1,430,043	2,305,533
Dividend paid		-	-	(1,000,000)
Result		216,931	216,931	124,510
Balance 31st December	10,800	1,636,174	1,646,974	1,430,043

Contingent rights and obligations

Contingent liabilities on guarantees amount to NLG 1,350,658 (1999: NLG 1,086,698)

The Company is severally liable for bank debts of the Koop Group of Companies.

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NOTES TO THE PROFIT AND LOSS ACCOUNT (in NLG)

Net Turnover

	2000		1999	
By product		%		%
Livestock projects	6,197,558	81.2	4,562,589	63.8
Large scale Agriculture	1,417,595	18.6	2,554,160	35.7
Processing projects	14,137	0.2	38,700	0.5
Total	7,629,290	100.0	7,155,449	100.0
By Area				
Eastern Europe	1,002,756	13.1	889,103	12.4
Asia and Middle East	5,497,290	72.1	3,875,397	54.2
Africa	1,129,244	14.8	2,390,949	33.4
Other	-	-	-	-
Total	7,629,290	100.0	7,155,449	100.0

Personnel

HVA International N.V. employed per 31st December 2000 23 employees (1999: 29), of which 9 (1999: 14) were stationed on projects abroad. Out of the 23, 14 employees (1999: 14) are employed on a permanent basis.
The total amount of social charges over 2000 was NLG 435,077, of which NLG 181,529 were pension costs. (For 1999 these figures were NLG 484,151 and NLG 195,568 respectively).
For Head office personnel working for specific projects only as well as for personnel working abroad these charges are included in the Cost of sales.

Amsterdam, 26 April 2001
The Board of Directors
Koop Holding B.V.

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OTHER INFORMATION

Statutory regulations concerning appropriation of profit

According to article 16 of the Articles of Association the General Meeting of Shareholders decides on the appropriation of profit.

Appropriation of net results

In anticipation of the decision to be made in the General Meeting of Shareholders, the Managing Director proposes to add the profit over 2000 to the Other Reserves.

AUDITOR'S REPORT

Introduction

We have audited the financial statements 2000 of HVA International N.V., Amsterdam. These financial statements are the responsibility of the company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Scope

We conducted our audit in accordance with auditing standards generally accepted in the Netherlands. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the company as of 31 December 2000 and of the result for the year then ended in accordance with accounting principles generally accepted in the Netherlands and comply with the financial reporting requirements included in Part 9, Book 2, of the Netherlands Civil Code.

Groningen, 26 April 2001

KPMG Accountants N.V.

KPMG

KPMG Assurance
Gewaarmerkt als staat waarop onze verklaring dd.

26 APR. 2001

betrekking heeft

HVA INTERNATIONAL N.V.

P.O. Box 12204
1100 AE Amsterdam
The Netherlands

ANNUAL REPORT 1999

KPMG

Identified as being a statement
to which our letter dated

06 MAR 2000

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Identified as being a statement
to which our letter dated

06 MAR 2000

refers.

REPORT OF THE MANAGING DIRECTOR

The turnover in 1999 was below budget. This is caused by delays in contracting two larger additional projects, because of political interference.
These projects are not shelved, nor awarded to the competition. It is expected that in the year 2000 HVA International will be successful in securing these contracts.

The result on projects under execution was good and in line with the budget, in spite of the lower turnover figure. The total financial result over 1999 was as expected, HVA International's subsidiary, Bohea Ltd., had again very good results on the project under execution.

The change from contracts, which are financed by multilateral funding to contracts for privately or semi-privately financed projects, as mentioned in last year's report, is also to be seen in this year's turnover figure.
Moreover, due to competition from lower-cost-countries, it is preferred to find projects, which can include machinery, installation, training and start-up management. In these prospects the costs of HVA experts are in that case only part of the total amount of the contract.

The results as obtained in 1999 have been achieved in spite of considerable and uncontrollable (political) restraints. This is for a major part due to the flexibility and dedication of the HVA International's personnel.

Amsterdam, 6 March 2000
On behalf of the Board of Directors

E.V. van der Spek
General Manager

KPMG

Identified as being a statement to which our letter dated

06 MAR 2000

BALANCE SHEET AS AT 31ST DECEMBER 1999

after appropriation of net result

(in NLG)

	31st December 1999		31st December 1998	
Fixed Assets				
Tangible fixed assets	22,624		42,701	
Financial fixed assets	543,480		387,028	
		566,104		429,729
Current Assets				
Receivables	2,000,559		1,949,227	
Cash	588,811		2,048,107	
	2,589,370		3,997,334	
Current Liabilities	(1,367,731)		(1,741,030)	
Net current assets and liabilities		1,221,639		2,256,304
		1,787,743		2,686,033
Financed by:				
Shareholders' equity				
Issued and paid-up capital	10,800		10,800	
Other reserves	1,419,243		2,294,733	
		1,430,043		2,305,533
Provisions		357,700		380,500
		1,787,743		2,686,033

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Identified as being a statement to which our letter dated

PROFIT & LOSS ACCOUNT FOR THE YEAR 1999

(in NLG)

		year 1999		year 1998
Net turnover		7,155,449		7,611,827
Cost of sales		(4,898,264)		(5,208,801)
Gross result on turnover		2,257,185		2,403,026
Sales expenses	150,581		175,813	
General and administration expenses	2,263,720		2,108,366	
Other operating costs	(71,790)		(156,896)	
		(2,342,511)		(2,127,283)
Operating result		(85,326)		275,743
Financial result		30,254		62,646
		(55,072)		338,389
Result associated companies		179,582		245,323
Result before taxes		124,510		583,712
Taxation		-		(44,681)
Net result		124,510		539,031

KPMG

Identified as being a statement
to which our letter dated

0 8 MAR 2000

NOTES TO THE FINANCIAL STATEMENTS 1999

General

HVA International N.V. is a 100 % subsidiary of Koop International B.V.
HVA International N.V. is established in Willemstad, Curacao, but fully registered and with its headoffice in Amsterdam, the Netherlands.

The 100 % subsidiaries of HVA International N.V., i.e. Bohea Ltd and British Farmers Company have not been consolidated in the financial statements 1999 in accordance with article 407.2 of the Dutch Civil Code.

Principles applied for the valuation of assets and liabilities

Foreign currencies

Assets and liabilities in foreign currencies are converted at the official rates of exchange prevailing at the end of the year, and the related conversion differences are charged to the profit and loss account.

Tangible fixed assets

Tangible fixed assets are valued at cost less depreciation (varying from 25 - 50 %) calculated on a straight-line basis over the anticipated usefull life.

Financial fixed assets

Financial fixed assets are shareholdings in companies in the fields of normal operations of the company. Companies fully controlled by HVA International N.V. are valued at net equity value.Other participations are valued at purchase price less any provision deemed necessary.

Receivables

Receivables are valued at nominal value less any provision deemed necessary.

Other assets and liabilities

Other assets and liabilities are stated at nominal value.

KPMG

Identified as being a statement
to which our letter dated

06 MAR 2000

Principles applied for determination of results

Net turnover

Net turnover represents amounts charged to third parties for services rendered, excluding V.A.T.

Cost of sales

Cost of sales is based on direct cost for projects, i.e. excluding overhead charges from home office.

Taxation

Corporate tax is calculated over the commercial result, taking into account results which are not subject to corporate tax and items that are not tax-deductible.

Temporary differences of taxation in connection with the determination of taxable income have been accounted for as "deferred taxes".

KPMG

Identified as being a statement
to which our letter dated

06 MAR 2000

NOTES TO THE BALANCE SHEET

Tangible fixed assets

	1999				1998
	Home office furniture & fittings	Home office computer equipment	Project transport-means	Total	Total
Balance 1st January					
- acquisition costs	190,738	101,090	64,478	356,306	332,647
- accumulated depreciation	(181,359)	(89,260)	(42,986)	(313,605)	(271,681)
Bookvalue 1st January	9,379	11,830	21,492	42,701	60,966
Changes in bookvalue					
- investments	4,295	24,977	-	29,272	23,659
- disposals	-	-	-	-	-
- depreciation	(3,539)	(24,318)	(21,492)	(49,349)	(41,924)
- depr. on disposals	-	-	-	-	-
Total changes	756	659	(21,492)	(20,077)	(18,265)
Balance 31st December					
- acquisition costs	195,033	126,067	64,478	385,578	356,306
- accumulated depreciation	(184,898)	(113,578)	(64,478)	(362,954)	(313,605)
Bookvalue 31st December	10,135	12,489	-	22,624	42,701

Financial fixed assets

A. Interests	%	Bookvalue 1st Jan. 99	Interests acquired/sold	Dividends paid	Net results	Bookvalue 31st Dec.99
Fully controlled						
Bohea Ltd., U.K.	100.0	366,498		(109,550)	213,995	470,943
B.F.C., Cayman Isl.	100.0	3				3
Minority interests						
A.M.C., Surinam	33.30	1				1
Dendo do Para, Brasil	2.00	1				1
I.A.I., Iran	30.00	20,525	9,325			29,850
		387,028	9,325	(109,550)	213,995	500,798

Identified as being a statement

Note: The Net results of Bohea Ltd includes an amount of 34,413 exchange rate differences which have been reported as "other operating costs" in the Profit and Loss Account.

B. Long-term loan	1999	1998
Outstanding per 31st December	42,682	-
Total financial fixed assets	543,480	387,028

Receivables

	1999	1998
Trade debtors	1,320,724	1,252,744
To be invoiced on projects	197,500	25,130
Other receivables	157,113	187,759
Accrued income	190,222	348,594
Deferred taxes	135,000	135,000
	2,000,559	1,949,227

Cash

	1999	1998
Cash-balances in the Netherlands	21,506	21,409
Bank current account in the Netherlands	191,796	1,875,344
Cash-balances abroad	41,813	27,366
Bank current account abroad	333,696	123,988
	588,811	2,048,107

Current accounts in the Netherlands include Dutch currency and US dollars.
Cash- and bankbalances abroad include a variety of currencies, which are to be used locally for project expenses.

Current liabilities

	1999	1998
Trade creditors	84,202	91,787
Prepayments on projects	235,962	368,611
To be settled on projects	197,503	394,686
Other short term liabilities	137,483	181,874
Accrued expenses	317,581	309,072
Taxation	395,000	395,000
	1,367,731	1,741,030

Shareholders' equity

KPMG

Issued and paid-up capital
Issued and paid-up capital consists of 6,000 ordinary shares.

Identified as being a statement to which our letter dated

08 MAR 2000

Other reserves
Other reserves consist of retained earnings

	1999			1998
	Issued and paid-up capital	Other reserves	Total	Total
Balance 1st January	10,800	2,294,733	2,305,533	1,766,502
Dividend paid		(1,000,000)	(1,000,000)	-
Result		124,510	124,510	539,031
Balance 31st December	10,800	1,419,243	1,430,043	2,305,533

Provisions

Because of instability in a number of countries in which HVA International N.V. is operating it was decided to make a general provision for the business risks.
The yearly charge to this provision amounts to 1 % of net tumover.
The total amount of the provision will not exceed 5 % of the annual turnover in any given year.

Contingent rights and obligations

Contingent liabilities on guarantees amount to NLG 1,086,698 (1998: NLG 1,098,350)

The Company is severally liable for bankdebts of the Koop Group of Companies.

KPMG

Identified as being a statement
to which our letter dated

06 MAR 2000

NOTES TO THE PROFIT AND LOSS ACCOUNT (in NLG)

Net Turnover

	1999		1998	
By product		%		%
Livestock projects	4,562,589	63.8	5,229,019	68.7
Sugar projects	1,256,031	17.5	1,984,576	26.1
Large scale Agriculture	1,336,829	18.7	398,232	5.2
Total	7,155,449	100.0	7,611,827	100.0
By Area				
West Africa	1,811,111	25.3	2,081,432	27.3
East and Southern Africa	579,838	8.1	807,840	10.6
Middle East and Asia	3,875,397	54.2	4,352,946	57.2
Other	889,103	12.4	369,609	4.9
Total	7,155,449	100.0	7,611,827	100.0

Personnel

HVA International N.V. employed per 31st December 1999 29 employees (1998: 28), of which 14 (1998: 13) were stationed on projects abroad. Out of the 29, 14 employees (1998: 14) are employed on a permanent basis.
The total amount of social charges over 1999 was NLG 484,151, of which NLG 195,568 were pensioncosts. (For 1998 these figures were NLG 489,463 and NLG 187,814 respectively).
For Head office personnel, working for specific projects only, and for personnel working abroad, these charges are included in the Cost of sales.

Amsterdam, 6 March 2000
The Board of Directors
Koop Holding B.V.

Identified as being a statement to which our letter dated
06 MAR 2000

OTHER INFORMATION

Statutory regulations concerning appropriation of profit

According to article 16 of the Articles of Association the General Meeting of Shareholders decides on the appropriation of profit.

Appropriation of net results

In anticipation of the decision to be made in the General Meeting of Shareholders, the Managing Director proposes to add the profit over 1999 to the Other Reserves.

AUDITOR'S REPORT

Introduction

We have audited the financial statements 1999 of HVA International N.V., Amsterdam Z.O. These financial statements are the responsibility of the company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Scope

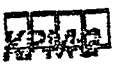
We conducted our audit in accordance with auditing standards generally accepted in the Netherlands. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the company as of 31 December 1999 and of the result for the year then ended in accordance with accounting principles generally accepted in the Netherlands and comply with the financial reporting requirements included in Part 9, Book 2, of the Netherlands Civil Code.

Groningen, 6 March 2000

KPMG Accountants N.V.



Identified as being a statement to which our letter dated

HVA INTERNATIONAL N.V.

P.O. Box 12204
1100 AE Amsterdam
The Netherlands

ANNUAL REPORT 1998

KPMG

Identified as being a statement
to which our letter dated

08 MAR 1999

REPORT OF THE MANAGING DIRECTOR

Developments in 1998 were generally in line with the budget/forecasts.
Turnover was somewhat lower than expected, due to cancellation and/or postponement of projects in countries like Ethiopia, where financiers shied away because of political unrest.
Because costs were lower than budgeted as well, the resulting profit was higher and amounted to more than NLG 500,000.- Like last year our subsidiary Bohea Ltd contributed considerably to the result realised in 1998.

HVA International's traditional market in developing countries remains highly volatile due to political and economic unrest, resulting in uncertain starting dates of projects. This is even more so as contracts change more and more from multilateral financed projects to private or semi private projects. This also increased the demand for HVA to participate in the risk to accomplish the works.

With the expected signing of a contract for milk and sugar processing projects in Iran early 1999, as a result of a high acquisition effort in 1998, we believe to have set a first step in the direction towards emphasis on food processing rather than primary agricultural production.

The satisfactory results of 1998 and the good prospects for 1999 could only be achieved by the good team spirit and dedication of HVA International's staff and supporting personnel, both in the head office and abroad.

Amsterdam, 8 March 1999
On behalf of the Board of Directors

E.V. van der Spek
General Manager

KPMG

Identified as being a statement
to which our letter dated
08 MAR 1999

BALANCE SHEET AS AT 31ST DECEMBER 1998

after appropriation of net result

(in NLG)

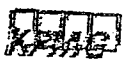
	31st December 1998		31st December 1997	
Fixed Assets				
Tangible fixed assets	42,701		60,966	
Financial fixed assets	387,028		278,315	
		429,729		339,281
Current Assets				
Receivables	1,949,227		1,805,668	
Cash	2,048,107		2,054,498	
	3,997,334		3,860,166	
Current Liabilities	(1,741,030)		(2,123,145)	
Net current assets and liabilities		2,256,304		1,737,021
		2,686,033		2,076,302
Financed by:				
Shareholders' equity				
Issued and paid-up capital	10,800		10,800	
Other reserves	2,294,733		1,755,702	
		2,305,533		1,766,502
Provisions		380,500		309,800
		2,686,033		2,076,302

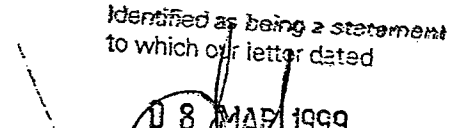
identified as being a statement
to which our letter dated

PROFIT & LOSS ACCOUNT FOR THE YEAR 1998

(in NLG)

	year 1998		year 1997	
Net turnover		7,611,827		8,511,969
Cost of sales		(5,208,801)		(6,093,164)
Gross result on turnover		2,403,026		2,418,805
Sales expenses	175,813		217,353	
General and administration expenses	2,108,366		1,910,595	
Other operating costs	(156,896)		7,050	
		(2,127,283)		(2,134,998)
Operating result		275,743		283,807
Financial result		62,646		(12,088)
		338,389		271,719
Result associated companies		245,323		691,175
Result before taxes		583,712		962,894
Taxation		(44,681)		(90,000)
Net result		539,031		872,894





NOTES TO THE FINANCIAL STATEMENTS 1998

General

HVA International N.V. is a 100 % subsidiary of Koop International B.V.
HVA International N.V. is established in Willemstad, Curacao, but fully registered and with its headoffice in Amsterdam, the Netherlands.

The 100 % subsidiaries of HVA International N.V., i.e. Bohea Ltd and British Farmers Company have not been consolidated in the financial statements 1998 in accordance with article 407.2 of the Dutch Civil Code.

Principles applied for the valuation of assets and liabilities

Foreign currencies

Assets and liabilities in foreign currencies are converted at the official rates of exchange prevailing at the end of the year, and the related conversion differences are charged to the profit and loss account.

Tangible fixed assets

Tangible fixed assets are valued at cost less depreciation (varying from 25 - 50 %) calculated on a straight-line basis over the anticipated usefull life.

Financial fixed assets

Financial fixed assets are shareholdings in companies in the fields of normal operations of the company. Companies fully controlled by HVA International N.V. are valued at net equity value.Other participations are valued at purchase price less any provision deemed necessary.

Receivables

Receivables are valued at nominal value less any provision deemed necessary.

Other assets and liabilities

Other assets and liabilities are stated at nominal value.

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Identified as being a statement
to which our letter dated

Principles applied for determination of results

Net turnover

Net turnover represents amounts charged to third parties for services rendered, excluding V.A.T.

Cost of sales

Cost of sales is based on direct cost for projects, i.e. excluding overhead charges from home office.

Taxation

Corporate tax is calculated over the commercial result, taking into account results which are not subject to corporate tax and items that are not tax-deductible.

Temporary differences of taxation in connection with the determination of taxable income have been accounted for as "deferred taxes".

KPMG

Identified as being a statement
to which our letter dated

08 MAR 1989

NOTES TO THE BALANCE SHEET

Tangible fixed assets

	1998				1997
	Home office furniture & fittings	Home office computer equipment	Project transport-means	Total	Total
Balance 1st January					
- acquisition costs	190,738	77,431	64,478	332,647	461,517
- accumulated depreciation	(178,679)	(71,509)	(21,493)	(271,681)	(442,961)
Bookvalue 1st January	12,059	5,922	42,985	60,966	18,556
Changes in bookvalue					
- investments	-	23,659	-	23,659	89,721
- disposals	-	-	-	-	(218,591)
- depreciation	(2,680)	(17,751)	(21,493)	(41,924)	(47,311)
- depr. on disposals	-	-	-	-	218,591
Total changes	(2,680)	5,908	(21,493)	(18,265)	42,410
Balance 31st December					
- acquisition costs	190,738	101,090	64,478	356,306	332,647
- accumulated depreciation	(181,359)	(89,260)	(42,986)	(313,605)	(271,681)
Bookvalue 31st December	9,379	11,830	21,492	42,701	60,966

Financial fixed assets

	%	Bookvalue 1st Jan. 98	Interests acquired/sold	Dividends paid	Net results	Bookvalue 31st Dec.98
Fully controlled						
Bohea Ltd., U.K.	100.0	258,659		(133,586)	241,425	366,498
B.F.C., Cayman Isl.	100.0	3				3
Minority interests						
A.M.C., Surinam	33.30	1				1
Dendo do Para, Brasil	2.00	1				1
I.A.I., Iran	20.00	19,651	874			20,525
		278,315	874	(133,586)	241,425	387,028

Note: The Net results of Bohea Ltd includes an amount of 3,898 exchange rate differences which have been reported as "other operating costs" in the Profit and Loss Account.

...ed as being a statement to which our letter dated

Receivables

	1998	1997
Trade debtors	1,252,744	1,219,964
To be invoiced on projects	25,130	180,313
Other receivables	187,759	202,862
Accrued income	348,594	92,529
Deferred taxes	135,000	110,000
	1,949,227	1,805,668

Cash

	1998	1997
Cash-balances in the Netherlands	21,409	27,752
Bank current account in the Netherlands	1,875,344	1,773,123
Cash-balances abroad	27,366	53,418
Bank current account abroad	123,988	200,205
	2,048,107	2,054,498

Current accounts in the Netherlands include Dutch currency and US dollars.
Cash- and bankbalances abroad include a variety of currencies, which are to be used locally for project expenses.

Current liabilities

	1998	1997
Trade creditors	91,787	56,677
Prepayments on projects	368,611	598,024
To be settled on projects	394,686	389,491
Other short term liabilities	181,874	205,144
Accrued expenses	309,072	578,809
Taxation	395,000	295,000
	1,741,030	2,123,145

Shareholders' equity

Issued and paid-up capital
Issued and paid-up capital consists of 6,000 ordinary shares.

Other reserves
Other reserves consist of retained earnings.
In accordance with article 67.2 of the Dutch Civil Code an amount of NLG 89,200 is not available for distribution.

Identified as being a statement to which our letter dated

	1998			1997
	Issued and paid-up capital	Other reserves	Total	Total
Balance 1st January	10,800	1,755,702	1,766,502	10,800
Dividend paid		-	-	-
Result		539,031	539,031	1,755,702
Balance 31st December	10,800	2,294,733	2,305,533	1,766,502

Provisions

Because of instability in a number of countries in which HVA International N.V. is operating it was decided to make a general provision for the business risks.
The yearly charge to this provision amounts to 1 % of net turnover.
The total amount of the provision will not exceed 5 % of the annual turnover in any given year.

Contingent rights and obligations

Contingent liabilities on guarantees amount to NLG 1,098,350 (1997: NLG 1,192,515)

The Company is severally liable for bankdebts of the Koop Group of Companies.

KPMG

Identified as being a statement
to which our letter dated

08 MAR 1999

NOTES TO THE PROFIT AND LOSS ACCOUNT (in NLG)

Net Turnover

	1998		1997	
By product		%		%
Livestock projects	5,229,019	68.7	4,519,553	53.1
Sugar projects	1,984,576	26.1	2,154,448	25.3
Large scale Agriculture	398,232	5.2	1,837,968	21.6
Total	7,611,827	100.0	8,511,969	100.0
By Area				
West Africa	2,081,432	27.3	3,978,018	46.7
East and Southern Africa	807,840	10.6	760,098	8.9
Middle East and Asia	4,352,946	57.2	3,744,198	44.0
Other	369,609	4.9	29,655	0.4
Total	7,611,827	100.0	8,511,969	100.0

Personnel

HVA International N.V. employed per 31st December 1998 28 employees (1997: 32), of which 13 (1997: 17) were stationed on projects abroad. Out of the 28, 14 employees (1997: 11) are employed on a permanent basis.
The total amount of social charges over 1998 was NLG 489,463, of which NLG 187,814 were pensioncosts. (For 1997 these figures were NLG 423,223 and NLG 176,164 respectively).
For Head office personnel, working for specific projects only, and for personnel working abroad, these charges are included in the Cost of sales.

Amsterdam, 8 March 1999
The Board of Directors
Koop Holding B.V.

KPMG

Identified as being a statement
to which our letter dated
08 MAR 1999
refers

OTHER INFORMATION

Statutory regulations concerning appropriation of profit

According to article 16 of the Articles of Association the General Meeting of Shareholders decides on the appropriation of profit.

Appropriation of net results

In anticipation of the decision to be made in the General Meeting of Shareholders, the Managing Director proposes to add the profit over 1998 to the Other Reserves.

AUDITOR'S REPORT

Introduction

We have audited the financial statements 1998 of HVA International N.V., Amsterdam (statutory: Curacao). These financial statements are the responsibility of the company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Scope

We conducted our audit in accordance with auditing standards generally accepted in the Netherlands. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the company as of 31 December 1998 and of the result for the year then ended in accordance with accounting principles generally accepted in the Netherlands and comply with the financial reporting requirements included in Part 9, Book 2, of the Netherlands Civil Code.

KPMG

Groningen, 8 March 1999

KPMG Accountants N.V.

Identified as being a statement to which our letter dated

PAN-AFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)
PROVISION OF TECHNICAL ASSISTANCE TO NATIONAL PACE PROJECTS
Notice of Prequalification No. EUROPEAID / 112448 / D / SV

AUTHORISATION

The undersigned, **Ir M.R. Meijer** of **HVA International N.V.**, Hullenbergweg 373, 1101 CR Amsterdam, The Netherlands, hereby gives authorisation to the Organisation of African Unity (OAU), Inter-African Bureau for Animal Resources (IBAR), Monrovia Street, Maendeleo House, Nairobi, Kenya, to seek a reference from its bankers.

For and on behalf of HVA International,

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Document 7 – Technical Experience

Document 7 (a) – Suitability of the Consortium's Staff

The table below shows a breakdown of Consortium Head Office Staff who have skills and experience relevant to the services required by the PACE National Components Programme.

7.1 Permanent Technical Staff

The following staff are permanent members of the Consortium, and illustrate the range of disciplines and skills the Consortium will be able to bring to bear on the management of the PACE National Components. Also provided are one page summary CVs for each staff member included, showing years of experience, discipline, countries worked, main activities & responsibilities and areas of specialisation.

Table 1 Document 7 (a), Permanent Technical Staff

Name	Discipline	Qualifications	Years of Experience
RWA International			
Dr Rowan Mactaggart	Company Director and Planner	1968, BSc, Civil Engineering (1st Class Honours) University of Leeds 1979, PhD, Development Planning, University of Leeds	33
Dr Stewart Routledge	Associate Director and Livestock Production Specialist	BVSc, University of Melbourne	23
Dr Peter Moorhouse	Veterinary Epidemiology and Institutional Strengthening	1968, BVSc (with honours and distinction in Veterinary Preventative Medicine), University of Liverpool MSc, 1980 (Epidemiology, Economics, Statistics, Immunology and Computer Programming), Louisiana State University	33
Roger Oakeley	Livestock Socio-Economist	1990, BSc (Hons), Agric. Economics, University of Newcastle-Upon-Tyne 1995, MA, Rural Development Planning, University of East Anglia	12
Matthew Pritchard	Project Coordinator and Communications Specialist	1990, BA (Hons), History, University of Kent at Canterbury Ongoing Studies, MSc, Development Management, Open University	12
Agrer			
Robert Couturier	Managing Director; Head of Dept EGNP (a); General management; Project management in developing and emerging countries: rural development; hydro-agricultural engineering; infrastructures	M.Sc. in Civil Construction Engineering (Free University of Brussels) M.Sc. in Structural Engineering (Stanford) M.Sc. in Hydraulic Engineering (Delft, NL)	35

Name	Discipline	Qualifications	Years of Experience
Charles Courtoy	Executive Director; Head of Dept ADR1 (b); Project management in developing and emerging countries: rural development, poverty alleviation, land and water resources management ; irrigation engineering ; agricultural policy advice; regional development	M.Sc. in Agricultural Engineering (University of Gembloux)	31
Frank Feys	Executive Director; Head of Dept CGRN (c); Project management in developing countries : rural development ; natural resources (tropical forestry and wildlife) conservation and management; economic and social forestry	M.Sc in Agriculture - Tropical Agriculture (University of Gent)	23
Dominiek Plouvier	Project Manager; CGRN (c); Project management in developing countries: tropical forestry, tropical ecology, timber utilization, forest management, reforestation	M.Sc in Agriculture - Tropical Forestry (University of Gent)	16
Philippe Chabot	Project Manager; Head of Dept ADR2 (d); Project management in developing and emerging countries: economic appraisal of rural development projects, agricultural policy advice and agro-industrial restructuring ; livestock management, land management	M.Sc. in Agriculture - Animal Husbandry (University of Gembloux) MBA (University of Louvain)	14
François Dugauquier	Project Manager; Head of Dept ADR3 (e); Project management in developing and developed countries: rural development and environment impact appraisals.	M.Sc. in Agricultural Engineering (University of Gembloux) M.Sc.in Sanitation Engineering (University of Gembloux)	14
Claude-Bernard Collard	Project Manager (overseas); Project management in development countries: rural development, hydro-agricultural engineering, land and water resources management, project identification studies.	M.Sc. in Agricultural Engineering (University of Gembloux)	27
Jacques Rosseel	Project Manager (overseas); Project management in developing countries: tropical forestry, agroforestry, forestry management, forest inventory, rural extension personnel training	M.Sc. in Agriculture - Forestry (University of Gembloux)	20

(a) EGNP : Rural Development (Central and South-America), Food Security and Economic Department
(b) ADR1 : Agriculture and Rural Development (Europe, Mediterranean countries, Africa and Haïti) Department
(c) CGRN : Natural Resources Conservation and Management Departement
(d) ADR2 : Agriculture and Rural Development (PECO, CIS, Asia) Department
(e) ADR3 : Agriculture and Rural Development (Africa, Mediterranean countries) Department

Name	Discipline	Qualifications	Years of Experience
HVA International			
Marcel ter Huurne	Tropical Animal Husbandry	MSc	24
Laurens vd Spek	Agricultural economist	MSc	6
Gerhard Veldink	Animal Husbandry	MSc	27
Herman Vis	Animal health	DVM	12
Taco Schalkx	Processing Engineer	BSc	37

RWA International

SUMMARY CURRICULUM VITAE

1. **Name:** Dr Rowan Mactaggart
2. **Years of Experience:** 33
3. **Discipline:** Planner
4. **Countries Worked:** Long term experience: Ethiopia, Oman Libya, Nigeria, Egypt, UK;

   Short Term Experience: Kyrgyzstan, Trinidad & Tobago, Kenya, Tanzania, Zambia, Botswana, the Philippines.

5. **Main Activities and Responsibilities:**

Date from / to	Position	Job Description
1997 – Present	Director, RWA International Ltd	Technical supervision and Head Office support to ongoing consultancy projects in Africa, the Middle East and the Far East, with special reference to studies on institutional development, master planning, integrated rural development, and environment. Direct implementation responsibilities for all projects in East Africa.
1994 – 1997 UK & overseas	Manager, Consulting Services, RWA.	Duties similar to the above.
1990 – 1993 Ethiopia	Team Leader	Institutional Support Project. Led multi-disciplinary team: natural resources, hydrology, irrigation engineering, environment, and GIS development over a 3.5 year capability building project. Responsible for master planning components of the technical output.
1985 – 1989 Oman	Team Leader	Team Leader of the Technical Secretariat to the Planning Committee for Development and Environment in the Southern Regional (PCDESR). PCDESR was a committee of Ministers with overall regional development and land use planning responsibilities for a region of rich environmental variety.
1982 – 1984 Libya	Team Leader and Senior Planner	Responsible for leading "Planning and Transportation Group" for the Municipality of Misratah. Tasks included area planning; survey, design, advice on development issues; preparation of consultancy invitation; liaison with outside consultants; preparation of development standards.
1981 – 1982 Libya	Project Director and Senior Planner	Directed planning study of the central area of Misratah. Land use, transportation and infrastructure services plans at 1:2500 scale, and design concepts for special areas at larger scales were produced, together with a full report.
1980 – 1981 Nigeria	Project Director	Dadin Kowa Dam Resettlement Master Plan. Directed a planning and environmental impact study. Included plans for livestock, fisheries and agricultural development, typical village layouts, rural low cost housing and infrastructure designs. Process and management of resettlement, phasing, community self help.
1978 – 1979	Senior Planner	Suez Technical Assistance Programme, Egypt
1978 - Nigeria	Team Leader	Special Survey of Staff & Student Housing Standards
1977 - Egypt	Planning Task Leader	Suez Demonstration Projects
1968 - 1976	Researcher and Planner	Leeds University, Huddersfield Polytechnic, Milton Keynes Development Corporation, Department of Transport

6. **Areas of Specialisation:** Planning (individual project, town, regional, national and master planning); project implementation, management and administration; institutional development; community participatory techniques;

RWA International

SUMMARY CURRICULUM VITAE

1. **Name:** Dr Stewart Routledge
2. **Years of Experience:** 23
3. **Discipline:** Livestock Development and Project Management
4. **Countries Worked:** Long term experience: Oman, Ethiopia, Kuwait, Malawi, Abu Dhabi, Bangladesh

   Short Term Experience: Botswana, UAE, Saudi Arabia, Yemen, Kenya, Tanzania, Uganda, Thailand, Malaysia, Singapore

5. **Main Activities and Responsibilities:**

Date from / to	Position	Job Description
1985 - Present Africa and Middle East	Associate Director, RWA International	Jointly responsible for all activities of RWA covering all of Africa, most of the Middle East region and parts of Asia. This has involved the preparation of Expressions of Interest, Project Proposals and their submission, negotiation of contracts and implementation of a wide range of studies and projects in agriculture, livestock, horticulture, rangelands, marketing, organisation and management, processing, education and training and environment.
1986 – Present Oman	Livestock Import and Quarantine Regulations Adviser	Adviser to the Government of the Sultanate of Oman on the preparation of general specifications and bilateral agreements for the import of cattle, sheep and goats into the Sultanate of Oman.
1993-Present Kuwait	Project Director	supervising this Livestock Services project providing livestock vaccination and disease control services to all livestock owners throughout the State of Kuwait. Insemination and embryo transplanting, quarantine and other services are provided under the project.
1982 – 2000 Oman	Project Director	National Livestock Vaccination Project. Responsible for implementing the National Livestock Vaccination Project for vaccinating sheep and goats against Foot and Mouth Disease, Pox and Peste des Petits Ruminants, and cattle against Foot and Mouth Disease, Rinderpest, Botulism and Blackquarter. In addition, consultant epidemiology services to better define the disease situation in the Sultanate and veterinary clinical services were provided to the Ministry of Agriculture and Fisheries. Also the project was responsible for preparation and dissemination of a National Public Awareness Campaign and training of Omani Vaccinators and Livestock Handlers. This project is now in its fourth phase with an annual budget of US$2.9 million and employs about 80 staff. An Animal Production and Health training manual was developed as part of this project, which has now been adopted by other Institutions for use. Linkages with FAO were developed in preparing this manual.
1977 – 1982 Worldwide	Livestock Marketing, Health and Production Specialist and Project Manager	Numerous inputs throughout the world as specialist and project manager in a wide variety of projects covering animal health, epidemiology, livestock production & marketing, animal disease, rangelands. Also involved in the identification, design, implementation, management and monitoring of agricultural and rural development projects.

6. Areas of Specialisation: Livestock health, production, marketing, transport, project management, company director.

RWA International

SUMMARY CURRICULUM VITAE

1. **Name:** Dr Peter Moorhouse
2. **Years of Experience:** 33
3. **Discipline:** Veterinary Epidemiologist and Institutional Strengthening
4. **Countries Worked:** Long term experience: Oman, Ethiopia, Bhutan, Bangladesh, Kenya, Zambia, Ghana.

   Short term Experience: Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, Sudan, Tanzania, Uganda, Macedonia, China, Pakistan, Turkey, Italy, Somalia, Vietnam, Iraq.

5. **Main Activities and Responsibilities:**

Date from / to	Position	Job Description
1999 – Present Eastern Africa & Various	Veterinary Epidemiologist and IS Specialist	Numerous project formulation studies and inputs as Veterinary Epidemiologist and Institutional Strengthening Specialist to a variety of development projects worldwide.
1992 – 1999 Oman	Project Manager	Supervision of all RWA International projects within Oman and Pakistan, incl.: National Livestock Vaccination Project; Livestock Development Project.
1993 – 1999 Oman	Project Manager	National Livestock Vaccination Project. Planning, developing, implementing and monitoring vaccination programmes, procurement of inputs (value US$ 1 million per annum), recruitment, preparing and submitting reports, promoting improved animal health services.
1997 – Ethiopia	Cost Recovery Specialist	Pan African Rinderpest Campaign. Reviewed cost recovery policies of the federal and regional vet departments. Conducted surveys of government vet staff, private practitioners, livestock owners and officers-in-charge of vet services. Conducted detailed analyses to determine the real cost of delivering animal health services. Recommended medium-term cost recovery and privatisation policies for clinical services and compulsory / non-compulsory vaccination programs to develop sustainable animal health services delivered by public and private sectors. Recommended long term policies to maximise the private sector's role.
1989 – 1992 Ethiopia	Senior Veterinary Epidemiologist	Fourth Livestock Development Project. Responsible for the establishment of a veterinary epidemiology and economics unit/animal health and productivity information centre.
1988 – 1989 UK	Veterinary Epidemiologist	Specialising in veterinary epidemiology, economics, disease surveillance and monitoring, disease information systems, and organisation of veterinary services.
1987 – 1988 Somalia	Senior Veterinary Adviser	Responsible for the formulation of a 3 year project to establish a national epidemiology unit and national disease surveillance system. Trained veterinarians in the principles of veterinary epidemiology, economics, data collection and analysis, and design of field studies.
1968 – 1986 Various	Vet and Veterinary Epidemiologist	Wide variety of posts in the UK and abroad as veterinary clinician, extension specialist, epidemiologist, training specialist, project manager, disease surveillance and information specialist.

6. **Areas of Specialisation:** Project formulation, implementation, management and administration; veterinary epidemiology; institutional development; community participatory techniques;

RWA International

SUMMARY CURRICULUM VITAE

1. **Name:** Roger Oakeley
2. **Years of Experience:** 12
3. **Discipline:** Livestock Socio-Economics
4. **Countries Worked:** Long term experience: Thailand, Jordan.

   Short term Experience: Iran, Ghana, Zimbabwe, Uganda, Zambia, Mozambique.
5. **Main Activities and Responsibilities:**

Date from / to	Position	Job Description
2000 – Present UK	Project Coordinator and Livestock Socio-Economics Specialist	Technical backup and support to the company's ongoing development projects and programmes; business development and consultancy activities, specialising in the livestock sector.
1999 – 2001 Iran	Livestock economist	Sustainable Parasite Control Programme. Review of socio-economic implications of parasitic disease control in small ruminants and cattle. Development of protocol for economic analysis of production systems. Comparative evaluation of control strategies.
1997 – 2000 UK	Livestock socio-economist	Economic and socio-economic consultancy, research and training activities specialising in animal health and production and the decision-making processes of livestock producer households.
1998 – 1999 Ghana	Livestock socio-economist	Improved methodologies for community animal healthcare services. Primary collaborator on a 12 month study of impact of community livestock workers, and the role of selection and support methodologies employed.
1998 Zimbabwe	Livestock/socio-economist	Sustainable Control of Newcastle disease. Reviewed progress and status of sustainable disease control for backyard poultry systems. Finalised analysis of production and socio-economic data, and identified alternative applications for the analysis.
1997 Uganda	Livestock economist	resource person for British Council training course in veterinary epidemiology and economics, conducting economics component for district veterinary officers at Makerere University.
1995 – 1997 Jordan	Agricultural Economist	Associate Professional Officer, DFID Agricultural and socio-economic researcher, Badia Research and Development Programme, investigating the significance of sheep trading, with particular reference to the Badia Region. Duties included: Study of volumes and patterns of sheep trading and associated cross-border trade; survey of attitudes and perceptions of Bedouin sheep producers; study of the macro-economic factors affecting sheep production.
1991 – 1993 Thailand	Agricultural economist	Voluntary Service Overseas / Ministry of Agriculture, Northern Regional Office of the Department of Agricultural Extension, Chiang Mai. Duties included field staff training in basic farm management, economics and socio-economic techniques; extension activities, village-based farm management, young farmers and women's groups, farm co-operatives, and involvement in the Department's quarterly inter-regional planning and evaluation meetings. Participated in a survey targeted at small-holder farmers, and covering crop costs and returns, off-farm incomes, marketing and production information and problems, as identified by farmers.

6. **Areas of Specialisation:** Project formulation, implementation, coordination and administration; livestock economics; socio-economics; community participatory techniques; extension;

RWA International

SUMMARY CURRICULUM VITAE

1. **Name:** Matthew Pritchard
2. **Years of Experience:** 12
3. **Discipline:** Project Management and Communications
4. **Countries Worked:** Long term experience: Ethiopia.
   Short term Experience: Zambia, Botswana.
5. **Main Activities and Responsibilities:**

Date from / to	Position	Job Description
2001 Zambia	Information and Communications Specialist	Analysed publications material and recommended strategy. Edited copy, designed and desktop-published 16-page full colour information brochure. Produced graphics and drawings for the publication, managed production of other illustrations.
1996 – Ongoing UK	Technical Coordinator and Information Specialist	**Specific Projects Managed:** EC-funded Pan-African Programme for the Control of Epizootic Diseases (PACE); DfID-funded Botswana Rangeland Inventory and Monitoring Project; DfID-funded Pastoral Livelihoods Appraisal Mission; EC-funded Western Samar Agricultural Resources Development Project; EC-funded Formulation and Assessment Study to Establish a Regional Livestock Development Programme for Eastern Africa; IADB-funded Institutional Strengthening of the CDF Secretariat Project, Trinidad and Tobago. **Information Specialist Duties:** Establishing RWA Head Office manuals and guidelines; mobilisation and management of ongoing projects. Established elements of the company's Management Information System, including: consultant registration and recruitment database; project pipeline database; RWA project experience database; RWA project picture database. Responsible for writing, editing, designing, formatting and producing project tenders, expressions of interest, prequalification documents, capability statements, company registrations and promotional literature such as brochures, flyers and project information sheets.
1995 – 1996 Ethiopia	Technical Editor / Publications Specialist and Administrative Manager	Omo-Gibe River Basin Development Master Plan Study Project. Responsible for editing and producing the 5500 page, 14 volume report. Also responsible for day-to-day administration of the project and acting as computer trouble-shooter.
1995 – 1996 Ethiopia	Editor and Desk-top Publishing Specialist	Entrepreneur Business and Finance Weekly Newspaper was Ethiopia's first weekly English language business and finance newspaper. Edited all stories written by local journalists, solely responsible for layout and production of final print-ready copy.
1993 – 1995 Ethiopia	Technical Editor, Computer Trainer, Communications Specialist	Various inputs with governmental and non-governmental organisations: training lawyers in computer; editing scientific papers; writing, editing and producing information materials; voluntary work in television and radio for teaching.
1990 – 1993 UK	Marketing and Promotions Specialist	PS Analytical, manufacturer of environmental monitoring equipment/ Responsible for researching, writing, editing, and co-ordinating the production of newsletters, sales brochures, advertising material and papers for publication in scientific journals. Managed marketing budget. Duties also included sales and demonstrations.

6. **Areas of Specialisation:** Project implementation, coordination and administration; publications; information technology, training

S.A. AGRER N.V.

CURRICULUM VITAE

1. **FAMILY NAME** : **COUTURIER**
2. **FIRST NAME** : **Robert**
3. **DATE OF BIRTH** : 30 November 1943
4. **NATIONALITY** : Belgian
5. **CIVIL STATUS** : Married
6. **EDUCATION** :
   - Ms. in Civil Construction Engineering - Free University of Brussels - 1966
   - M.Sc. in Structural Engineering - Stanford University, USA - 1967
   - M.Sc. in Hydraulic Land and Water Development - Delft University, The Netherlands -1971
7. **LANGUAGES** : French, English, Dutch, Spanish
8. **PRESENT POSITION** : Managing Director, Head of Economy, Management and New Products Department
9. **DISCIPLINE** : General management
10. **YEARS OF EXPERIENCE** : 32
11. **AREAS OF SPECIALISATION** :

- SME management and business development
- Restructuring of agricultural public sector
- Development of private agriculture
- Economic and policy advice
- Project management and supervision
- Land and water development
- Familiar with EU procedures

12. **COUNTRIES WORKED** :

Albania, Algeria, Belgium, Bulgaria, Burundi, Chad, Gambia, Guatemala, Hungary, Indonesia, Kyrgyzstan, Lithuania, Morocco, the Netherlands, Niger, Poland, Romania, Senegal, Tahiti, Togo, Ukraine, USA

S.A. AGRER N.V.

CURRICULUM VITAE

1. **FAMILY NAME** : **COURTOY**
2. **FIRST NAME** : **Charles**
3. **DATE OF BIRTH** : 1st April 1948
4. **NATIONALITY** : Belgian
5. **CIVIL STATUS** : Married
6. **EDUCATION** : - M.Sc. Agriculture (Rural Engineering Specialist) - State Faculty of Agronomic Sciences, Gembloux (Belgium) - 1970
7. **LANGUAGES** : French, English
8. **PRESENT POSITION** : Executive Director, Head of Rural Development and Agricultural Policy (Europe, Mediterranean countries, Africa and Haïti) Department
9. **DISCIPLINE** : Rural Engineering
10. **YEARS OF EXPERIENCE** : 30
11. **AREAS OF SPECIALISATION** :

- Management of Agricultural consulting company
- Setting up local consultancy
- Development of consulting services related to agriculture, agro-industry, environment
- Excellent knowledge of E.C. procedures
- Experts selection and recruitment, team coordination and management
- Training of national staff
- Irrigated agriculture development : irrigation schemes design, organisation of farmers, agricultural extension
- Project management including tendering procedures, contract negotiations, financial and accounting management, invoicing
- Agricultural infrastructure project design, feasibility studies, monitoring and evaluation
- Wide knowledge of the agricultural and agro-industrial sector in Eastern Europe

12. **COUNTRIES WORKED** :

Belgium, Bulgaria, Burkina Faso, France, Georgia, Guinea, Haiti, Hungary, Italy, Kazakstan, Kyrgyzstan, Lesotho, Malagasy Republic, Mali, Mauritania, Morocco, Romania, Senegal, Ukraine, Yemen

S.A. AGRER N.V.

CURRICULUM VITAE

1. **FAMILY NAME** : **FEYS**
2. **FIRST NAME** : **Frank**
3. **DATE OF BIRTH** : 26 May 1954
4. **NATIONALITY** : Belgian
5. **CIVIL STATUS** : Married
6. **EDUCATION** :
   - MSc. in Tropical and Subtropical Agriculture - State University of Ghent - 1977
   - Certificate General Nutrition course - State University of Ghent - 1977
7. **LANGUAGES** : Dutch, English, French, Bahasa Indonesia, Spanish
8. **PRESENT POSITION** : Executive Director, Head of Natural Resources and Management Department
9. **DISCIPLINE** : Natural resources; rural development
10. **YEARS OF EXPERIENCE** : 22
11. **AREAS OF SPECIALISATION** :

- Coordination of large natural resources management projects
- Management of large agricultural projects in developing countries
- Coordination of rural development studies and projects, with direct involvement in :
  . irrigated and rained agriculture review
  . crop water requirement definition
  . land use assessment
  . master plan elaboration
  . agricultural institutions audit
  . rural credit development and strengthening studies
  . on farm trials and agricultural research preparation
  . extension services evaluation
- Project monitoring and evaluation, identification and appraisal
- Financial and technical audit of agricultural, agro-industrial and agro-processing companies
- Training of national extension staff

12. **COUNTRIES WORKED** :

Cameroon, Central African Republic, Congo, Equatorial Guinea, Gabon, Haiti, Indonesia, Niger, Rwanda, Sao Tome e Principe, Senegal, Tanzania, Thailand

S.A. AGRER N.V.

CURRICULUM VITAE

1. **FAMILY NAME** : **DUGAUQUIER**
2. **FIRST NAME** : **François**
3. **DATE OF BIRTH** : 20 March 1964
4. **NATIONALITY** : Belgian
5. **CIVIL STATUS** : Single
6. **EDUCATION** :
   - Agronomist, specialized in Irrigation and Rural Engineering - Faculty of Agronomic Sciences, Gembloux (Belgium) - 1987
   - Master of special studies in sanitary and environmental engineering (post-graduate degree) - Faculty of Agronomic Sciences, Gembloux (Belgium) - 1993
   - Design of irrigation and water supply networks (symposium at Pont-à-Mousson, France) - 1988
7. **LANGUAGES** : French, English, Dutch
9. **PRESENT POSITION** : Project Manager, Head of Rural Development and Agricultural Policy (Africa, Mediterranean Countries) Department
9. **DISCIPLINE** : Irrigation, rural and environmental engineering
10. **YEARS OF EXPERIENCE** : 13
11. **AREAS OF SPECIALISATION** :

- Hydrological studies, water resources balance, metrology
- Irrigation projects : feasibility studies, design, implementation and evaluation
- Topographical surveys
- Design of irrigation networks (water requirements, hydraulic structures, organization)
- Control of work execution (irrigation infrastructures, roads, rural buildings)
- Review of irrigated agriculture sector with regard to farmers' responsibilities improvement, role of private associations and public institutions, water charges, water management
- Land use development, remote sensing
- Environmental impact assessment studies of agricultural and rural infrastructure projects
- Management and backstopping of projects financed by International Agencies
- Establishment of TOR, tender documents and bills of quantities for irrigation infrastructure and development projects

12. **COUNTRIES WORKED** :

Cameroon, Cape Verde, Egypt, Gabon, Guinea Bissau, Haiti, Kyrgyzstan, Lesotho, Madagascar, Mali, Mauritania, Morocco, Niger, Rwanda, Sao Tome & Principe, Togo, Tunisia

S.A. AGRER N.V.

CURRICULUM VITAE

1. **FAMILY NAME** : **CHABOT**
2. **FIRST NAME** : **Philippe**
3. **DATE OF BIRTH** : 16 November 1964
4. **NATIONALITY** : Belgian
5. **CIVIL STATUS** : Married
6. **EDUCATION** :
   - M.Sc. in Agriculture - Animal Husbandry - Faculty of Agricultural Sciences, Gembloux (Belgium) - 1987
   - M.Sc. in International Business and Administration - Administration and Management Institute of Louvain-la-Neuve University (Belgium) - 1994
7. **LANGUAGES** : French, English

10. **PRESENT POSITION :** Project Manager, Head of Rural Development and Agricultural Policy (PECO, CIS, Asia) Department

9. **DISCIPLINE** : Animal husbandry; livestock; agro-economy

10. **YEARS OF EXPERIENCE :** 12

11. **AREAS OF SPECIALISATION :**

- Animal husbandry improved practices on breeding, feeding and animal health
- Strengthening and re-organization of livestock farms (cattle, sheep, pig and horse)
- Establishment of demonstration livestock farms
- Development of training, extension and advisory services on general animal husbandry and farm management
- Economic and financial analysis of agricultural and livestock projects
- Development of agri-food enterprises
- Elaboration of livestock policies conducive to reform
- Management of livestock projects

12. **COUNTRIES WORKED :**

Albania, Azerbaidjan, Belgium, Bosnia and Herzegovina, Bulgaria, Burundi, Hungary, Kazakstan, Kyrgyzstan, Mali, Mauritania, Uzbekistan, Russia, Senegal, Tunisia, Turkmenistan, Ukraine

S.A. AGRER N.V.

CURRICULUM VITAE

1. **FAMILY NAME**	:	**PLOUVIER**
2. **FIRST NAME**	:	**Dominiek**
3. **DATE OF BIRTH**	:	Roeselare, Belgium. 02/05/60
4. **NATIONALITY**	:	Belgian
5. **CIVIL STATUS**	:	Married, 3 children
6. **EDUCATION**	:	M.Sc. Agricultural Sciences (Distinction), 1983. Specialisation in tropical forestry/ecology and tropical timber trade/technology State University of Gent, Belgium.
7. **LANGUAGES**	:	Dutch, English, Spanish, French
8. **PRESENT POSITION** :		Project Manager, Natural Resources Conservation and Management department, AGRER
9. **DISCIPLINE**	:	Senior forestry and timber consultant

10. **YEARS OF EXPERIENCE** : 15

11. **AREAS OF SPECIALISATION** :

Consultancy in management, research, training and administration in internationally financed forestry and timber projects, in South/Central America, the Caribbean, Africa and Europe.

- International forest and timber policy
- Project planning, preparation, management, evaluation
- Forest certification and timber labelling
- Forest management (natural forests and plantations)
- Tropical timbers (identification, technology, markets)
- Community forestry and agroforestry

12. **COUNTRIES WORKED** :

Cameroon, Gabon, Congo, Belgium, Ghana, Costa Rica, Suriname, Canada/USA, Mexico, CAR, Haïti, Bolivia, Peru

S.A. AGRER N.V.

CURRICULUM-VITAE

1. **FAMILY NAME** : **COLLARD**
2. **FIRST NAME** : **Claude-Bernard**
3. **DATE OF BIRTH** : 23 September 1950
4. **NATIONALITY** : Belgian and French
5. **CIVIL STATUS** : Married
6. **EDUCATION** : M.Sc. Agriculture, specialized in Rural Engineering – State Faculty of Agronomy, Gembloux - 1973
7. **LANGUAGES** : French, English, Dutch
8. **PRESENT POSITION** : Project Manager since 1977 – Permanent staff member of AGRER
9. **DISCIPLINE** : Rural Engineering, management coordination, training
10. **YEARS OF EXPERIENCE** : 27
11. **AREAS OF SPECIALISATION** :

Management-Coordination
- Administrative, technical and financial management of rural development programmes
- In-depth knowledge of international funding agencies procedures, and in particular EC procedures
- Coordination of multi-disciplinary teams (studies and TA projects : sociological surveys, topographical surveys, geotechnical, soil and water studies, ...)
- Programming, studies, coordination of rural infrastructure projects, social and hydro-agricultural projects
- Preparation of financing proposals and tender dossiers for works and equipment on behalf of various international funding agencies (World Bank, IFAD, EDF, AfDB,...)

Technical aspects
- Hydraulics (hydro-agricultural layouts, sanitation)
- Pumping stations (civil engineering, hydro- and electromechanical equipments)
- Design of irrigation networks
- Water management
- Rural building and mechanisation
- Roads and rural roads

Works supervision
- Supervision of works in Africa (drilling, hydro-agricultural projects, agro-industries, social infrastructure)
- Installation and equipment of various village infrastructure (waterholes, dispensaries, chemists, schools, shops, ...)
- Financial and administrative follow-up of work, equipment and supply contracts

Computer skills
- Data bases, computerized design of irrigation and road projects, modelling

Training

12. **COUNTRIES WORKED** : Burkina Faso, Cameroon, Central African Republic, Chad, Madagascar, Mali, Mauritania, Morocco, Niger, Senegal, Togo, Tunisia

S.A. AGRER N.V.

CURRICULUM VITAE

1. **FAMILY NAME** : **ROSSEEL**
2. **FIRST NAME** : **Jacques**
3. **DATE OF BIRTH** : 1st of August 1957
4. **NATIONALITY** : Belgian
5. **EDUCATION** : MSc in tropical forestry – State Faculty of Agronomy, Gembloux - 1981
6. **LANGUAGES** : French, Portuguese, English
7. **PRESENT POSITION** : Project Manager since 1977 – Permanent staff member of AGRER
8. **YEARS OF EXPERIENCE** : 20
9. **AREAS OF SPECIALISATION :**

- Management and implementation of community forestry and agroforestry development projects, community natural resources conservation and management, integrated development
- Technical, financial and administrative management of natural resources management projects
- Tropical forestry, agro-forestry, community and village forestry development
- Training, extension and awareness building
- Management of protected areas and production forests
- Natural resources and forest policy formulation and institutional support
- Forest inventories and management plans
- Preparation and implementation of conservation action plans for endangered species
- Buffer zone development
- Eco-tourism

10. **COUNTRIES WORKED**

Belgium, Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Congo, Guinea, Niger, Sao Tomé e Príncipe, Togo

HVA International

SUMMARY CURRICULUM VITAE

7.	**Name:**	Herman Vis
8.	**Years of Experience:**	12
9.	**Discipline:**	Animal health, animal production (DVM)
10.	**Countries Worked:**	Philippines, Bolivia, Vietnam, Indonesia, Uganda, Rwanda, Nigeria, Sao Tomé and Principe, Oman Georgia, Azerbaijan, Bosnia, Hungary
5.	Main Activities and Responsibilities:	**Introduction of computerized animal health and production management systems; Training**

Date from / to	Position	Job Description
1997 – (Netherlands)	Veterinary consultant HVA	- Backstopping to HVA Projects - Design and implement of animal health and reproduction training programs for extension workers and farm staff - Technical assistance and training missions to projects in the following countries: Vietnam, Indonesia, Uganda, Rwanda, Nigeria, Sao Tomé and Principe, Oman, Georgia, Azerbaijan, Bosnia, Hungary - Introduction, training and use of computerized herd health and production management systems - Support and preparation of privatization of veterinary services
1996 Netherlands	Team leader in Swine Fever eradication program	- Supervision and administration of all activities of a group of staff responsible for detection of infected farms - Selection of animals for laboratory diagnosis - Supervision of blood sample collection and processing procedures
1991-1995 (Bolivia)	Veterinarian/Project leader	- Develop Livestock (dairy cow, sheep) project proposals and secure and manage funds for the projects - Design and organize animal health/animal husbandry training programs. - Coordinate regional animal disease control programs - Obtain the support and commitment of the University, the Provincial authorities and relevant NGO,s for the implementation of these programs
1990-1991	Veterinarian	- All veterinary work in the large animal veterinary practice
1989	Veterinary researcher	- Investigate the use and effectiveness of medicinal plants in pig health care.

6. **Areas of Specialisation:**
   a. Animal health and reproduction
   b. Design and Implementation of disease control/eradication programs
   c. Animal health and extension training

HVA International

SUMMARY CURRICULUM VITAE

1. **Name:** Gerhard Veldink
2. **Years of Experience:** 27
3. **Discipline:** Animal Husbandry (Msc)
4. **Countries Worked:** Nigeria, Uganda, Ethiopia, Kenya, Zambia, Sudan, Egypt, Niger, Libya, Liberia, Saudi Arabia, Iran, Oman, Indonesia, Vietnam, Thailand, Nepal, India, China, Surinam
5. **Main Activities and Responsibilities:** Technical and commercial supervision of livestock projects
   Feasibility studies

Date from / to	Position	Job Description
1994 – (Netherlands)	Manager HVA Livestock Department	- Technical and commercial supervision of livestock projects - Management of disease control/eradication projects - Co-ordination and management of technical studies for governments and international financing organisations - Business development - Technical assistance and training missions to projects in: Vietnam, Indonesia, Ethiopia, Libya, Uganda, Nigeria, Oman, Liberia, Saudi Arabia, Georgia, Russian Federation, etc.
1984 – 1993 (Netherlands)	Livestock Consultant HVA	Advisory, design and management services for dairy cattle, sheep, goats and pigs
1987 – 1992 (Netherlands)	Manager Dutch Dairy Development bv	Design and management of Livestock projects in the developing world
1988 – 1989 (Libya)	Dairy production manager	- Responsible for management of a 650 milking cow dairy farm with 700 ha. of fodder crop production - Responsible for the milk processing plant
1983 –1984 (Oman)	Dairy Production Manager	Production manager on a large dairy and poultry farm
1980 – 1983 (Netherlands)	Nutritionist and Marketing manager	-Responsible for the marketing of different animal feeds and their positioning in the market. -In charge of technical support given to customers.
1977 – 1980 (Kenya)	FAO Regional dairy training officer.	- Organisation and implementation of regional and national dairy training courses in Africa. - Training of co-operative milk collection schemes operators
1975 – 1977 (Nepal)	FAO Associate expert	- Responsible for the milk collection scheme organisation - Milk production extension and introduction of fodder crops - Dairy factory management and marketing

6. Areas of Specialisation:
   a. Livestock project management and consultancy
   b. Co-ordination disease control/eradication projects
   c. Development of Milk collection schemes including payment systems and quality control
   d. Animal nutrition

HVA International

SUMMARY CURRICULUM VITAE

1.	**Name:**	Clemens Rolink
2.	**Years of Experience:**	25
3.	**Discipline:**	BA Economics, Automation
4.	**Countries Worked:**	Tanzania, Nigeria, Libya, Oman, Sudan Zambia
5.	Main Activities and Responsibilities:	Design and introduction computerized management information systems; Training in Information system management

Date from / to	Position	Job Description
2001 – (Netherlands)	Director HVA	- General Management HVA International
1994 – 2001 (Netherlands)	General manager Agromation (Associated with HVA International)	- Development and implementation of MIS for agricultural and agro-industrial sector
1996 - 2001	Automation Expert HVA	- Maintenance and updating of the MIS of the Kilombero Sugar Estate, Mtibwa Sugar Estate, the Sugar development Corporation (Tanzania)
1994 – 2001 (Nigeria)	Automation Expert HVA	- Rehabilitation Project Savannah Sugar Company - Implementation of MIS - Training of operators
1982 – 1993 (Netherlands)	Data Processing Manager HVA	- Manager product group MIS - Automation development for projects in Libya, Oman, Tanzania, Sudan, Zambia
1982 (Netherlands)	Independent Management Consultant	- Providing automation advice - Providing software advice to a transport company
1980 – 1982 (Netherlands)	Automation Consultant	- Acquisition and co-ordination of automation projects
1976 – 1980 Netherlands	Head of finance department /Head of automation department Nedam	- Co-ordination between companies - Advising site management on automation and organization matters - Design and implementation of stock control systems, accounting and payroll systems for projects in Saudi Arabia

6. **Areas of Specialisation:**
   a. Automation
   b. Computer system design
   c. Data processing

HVA International

SUMMARY CURRICULUM VITAE

1. **Name:** Laurens van der Spek
2. **Years of Experience:** 7
3. **Discipline:** Agricultural development economics (Msc)
4. **Countries Worked:** Nigeria, Syria, Eritrea, Azerbaijan, Georgia, India
5. **Main Activities and Responsibilities:** Procurement of equipment for overseas projects
   Cost/benefit analyses
   Feasibility studies

Date from / to	Position	Job Description
1995 – (Netherlands)	Procurement/ Economist	-Procurement of equipment for overseas projects, including all pertaining documentation and procedures - Cost/benefit analysis of investments - Studies: Feasibility study rendering plant, Bulgaria Development business plan integrated poultry operation, including processing, marketing and legal aspects, India Rehabilitation study large kolkhoz in Georgia Audit for privatisation of a dairy plant and set-up of a milk collection scheme, Eritrea Feasibility study integrated poultry project, Liberia Feasibility study integrated dairy farm , Syria Feasibility study agricultural project, Syria Feasibility study milk collection scheme, Nigeria

6. Areas of Specialisation:
   a. Procurement
   b. Financial feasibility of projects

HVA International

SUMMARY CURRICULUM VITAE

1. **Name:** Schalkx
2. **Years of Experience:** 37
3. **Discipline:** Process engineer
4. **Countries Worked:** Libya, North Yemen, United Arab Emirates, Ivory Coast, Ethiopia, Iran, Bulgaria,
5. **Main Activities and Responsibilities:** Senior processing engineer.

Date from / to	Position	Job Description
1998 – (Netherlands)	Senior processing engineer	- Responsible for technical/process engineering of agro-industrial projects - Conceptual design of dairy, poultry, sugar, palm oil processing installations. - Slaughterhouse design and equipment specifications - Investment budgeting
1994 – 1998 (Libya)	Deputy manager, van Aarsen-HVA Libya	- Co-ordination of all contractual activities for animal feed plants including supply of spare parts.
1985 – 1994 (Libya)	Technical manager	- Responsible for the technical department of the turn-key integrated poultry and dairy project
1981 – 1985 (Libya)	Mechanical engineer/deputy technical manager	- Responsible for the co-ordination of the erection and installation works, monitoring of man-hour budget and liase with owners and consultant during construction period
1980 – 1981 (North Yemen)	Workshop manager	- Responsible for the construction and costing of a town waste collection and disposal project
1977 – 1980 (Ivory Coast)	Mechanical engineer	- Turnkey construction of a 4000-ton per day sugar factory - Installation of a 4000 ha. Irrigation piping system
1974 –1977 (Ethiopia)	Senior engineer/ workshop manager	- Co-ordination of the technical personnel, maintenance works and the annual factory overhaul of a 4000 ton per day sugar factory including a 5000 ha irrigation system
1964 – 1974 (Netherlands)	Marine engineer	- Co-ordination of the technical department of a shipping line.

6. Areas of Specialisation:
   - Project engineering
   - Engineering of processing lines and costing

HVA International

SUMMARY CURRICULUM VITAE

11.	**Name:**	Marcel ter Huurne
12.	**Years of Experience:**	24
13.	**Discipline:**	Tropical Animal Husbandry (Msc)
14.	**Countries Worked:**	Surinam, Libya, Cameroon, Nigeria Sudan, Ethiopia, Eritrea, India, Iran, Syria, Kuwait, Indonesia
15.	**Main Activities and Responsibilities:**	Animal production; Integrated production chain development; Project development

Date from / to	Position	Job Description
1995 – (Netherlands)	Manager business development	- Responsible for marketing of HVA's services and projects - Technical support of livestock projects - Technical assistance and training missions to projects in the following countries: India, Uganda, Nigeria, Oman, Iran, Egypt, Ethiopia, Kuwait, Syria, Indonesia
1992-1994 (Netherlands)	Consultant Animal Husbandry	- Manager Livestock department - Responsible for the technical and financial aspects of HVA's management contracts -Technical support of livestock projects
1987 –1991 (Libya)	Poultry production manager	- Responsible for the financial and technical results of 2 large scale poultry production units
1986 - 1987 (Libya)	Project officer livestock projects	- Backstopping assignments for production management and training programs for 2 large scale poultry production units and dairy projects in Tauorgha, Libya
1984- 1986 (Netherlands	Livestock consultant	- Advisory, design and management services for livestock projects
1982 – 1984 (Surinam)	General Director of a large feed mill	- Management of feedmill - Implementation of "turnaround" strategy to restore the feed mill to profitability
1977 – 1982 (Surinam)	Manager beef cattle and pig project	- Responsible for the technical and financial results of the project

16. Areas of Specialisation:

- Tropical Animal Husbandry
- Agro-Processing
- Integrated production chain development
- Initiator and co-ordinator of new integrated projects

7.2 Permanent and Non-permanent Technical Staff Working Overseas

Name	Project Title, Country (Countries Worked)	Discipline	Qualifications	Years of Experience
Dr Ian Lane	Botswana Range Inventory and Monitoring Project	Team Leader and Range Ecology / Remote Sensing Specialist	BSc Agriculture PhD Rangelands	23
Dr Malcolm Marks	Botswana Range Inventory and Monitoring Project	Technical Director and Institutional Change Specialist	BSc Botany & Ecology PhD Vegetation Ecology specialising in ecology and population dynamics	22
Mrs Sharon Truelove	Botswana Range Inventory and Monitoring Project	Rural Sociologist	BSc Development Studies / Natural Resources MSc Land & Water Management PGCE Geography	12
Mr Robert Lamb	Pan-African Control of Epizootics Programme, Nairobi	Communications Adviser	BA English	30
Mr Olle Otteby	Economic Expansion in Outlying Areas Programme, Zambia	Team Leader	Chartered Accountant MBA Economics	27
Mrs Barbara Collinson	Economic Expansion in Outlying Areas Programme, Zambia	Facilitation Adviser	BA MA PGCE	28
Mrs Linda Hitchcox	Partnership for Women's Health and Safe Motherhood, the Philippines	Team Leader	DPhil Anthropology MSc Anthropology and Economics BEd History, Sociology Teaching Diploma General Certificate Mechanical Engineering	35
Mr Richard Mullins	Partnership for Women's Health and Safe Motherhood, the Philippines	Finance and Administration Adviser	BSc Physics Post Graduate Diploma in Digital Techniques Fellow of The Association of Chartered Certified Accountants (FCCA) Fellow of Institute of Management Consultants (FIMC)	30
Dr JE Clarke	Senior Environment and Biodiversity Adviser, worldwide	Environment, Ecology, Wildlife and Biodiversity	PhD MSc Medical and Veterinary Parasitology BSc Zoology	40
Mr Neil Howcroft	Senior Education and Training Adviser, worldwide	Education and Training	MBA Project Management MSc Applied Linguistics BA Philosophy and History	22

Name	Project Title, Country (Countries Worked)	Discipline	Qualifications	Years of Experience
AVELING Conrad	Congo, Zaire, Kenya, Sudan, Rwanda, Indonesia, Cameroon, Central African Republic, Gabon, Sao Tome & Principe, Equatorial Guinea	Natural Resources Management, Nature Conservation, tourism development		22
BAES Willy	Belgium, Mali, Mauritania, Senegal, Togo	Rural infrastructure, Water Management, Irrigation, Feasibility studies, preliminary and final design of rural roads and constructions (bridges, dikes, storehouses, meeting halls, farm buildings, pump houses,...)		20
BASTIAENSEN Patrick	Sao Tome & Principe, Togo, Surinam, Burkina Faso, Zimbabwe	Epidemiology, Parasitology		10
BERMEJO Magdalena	Congo, Gabon, Equatorial Guinea	Tourism Development, Gorilla habituation		18
BLOM Allard	Central African Republic, Cameroon, Congo, Equatorial Guinea, Ivory Coast, Gabon, Kenya, Uganda, Tanzania	Protected area, Wildlife and natural resources management, Eco-tourism, Ecology		14
BLOUCH Raleigh	Indonesia, Malaysia, China, USA, Colombia	Protected Area Management, tourism development		19
BOCCOLI Allessandro	Guatemala, Nicaragua, El Salvador, Yemen, Somalia Sudan, Angolan Nigeria, Zambia, Kenya, Cameroon, Mexico, Brazil, Equatorial Guinea	Agricultural and rural development, rehabilitation, emergency and socio-economic rehabilitation, agricultural vocational training, Identification, follow up and evaluation of agricultural and rural development programmes		26
BOISACQ Alain	Burkina Faso, Mali, Guatemala, Ecuador, Madagascar, Mauritania, Morocco	Hydrology, Irrigation, rural water and infrastructure. Works control and supervision		32
BONVOISIN Nick	Central African Republic, Madagascar, Pakistan, Kazakhstan, Uzbekistan, Russia, Guinea, Thailand, Ivory Coast	Environmental information, institutional development		12
BOULET Hubert	Tanzania, Central African Republic, Benin, Mali, Burkina Faso, Cameroon, Mozambique, South Africa	Wildlife management (professional guide of cynegetic tourism, local participation to wildlife management), logistic of tourist operations, financial management and marketing		10
BRESSOULALY Christian	Kosovo, France, Cameroon, Zaïre, Rwanda, Ivory Coast	Humanitarian aid, Support to refugees, Logistics, Procurement, Training of military staff		34

Name	Project Title, Country (Countries Worked)	Discipline	Qualifications	Years of Experience
BUSSON François	Niger, Madagascar, France, Ivory Coast, Mauritania, Cameroon, Nepal, Bangladesh, Benin, Guyane, Brazil, Burkina Faso, Chad	Protected area management, Administrative and financial management of conservation and integrated development projects, Village forestry, Micro-projects, Cynegetic tourism		16
CAMIADE Didier	Burkina Faso, Sao Tome & Principe, Kenya, Togo, Benin, Congo, Niger, Central African Republic	Credit studies, Export Credit Insurance, Institutional practice for small business, Small business support		18
CUSTERS Michel	Ivory Coast, Belgium, Burkina Faso, Benin, Chad, Rwanda, Cameroon, Gabon, Djibouti, Central African Republic	Identification, evaluation and management of rural development projects, Community development, Agriculture, Forestry, Training and extension		24
D'ESPINEY Teresa	Central African Republic, Mozambique, Sao Tomé	Wildlife Management, Community tourism development		21
DETHIER Marc	Central African Republic, Congo, Cameroon	Forestry, Community forestry, Wildlife conservation		7
EVRARD Christian	Mauritania, Erythrea, El Salvador, Chad, Guinea, Algeria, Togo, Ecuador, Cameroon, Congo, Central African Republic	Vehicles and pump stations maintenance, organisation and management of workshops in mechanics, preparation of technical specifications and call for tenders for vehicles; vehicles diagnostic, training		34
FROMENT Jean-Marc	Zaire, Kenya, C.A.R., Tanzania, Mali, Rwanda, Cameroon, Congo	Conservation and Wildlife Management		19
GAMI Norbert	Congo, Gabon	Nutrition and human alimentation (socio-economics indicators, food security...), human field study, anthropological expertise		8
GASCHIGNARD Augustin	France, Madagascar, Bosnia Herzegovina, ex-Yougoslavia, Tanzania, Israel	Software design, development and support, Logistics, Human Resources Development, Training		14
GIAMBELLI Rodolpho	Indonesia, Thailand, Laos, Nepal, Italy, Ethiopia	Project formulation, implementation and evaluation, in the areas of socio-economic issues, social forestry, rural and community development		22
LALANDE Jean-Marie	Canada, Mali, Cameroon, Burkina Faso, C.A.R.	Arial Wildlife Surveys		10
LE BRUN Yvon	Niger, Madagascar, Vietnam, Cambodia, France, Tahiti, UK	National veterinary legislation, privatisation of veterinary practice and drugs marketing, readjustment of the public veterinary services activities, animal health, training		21

Name	Project Title, Country (Countries Worked)	Discipline	Qualifications	Years of Experience
LECLERCQ Paul	Gabon, Zaire, Burkina Faso, Burundi, Ecuador, Libya, Guinea, Sierra Leone, Madagascar, Ivory Coast, Pakistan, Afghanistan	Rural Development		28
LEVAUX Patrick	Zaire, Peru, Guinea Bissau, Burkina Faso, Mauritania, Sao Tome & Principe	Zootechnician, tropical regions		18
LOMBARDO Stéphane	Cameroon, Guinea Conakry, Gabon, South C.A.R., DR Congo, Equatorial Guinea, Congo	Environmental information management		4
MAURACH Bruno	Panama, Costa Rica, Bolivia, Paraguay, Italy, Equatorial Guinea	Institutional support to institutions and administrations for nature conservation, biodiversity conservation, protected area management, conservation and sustainable development, co-operatives development, environmental education		30
MBITIKON Raymond	Central African Republic	Protected area management, environmental awareness building, institutional development		24
NDAHILIWE Ladislas	Congo, Gabon, Rwanda	Logistics		12
PAYNE John	Malaysia, Indonesia	Natural Resources Conservation and Management		20
QUENNERY Philippe	Rwanda, Congo, C.A.R., Gabon	Human Resources, project administration and management		14
ROSSEEL Jacques	Benin, Guinea, Cameroon, Niger, C.A.R., Togo, Congo, Belizen Sao Tome & Principe, Burkina Faso	Management of protected areas and production forests, community forestry and agroforestry development		18
ROULETTE Guy	Nigeria, Senegal, Burkina Faso, Gambia, Niger	Management and implementation of environmental projects (forestry, environment protection, basins developments, soil management, energy resources study)		13
TOURANCHET Dominique	Congo, USA, Gabon, Guadeloupe, Algeria, Cameroon, Guinea, Sudan, Central African Republic	Forest management, exploitation and processing		30
VANDE WEGHE Jean-Pierre	Rwanda, Uganda, Burundi, Zaire, Gabon, Cameroon, C.A.R., Equatorial Guinea, Congo	Nature conservation, biodiversity conservation		37
VIVES Muriel	Zaire, Congo, Rwanda, Cameroon, Sao Tome & Principe, Gabon, Equatorial Guinea, C.A.R., Brazil	Human resources management, administration, communication, eco-tourism development		15

Name	Project Title, Country (Countries Worked)	Discipline	Qualifications	Years of Experience
WEBB Trevlyn	Zambia, Jamaica, Swaziland, Kenya, Zimbabwe, Russia, Yugoslavia, Poland, Botswana, Armenia	Project and commercial management and administration, wildlife management		26
WRIGHT Steven	Azerbaijan, Uzbekistan	Rural development, on-farm irrigation, training, project management		25
WILLISON Alastair	Malaysia, Vietnam, Russia, Romania, Canada and UK, Guyana,	Tropical and temperate forest management to FSC principles and criteria, inventory, commercial forestry, concessionaire and stakeholder relations, road alignment and construction		16
WILSON Roger	Rwanda, East Zaire, Guinea, Falkland Islands, Nepal, Europe, Seychelles, Falkland Islands, Ascension, St Helena, Pitcairn Islands and British Caribbean Dependencies	Protected area design and management, Biodiversity conservation (particularly endangered species) and integration with sustainable approaches in land use systems at landscape and site-specific scales, Institutional strengthening of in-country management organizations		28
Dick Harting	Dairy Development Project, Vietnam	Animal Husbandry	Higher certificate in Agriculture 6 years experience as dairy development manager	20
Andrew Bacon	Al Khozam Dairy Farm, Saudi Arabia	Animal Health/Team leader	DVM	38
Ricus Jacometti	Improving Lembang milk collection, Indonesia	Animal husbandry	BSc Tropical and subtropical animal production Post-Graduate diploma Tropical Animal Health and Production	11
Theo Huisman	Al Khozam Dairy Farm, Saudi Arabia	Technical department manager	Technical Diploma	25

7.3 *Doc 7 (b) – Ability of the Applicant to provide the Qualified and Experienced Experts Required*

Tabulated breakdown, separate from the above, showing other skilled personnel available to work for the applicant in the execution of this contract, and whose particulars are included on the Consortium's databases.

Name	Discipline	Qualifications / Key Experience	Years of Experience
Dr Peter Moorhouse	Veterinary Epidemiology and Institutional Strengthening	1968, BVSc (with honours and distinction in Veterinary Preventative Medicine), University of Liverpool MSc, 1980 (Epidemiology, Economics, Statistics, Immunology and Computer Programming), Louisiana State University	33
Aki Politz	Animal Health & animal production	DVM, PhD Extensive experience in: Chad, Djibouti, Kenya, Somalia, Sudan Uganda (Parc II)	34
Dr Nick Buck	Animal health and veterinary institutions	Post-Graduate Diploma in Agricultural Development Royal College of Veterinary Surgeons Certificate of Bovine Reproduction Post graduate Diploma of Animal Health Bachelor of Veterinary Medicine, Royal Veterinary College and admission as member, Royal College of Veterinary Surgeons	35
GREGOIRE Daniel	Communication, Information, Education Specialist	Information, Communication, Public Awareness Campaign for Animal Health & Livestock Development; Forestry & Environment; Conception, Formulation, Implementation and Assessment & Project Management.	25
RAIMBAULT Patrick	Veterinary Surgeon specialist	Audit & privatization of veterinary services; Distribution network of veterinary products and equipment; Legislation; Tropical diseases : large animal pathology; Stock management, financial management, risk management; Organizer of training courses.	26
VERMEYLEN Anne	Doctor in veterinary medicine specialised in tropical animal health and zootechnic	Teaching, training, stockbreeder framework, research & development, small ruminants and poultry breeding, diagnosis and diseases control.	15

Name.	Discipline.	Qualifications / Key Experience	Years of Experience
HEYMANS Jean-Claude	Doctor in Sciences / Zoology	Wildlife management : Inventory, capture, disease diagnosis, research and pathology. Natural resources development, protected areas planning and management and environmental surveys. Agro-forestry, forestry resources. Researcher and teacher / trainer.	38
GUILLOTEAU Bernard	Veterinarian	Tropical animal pathology and husbandry; epidemiology. Organisation, training and management of veterinary services and veterinary laboratories.	29
BLANC Philippe	Veterinarian	Animal Science and Veterinary Medicine for Tropical Areas. Animal production : genetics, animal nutrition, beef and dairy production, poultry and pigs farming, privatisation of animal production, input supplies and livestock produce marketing activities. Regulation and legislation of the livestock sector. Institutional development. Agriculture, Livestock and Forestry extension and research. Marketing, processing and distribution of agricultural products. Socio-economy of rural development.	30

Institutions and organisations that can be called on for specific scientific support when needed.

Name	Specific Expertise	Address
ID-DIO	- Sample analysis - Virus isolation - Vaccine preparation	Prof. C Wensing ID-DLO Edelhertweg 15 8219PH Lelystad The Netherlands
Gezondheidsdienst voor Dieren (National Animal Health Service)	- Sample analysis - Pathology - Disease eradication campaigns	Arnbergstraat 7, 7418 EZ Deventer The Netherlands
Wageningen Agricultural University	- Animal husbandry and Breeding - Fodder production and conservation - Smallholder extension - Curriculum building	LUW Costerweg 50 Postbus 9101 6700HB Wageningen The Netherlands

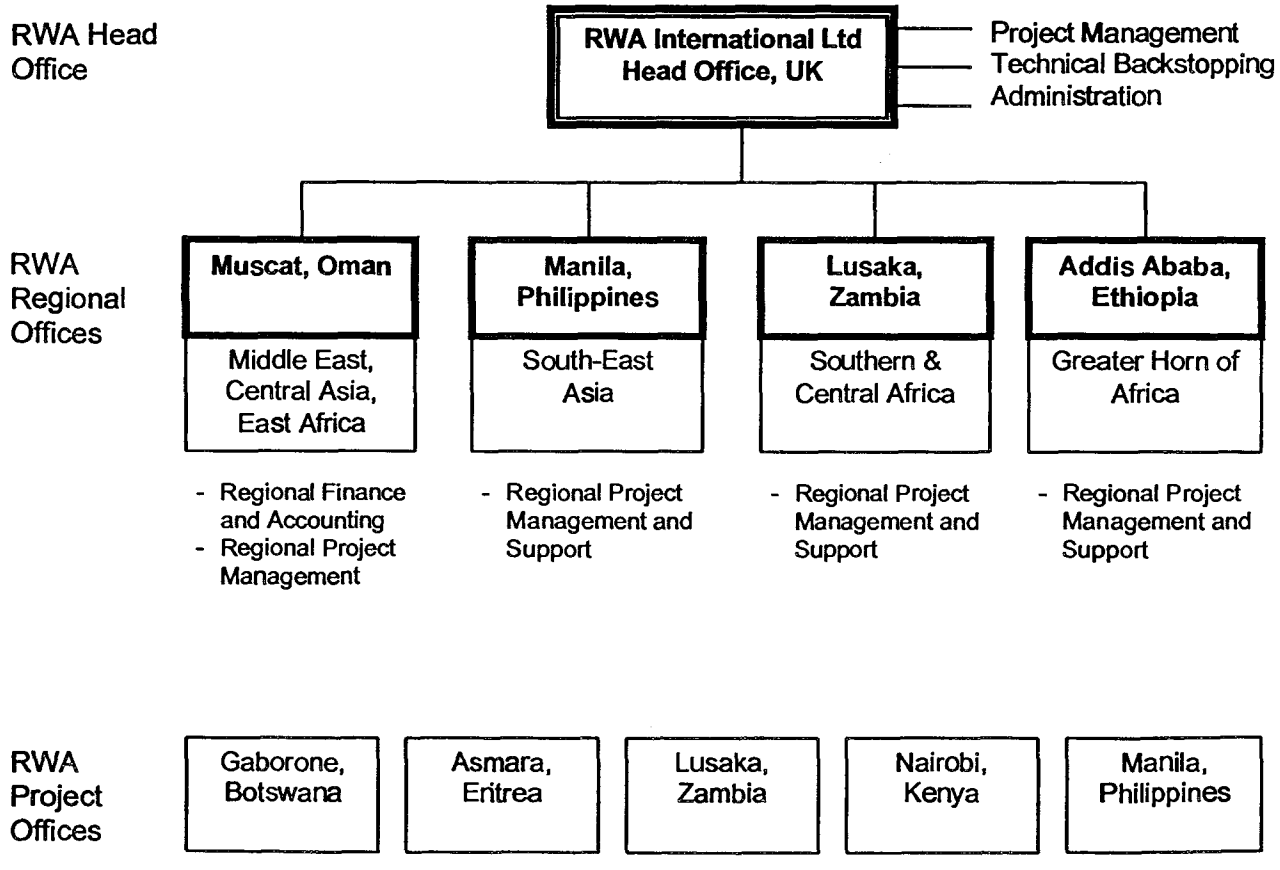
Name	Specific Expertise	Address
National department of Agriculture, South Africa, Onderste Poort	- Sample analysis - Diagnostic laboratory - Vaccine production	Mr. W Botha, Private Bag X07 Onderstepoort 0110 Republic of South Africa
Veterinary Faculty - Parasitology Department	- Ticks and tick-borne disease control	Rijksuniversiteit Utrecht Veterinary Faculty Yalelaan 1 Utrecht

7.4 Doc 7 (c) – Capacity of the HQ to Support a Technical Team on the Ground

7.4.1 Organograms of the Organisations

RWA International

The identification, recruitment, administration and support of individual experts and large, multi-disciplinary TA teams plays a key role in the successful implementation of projects. RWA has gained experience of providing individual experts for long-term technical assistance (eg Finance Adviser to the Swaziland Development and Savings Bank from 1993 – 1996) as well as short-term (eg Participatory Methods and Project Formulation Specialist, 4 week input, DfID project formulation study, Ethiopia). RWA has also staffed large, complex, multidisciplinary projects (eg Omo-Gibe River Basin Development Master Plan Study, Ethiopia – provision of more than 40 experts, including 8 long term; Economic Expansion in Outlying Areas Project, Zambia – 40 local and expatriate project members; Western Samar Agricultural Resources Development Project, Philippines – 20 local and expatriate project members). RWA also maintains an up-to-date computerised database of over 1900 specialist staff, ranging from sociologists to engineers. This resource allows the company to swiftly locate specialists drawn from a wide range of professional disciplines to fill virtually any sectoral experience requirement. RWA is currently implementing a number of large long term projects involving the provision of field technical assistance teams. These field teams are comprehensively backed up by Head Office support teams consisting of: (i) a Company Director; (ii) a dedicated Project Manager; (iii) Senior Technical Adviser in the Project Sector; (iv) Administrative Assistants; (v) Finance and Accounts Support Assistant. RWA has the in-house capacity to efficiently and professionally support a wide range of development interventions from small to large.



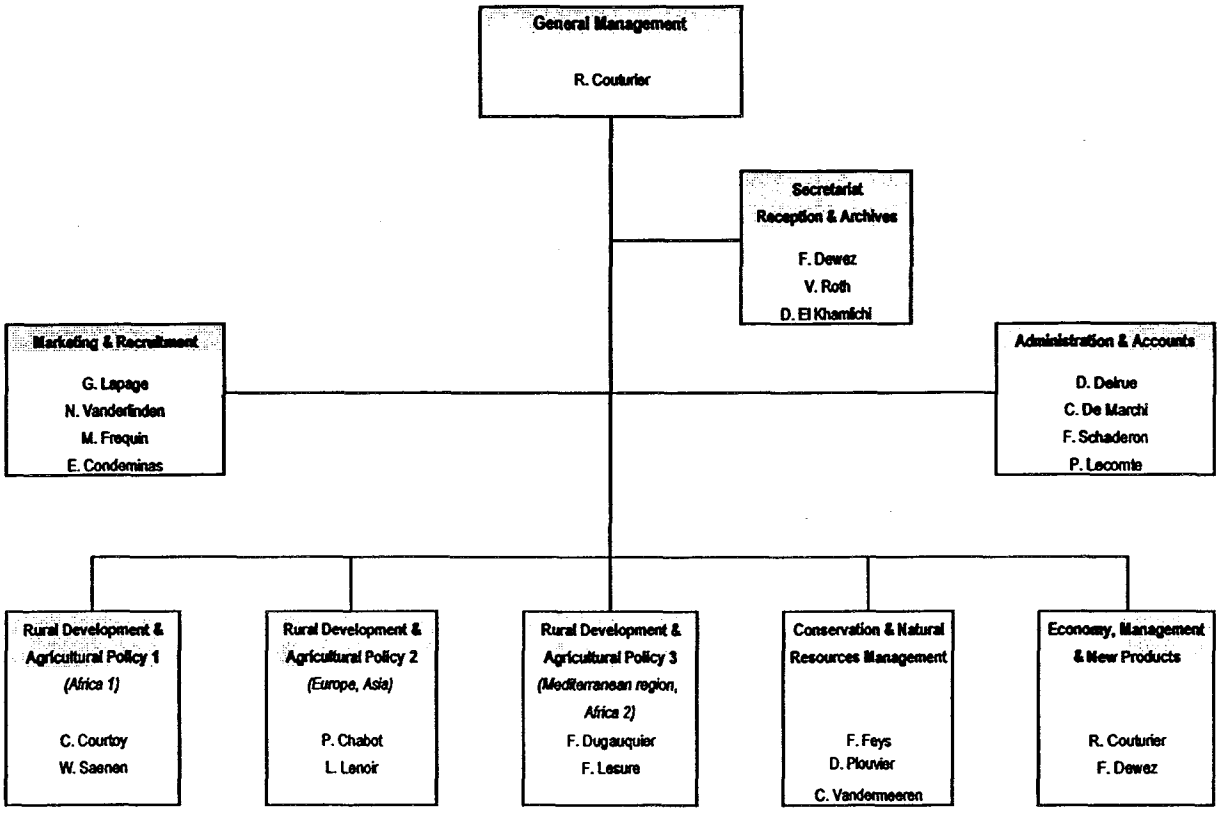
SA Agrer NV

AGRER has long-standing experience in the management and co-ordination of complex programmes throughout the world. At its headquarters, AGRER has a team of highly qualified staff members (see Table 7 i), specialized in management and supervision of such programmes, as well as personnel dedicated to the support services which are necessary for following up these programmes : logistics, accounting, finance, administration and information, amongst others.

The company is organized in operational departments that co-ordinate and supervise the acquisition and implementation of projects.

The present company's organisation chart is presented bellow:

ORGANISATION CHART



The following support services assist the operational departments :

- an *Accounts and Financial Department*, which ensures a permanent accounts replenishment for the running of field teams and the payment of furniture and equipment.
- a *Logistics Department*, in charge of the travels organization (tickets, formalities), vehicles acquisition, information required for the field teams. This service also organizes restricted consultations on behalf of the projects.
- a *Marketing and Recruitment Department*, which ensures the management of a database of CVs from more than 4,700 experts.
- an *Information and documentation Center*, which provides the experts with the recent publications relating to the main sectors of activity of AGRER.

The concerned operational department (Agriculture and Rural Development) co-ordinate the acquisition and implementation of the project with assistance of the following internal support services : accounts and finances, logistics, marketing and recruitment, information and documentation.

A Project Director is designated to ensure the follow-up and quality control of the TA team as well as the relations with the Contracting Authority and the Funding Agency.

Since these last three years AGRER has enlarged its Administrative and Logistics capacity through the provision of services to support the technical assistance of the European Commission in third countries and within the humanitarian and/or food aid (Framework contract COOP/EXT/1-98).

It has also to be underlined that privileged contacts with local partners (companies or institutions) have been developed in the countries where AGRER is working or has recently worked : Mauritania, Mali, Senegal, Cameroon, Niger, Ivory Coast, Guinea Bissau, Guinea, Benin, Togo, Gabon, Congo, Chad, Central African Republic, Equatorial Guinea, Burkina Faso, Rwanda, Burundi, Tanzania, ...

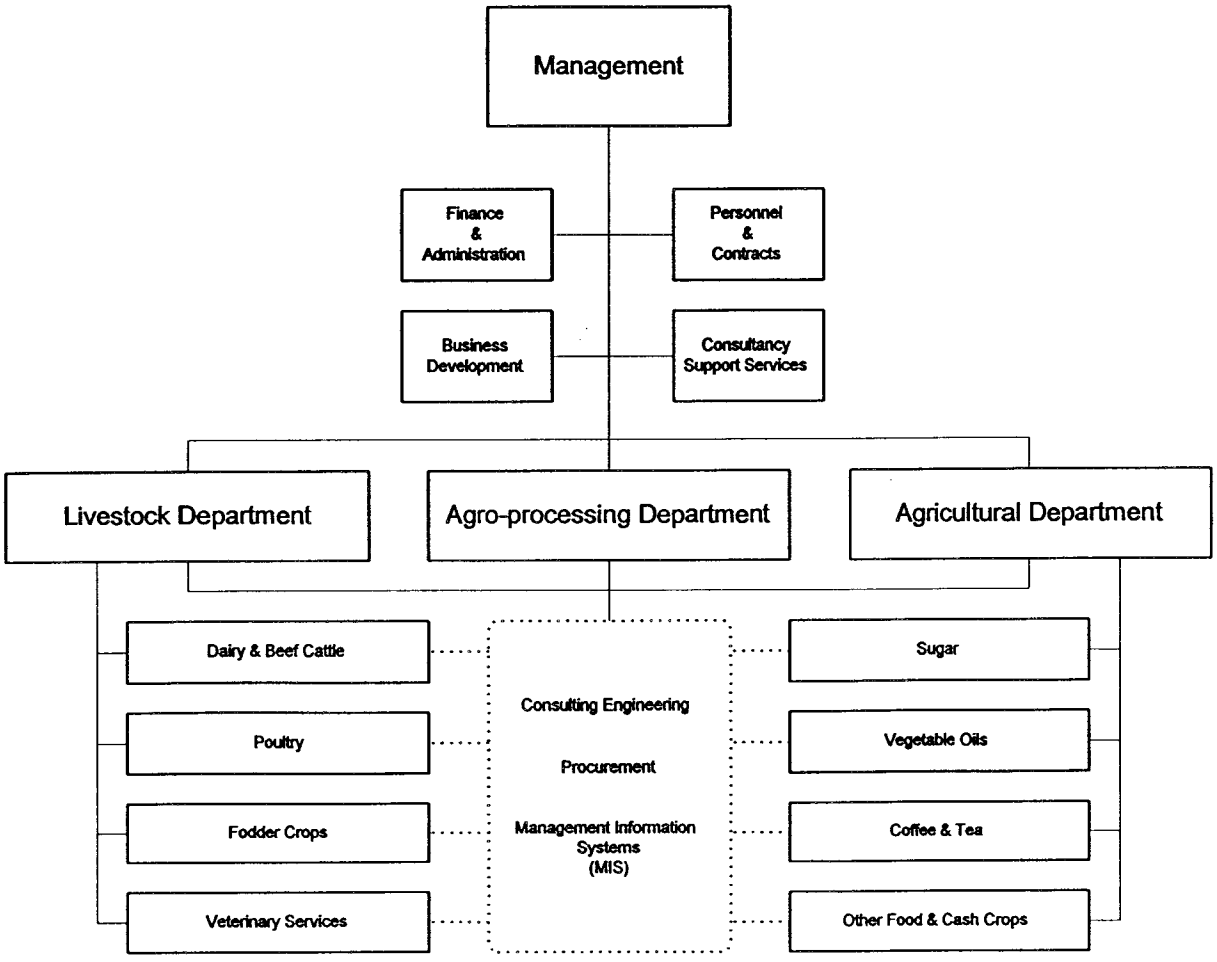
Regarding scientific and methodological support, AGRER has set up regular professional collaboration with various Universities, research and training centres in Belgium as well as abroad and will be able to rely upon their specific expertise. *The Veterinary Department of the Institute of Tropical Medicineof Antwerp in particular, will provide its technical and scientific expertise to the Project.*

HVA International

Reflecting its practical and result-oriented approach HVA International is organised according to product sub-sectors. Projects and services are managed under the responsibility of the Livestock, Agro-processing or Agricultural Department, each having their own project managers and backstopping staff. Engineering, procurement, economic analysis and implementation of management information systems is also carried out under responsibility of the assigned project manager

HVA International's professional staff includes experts in agronomy, soil science, animal production, animal health, irrigation/drainage, agro-processing technology, agricultural economy and policy, farm/production management, rural management, accountancy, civil engineering, agricultural and mechanical engineering and information technology

The Consultancy Support Services department operates a continuously updated database of Associate Consultants, by which additional specific expertise can easily be mobilised at short notice.



7.4.2 *Availability of HQ Personnel*

The Consortium would be able to make available the following HQ Personnel to be in charge, on a part-time basis, of the technical, operational, administrative, and financial support of the ground team.

Name	Role	Discipline	Years of Experience
Dr Rowan Mactaggart	Executive management and technical support	Project management, coordination and implementation of RWA donor-funded projects; technical support in strategic issues.	33
Dr Stewart Routledge	Technical and operational support	Technical aspects of livestock related development programmes; management and operations.	23
Matthew Pritchard	Managerial, administrative and financial support	Technical coordination, administration and management of EC- and donor-funded projects and programmes	12
Francois Duguaquier	Managerial, administrative and financial support	Technical coordination, administration and management of EC- and donor-funded projects and programmes	13
Roger Oakeley	Technical and operational support	Livestock socio-economics and operational implementation of livestock-oriented development programmes	12
Lesley Sharp	Administrative, financial and logistical support	Administration and coordination of logistics	25
Flore Lesure	Administrative, financial and logistical support	Administration and coordination of logistics	10
Hassan Annacot	Financial support	Accountancy and Financial Systems	25
Mr. Gerhard Veldink	Executive management and technical support	Project management, coordination and implementation of projects; technical support.	27
Mr. Herman Vis	Technical and operational support	Technical aspects of livestock related development programmes; management and operations.	12
Mr. Marco Meijer	Managerial, administrative and finance controller	Technical coordination, administration and management of EC- and donor-funded projects and programmes	22
Mrs. Christiane Siller	Administrative support	Personnel administration of staff	24
Mr. Ype Verhey	Administrative and technical support	Livestock production and administration of development projects	16

7.4.3 *Links With Firms or Organisations in the Beneficiary Countries*

Existing links will be integrated in the project implementation. These links include long-term relations with:

1. *Department of Livestock Health and Entomology*, of the Ministry of Agriculture, Animal industry and Fisheries (MAAF), Uganda.
2. *Animal Breeding Centre (ABC)* Uganda
3. *The National Agricultural Research Organisation (NARO)*, Uganda

These organisations are poised to play a central role in the development of the livestock sector in Uganda. Their experience, extensive network throughout Uganda will be of crucial importance in the implementation of the PACE program in Uganda.

In addition, NARO has the facilities and trained staff to implement Rinderpest, CBPP sero tests as well as other laboratory tests.

4. *NVRI, (National Veterinary Research Institute),* Nigeria

With adequate support, the NVRI can be helped to get the means and motivation to once again play an important role in the diagnosis and control of animal diseases in Nigeria. The NVRI can through its contacts play an important role in the implementation of the PACE program in this large and often turbulent country.

Document 8 – Areas of Complementarity

Doc 8 – Areas of Complementarity between Organisations in the Consortium

The Consortium led by RWA International consists of three international consultancy companies, each of which brings unique and high quality skills. In many areas the companies' skills reinforce each other, leading to substantial depth of experience and expertise. This will allow cross-fertilisation of ideas between the managerial, technical and administrative staff of each company and ensure that high standards of support are provided. In other areas the individual companies bring unique skills and experience, further broadening the technical base that the consortium possesses to draw on. The sections below highlight the various areas of complementarity between the consortium members.

8.1 Geographical Complementarity

The Consortium has a broad range of experience worldwide, but are particularly strong in Africa. Both RWA and Agrer are currently involved in the implementation of the Communications and Legislation Component of PACE, so therefore share the experience of working in all of the PACE countries. While all members of the consortium have considerable experience throughout Africa, the companies complement each other with the major focus of their experience as shown:

RWA International	**Agrer**	**HVA International**
Eastern and Southern Africa	Western and Central Africa	Western and Eastern Africa

In addition to experience gained throughout Africa, the consortium has close links with institutions and consulting companies throughout Africa, for example the University of Nairobi, ADCA (Ethiopia, consultancy company), HRVI in Nigeria etc. RWA can provide administrative and logistical support from Kenya, Ethiopia and Zambia, as well as from their regional office in Oman. Agrer and HVA can similarly provide admin and logistical support in Western and Central Africa.

8.2 Technical Complementarity

The Consortium brings a wealth of technical experience in all the areas that will be covered by the PACE National programmes. As well as the ability to backstop large development projects in animal health, production, disease monitoring and institution building, RWA brings great depth of experience in livelihoods aspects of livestock and approaches to livestock keeping throughout Africa. RWA has extensive understanding of livestock systems in many of the PACE countries, having been actively involved in livestock development in many of them. In addition, RWA is very experienced in implementing projects based on participatory techniques, particularly in institutional and human capacity strengthening and livelihoods development. Agrer bring specific expertise in institutional building, change management, privatisation and wildlife monitoring, while HVA bring experience in natural resource management and specific aspects of livestock management, production, marketing and processing. The consortium's make up also ensures that the linguistic divides in Africa will be easily straddled. All three companies operate extensive and up-to-date computerised databases of experts which will allow for comprehensive searches to identify the most suitable specialists and expertise.

8.3 Project Management and Experience Complementarity

All 3 companies have been extensively involved in the identification, design, implementation, monitoring and evaluation of a wide range of EC-funded projects. RWA brings particular expertise in community participation, livelihoods and income generation, livestock, natural resources management and health. Agrer are particularly strong in the management of regional programmes, wildlife, environment and communications, while HVA provide particular skills in natural resource management, monitoring, evaluation and review.

8.4 Consortium Structure

Taking into account its broad-based management and technical expertise, RWA will be nominated as the lead firm in the consortium. RWA will therefore be specifically tasked with ensuring the general management of the technical assistance and liaising with the Client and the Donor. RWA will appoint a Project Director and a Project Coordinator to manage the strategic and operational aspects of the implementation. Similarly, Agrer and HVA will also nominate Project Coordinators as contact points within the consortium.

The management of the technical assistance inputs will be flexibly structured to take advantage of the full range of specialist expertise available to each member of the consortium. This will ensure that the highest standards of technical assistance are provided and that the focus is entirely on the needs of the project as it evolves.

Documents on Experience

Document 9 – Project Experience and Past Performance

oc 9 – *Experience and Past Performance*

e following section sets out the Consortium's experience and past performance, illustrated through of the most recent projects carried out by the collaborating companies.

[redacted]			Project title : Pan-African Programme for the Control of Epizootic Diseases (PACE) – Communication, Privatisation and Legislation Component					
Location	**Date Started and Duration**	**Name of client**	**Origin of funding**	**Overall project value (EUR)**	**Value of Services**	**Legal Status of Applicant**	**Name of partners if any**	**No. of staff**
an-African – 12 countries	07/2000 3 years	OAU-IBAR	EC	...	1.83 m	Consortium	RWA International Ltd	3

Detailed description of project	**Type of services provided and disciplines of Staff**
ACE aims to combat poverty through effective Pan-African control of epizootic livestock diseases, such rinderpest, CBPP and FMD. The Communication Component of PACE operates at regional level to ain national PACE Core Communication Teams in national country programmes to carry out public vareness campaigns that effectively inform and motivate people from grass-roots level to decision akers. In addition to the Communication Component, technical services are being provided to the gislation / Privatisation Component. The legislative framework within many of the participant untries of PACE often mitigates against cost effective and efficient veterinary services, particularly ough the private sector. Public sector veterinary services are often under-funded, but their continued istence, however inefficient, still operates as a disincentive for private sector veterinarians to invest in vate practices. The Legislation / Privatisation Component is designed to overcome many of these nstraints through reform of veterinary services through the introduction of an appropriate legal mework, establishing an institutional framework to promote privatisation and supporting training and mmunication. e communication units are accommodated in Nairobi, covering East Africa, and Bamako, covering ntral and West Africa. Each Unit has an Expert in Communication who assists the national mmunication components in preparing the annual (communication) workplans and budget, procurement tivities and development of media materials. e Expert in legislation/privatisation assists the programme in both regional and local level in the following lds: (i) assessment of present situation and update of the data, (ii) harmonisation of the legislation, (iii) licy advice, (iv) building up of a database and (vii) specialised advice and support to the countries hancing the privatisation process including numerous visits in the PACE countries.	The following long term Technical Assistants are being provided: • Communication Advisor (Nairobi) • Communication Advisor (Bamako) • Legislation and Privatisation Advisor The following short term Technical Assistants are / will be provided: • Legal Advisor • Credit and Banking Advisor • Multimedia, Websites and Data Management Advisor • Training and Education Advisor • Senior Communications Advisor

02 Candidate RWA International			Project title : Formulation of the Regional Livestock Development Programme					
.ocation	**Date Started and Duration**	**Name of client**	**Origin of funding**	**Overall project value (EUR)**	**Value of Services**	**Legal Status of Applicant**	**Name of partners if any**	**No. of staff**
countries in ast Africa	01/99 – 07/00	Inter-Governmental Authority on Development (IGAD)	EC	0.6 m	0.6 m	Consortium	• Free University of Berlin • ADCA (Ethiopia) Ltd • Nairobi Veterinary Centre	12

Detailed description of project	**Type of services provided and disciplines of Staff**
overall objective of this study, carried out by integrated team of international and African experts, was nalyse the problems and constraints in the livestock sector in the IGAD countries (including Tanzania, anda and Burundi) and to formulate a comprehensive regional programme for livestock development in ns of productivity, health, research, capacity building and trade. In order to place the livestock sector in egional context, the study first examined the potential, constraints and the working mechanisms of the vidual national livestock sectors of the region placed within a macro-economic and social context of the ntries. The regional programme was then developed by examining actions that have a comparative antage to be carried out at regional level but which, at the same time, strengthen and complement stock development at the national and pan-African level. The proposals, based on individual country ts and reviews carried out with full stakeholder involvement, give due emphasis to market driven roaches as well as the necessary Government intervention to provide a balanced enabling environment. ticular emphasis was given to supporting smallholder livestock farmers to increase their revenues, within overall context of poverty alleviation through increased food security and the sustainable use of natural ources. In addition, the Study provided a broad outline of (i) national livestock development strategies, policy reform measures and (iii) priorities for national livestock development programmes within the rall context of the agricultural and rural sector. The analysis/review covered, amongst others, national stock policies, livestock production patterns within farming systems, livestock contributions to the sector, d constraints to development. The analysis also included a review of the relevant legislation, land tenure icies, etc. Ongoing and proposed programmes in the sector were examined for relevance both nationally d regionally. Regional / cross border marketing and animal health issues are of critical importance, d were therefore given due consideration in the design of the final 25 million Euro programme. The dy was carried out by adopting an inclusive, participatory, process oriented approach. A pattern of rkshops and consultations was developed, which were managed and facilitated in such a way as to nulate stakeholder commitment.	RWA was responsible for the overall management and implementation of this programme. Technical assistants provided were: • Team Leader and Policy Specialist • Deputy Team Leader and Animal Production Specialist • Animal Health, Research and Institutions Specialist • Livestock Marketing Specialist • Animal Health and Regional Coordination Specialist • Project Formulation Specialist • Regional Rural Community and Environment Specialist • 4 x Regional Livestock Production, Health and Policy Specialists

Ref 08 Candidate: RWA International			Project title : South-East Rangelands Project					
Location	**Date Started and Duration**	**Name of client**	**Origin of funding**	**Overall project value (EUR)**	**Value of Services**	**Legal Status of Applicant**	**Name of partners if any**	**No. of staff**
Ethiopia	09/91 – 10/95	Ministry of Agriculture	AfDB	40 m	3.1 m	Sole Contractor		

Detailed description of project	**Type of services provided and disciplines of Staff**
:RP was established to improve the standard of living of pastoral communities through assistance in rangeland ıagement, rural infrastructure provision, dryland agriculture, veterinary services and community development. VA provided long-term and short-term Technical Assistants to work with local institutions in the planning and plementation of this major rural development project. Specialist personnel included a range management expert, /land agronomist, veterinary epidemiologist, sociologist, natural resource planner, and economist. The project ;a covered some 245,000 sq.km, almost all of the newly instituted Somali 5th Region of the country. e development components of the project were: Extension and Institutional Development Land Use and Range Management Animal Production, Health and Livestock Marketing Agricultural Development Infrastructure Development RP was a people-centred project, adopting a community based, participatory 'bottom-up' approach. The process identifying development interventions and opportunities was carried out through continuous consultation with the al communities. The project was intended to function as a service giving organisation, whose role was primarily espond to the requests of local communities. It was the job of these communities to identify and to prioritise their n needs as well as to contribute to any solutions. By sharing the costs of development the beneficiaries not only /eloped a sense of responsibility and ownership of the inputs, but also extended the coverage of the available /elopment funds. In practice, the implementation of this approach was highly complex. It required a change of tude both among project staff, who tended to be more used to the old top-down approach, as well as among the ıeficiaries themselves, who had increasingly to organise themselves to be sure of attracting the project's input. A in task of the project was to increase awareness among local communities of the opportunities open to them ɔugh collaboration with the project in solving their pressing needs, as well as to encourage women to participate re fully in development activities and decision making. A key role for the RWA Technical Assistants was to ilitate this process. In order to achieve this success, the project worked through an extension section which was ponsible for acting as the interface between the community and the project. This section employed extension ɜnts living in the different pastoral districts and liaising closely with the local communities. The section was ponsible for the design and implementation of a community planning system using traditional Somali social anisation.	The following long term technical specialists were seconded to the client: • Range management Specialist & Team Leader • Range Monitoring & Evaluation Specialist • Veterinary Epidemiologist • Sociologist • Dryland Agronomist The following short term technical specialists were seconded to the client: • Monitoring and Evaluation Specialist • Systems Analyst Procurement services were provided for a GIS-based data base centre and field vehicles.

04 Candidate: RWA International			Project title : Economic Expansion in Outlying Areas Project					
Location	**Date Started and Duration**	**Name of client**	**Origin of funding**	**Overall project value (EUR)**	**Value of Services**	**Legal Status of Applicant**	**Name of partners if any**	**No. of staff**
Zambia	05/95 – ongoing	Ministry of Agriculture, Food and Fisheries	Sida	5.5	5.5	Consortium	Terra Nova (Sweden)	8 Long term / expatriate, 40 local

Detailed description of project	**Type of services provided and disciplines of Staff**
;ent liberalisation has stimulated the Zambian economy, but rural village households and emerging repreneurs in more remote, outlying areas require assistance to benefit from new, less subsidised rket conditions. Over a 6 year period, with an initial phase of 2.5 years, the project seeks to (i) port sustainable production, processing and marketing activities; and (ii) support the development l maintenance of related infrastructure at District level. This will be achieved by three components: (i) litation to stimulate advancement of rural village households by providing information and training; (ii) ;ursement of District Development Funds to support both infrastructure and training for repreneurs; and (iii) use of innovative savings and credit schemes to encourage commercial banks to vide medium term credit to the District entrepreneurs who are emerging to fill the gaps left by the ıdrawal of parastatal marketing, distribution, input & processing organisations.	The implementation of this innovative Project is the full responsibility of the firm, and comprehensive management services are therefore being provided. These include (i) recruitment of 6 international specialists in participatory planning, facilitation, credit, monitoring and evaluation; (ii) recruitment of four facilitation teams (16 staff) and associated administrative staff; (iii) preparation and execution of all workplans and budgets; (iv) administering and accounting for the funds in both the District Development Fund and the Credit Guarantee Fund; (v) procurement of all vehicles, motorbikes, computers and other requirements; (vi) establishment of Management Information System, Internal Monitoring & Evaluation system, and project reporting system.

er 05 Candidate: IRWA International			Project title : Western Samar Agricultural Resources Development Programme					
Date Started and Duration	**Name of client**	**Name of client**	**Origin of funding**	**Overall project value (EUR)**	**Value of Services**	**Legal Status of Applicant**	**Name of partners if any**	**No. of staff**
The Philippines	1994; 6 years	Department of Agriculture	EC / EDF	10.0m	2.5m Euro	Sole Contractor	N/A	21
Detailed description of project						**Type of services provided and disciplines of Staff**		
he Project focused on increasing agricultural production and yields through a co-ordinated programme f community based activities in the fields of rural production and rural infrastructure. Threatened or egraded resource areas that traditionally supported the agricultural capacity of communities were rgeted. Agricultural improvement was supported by training and information on resource conservation. nproving the agricultural performance of farmers who utilise marginal or sloping lands was a priority. /ESAMAR relied heavily on NGOs and CBOs to carry out micro-projects identified and implemented by e communities themselves. Training support was given to these organisations to increase their skills, nd over 100 people were trained, for example in credit disbursement and the provision of other upporting services for project implementation. The Project also had components to assess, halt and verse environmental degradation while providing sustainable increases in agricultural output and living andards. These included reforestation through community organisations, soil erosion control easures and catchment management schemes. This large and complex project required a phisticated MIS to help track all aspects of the agricultural, economic and community development tivities that were being implemented. The MIS was designed to allow monitoring of both the activities king place as well as the community development process. Community databases were implemented allow local storage and access to relevant information for community-based organisations to plan their vn development micro-projects and activities.						• Project management • Procurement • Identification, provision and management of technical assistants, short term and long term • Monitoring and evaluation • Disciplines: Project management; finance and administration; procurement; agricultural development; economics; monitoring and evaluation; fisheries / coastal resource management; environmental management; coffee; irrigation; community participatory techniques and development; facilitation; project design facilitators; lessons learned specialist; cooperatives; banking, credit and finance; soils; agronomy; training; marketing.		

06. Candidate: Agrer			Project title : ECOPAS - SUPPORT TO THE MANAGEMENT OF THE CONTIGUOUS PROTECTED AREAS OF BENIN, BURKINA FASO AND NIGER AND THEIR BUFFER ZONES					
Location	**Date Started and Duration**	**Name of client**	**Origin of funding**	**Overall project value (EUR)**	**Value of Services**	**Legal Status of Applicant**	**Name of partners if any**	**No. of staff**
EGIONAL - ST AFRICA (BENIN, BURKINA SO, NIGER)	12/2000 – 12/2006	Ministry of Planning	EC-EDF		5.8 m	Consortium	GFA Terra systems, AGRICONSULTING SpA, CIRAD – EMVT, GTZ	3
Detailed description of project						**Type of services provided and disciplines of Staff**		
paration of management plans for 3 national parks, 4 game reserves and their buffer zones, including ari hunting operations. Support to the management of the protected areas and to community-based ources management (safari hunting, bush meat, tourism development,...). Formulation and lementation of an applied research and ecological monitoring programme involving European and ional research institutes. Provision of institutional support to the 3 national conservation agencies as l as to regional cooperation and exchanges, leading to more coordination in the fields of natural ources management legislation, research, surveillance, training, tourism development and the servation of endangered species (giraffe, manatees,...).						Components management (management plans, infrastructures, equipment, training). - F. BUSSON, Component leader Niger - R. WILSON, Component leader Burkina Faso - O. NOVELLI, Component leader Benin		

07 Candidate: RWA International			Project title : Central Disease Investigation Laboratory Project					
Location	**Date Started and Duration**	**Name of client**	**Origin of funding**	**Overall project value (EUR)**	**Value of Services**	**Legal Status of Applicant**	**Name of partners if any**	**No. of staff**
Ethiopia	06/89 - 03/92	Ministry of Agriculture	IBRD	15.0 m	0.75	Sole Contractor		3
Detailed description of project						**Type of services provided and disciplines of Staff**		
ıder the Fourth Livestock Development Project (FLDP), RWA was involved in the establishment and anagement of the Central Disease Investigation Laboratory (CDIL) at Sabeta, Ethiopia. ıe CDIL consists of the following divisions: pathology, helminthology, entomology, protozoology, ıcteriology, virology, serology and biochemistry. In addition facilities will be established for servicing ıd repair of field and regional laboratory refrigeration equipment and to a limited extent other ıuipment. ıe main activities include investigation and confirmation of the prevalence, incidence and distribution of ajor livestock diseases in Ethiopia; provision of directives and guidance on the implementation of imal disease investigations to the Regional Veterinary Laboratories and field service teams; improving ə efficiency, accuracy and extent of disease diagnosis in all situations and locations throughout the untry; conducting veterinary and sanitary examination of meat and meat products, milk and milk ɔducts, hides, skins, wool and other products of animal origin; and the formulation and implementation short and long term refresher courses, scientific seminars and other training programmes in veterinary ience and laboratory technology for national staff engaged in such activities.						RWA personnel were responsible for the establishment of a disease investigation laboratory, and the training of local counterparts in all aspects of disease survey, sampling and diagnosis.		

08 Candidate: Agrer			Project title :	TECHNICAL ASSISTANCE TO THE EXECUTING AGENCY OF THE COMMUNITY RURAL DEVELOPMENT PROGRAMME IN THE LOGONE & CHARI AREA (PDRP - L&C)				
.ocation	**Date Started and Duration**	**Name of client**	**Origin of funding**	**Overall project value (EUR)**	**Value of Services**	**Legal Status of Applicant**	**Name of partners if any**	**No. of staff**
:ameroon	07/00 – 07/03	Ministry of Public Investment and Land Planning	EC	--	1.0 m	Sole Contractor	--	2 long term, + 9 short term experts

Detailed description of project	**Type of services provided and disciplines of Staff**
specific objective of the Programme consists in the improvement of food security and living ditions in the six districts of the Programme area (Blangoua, Hilé-Halifa, Makari, Goulfey, Kousséri Logone-Birni) by a participative approach. The expected results are (i) the hydro-agricultural ımand area rehabilitation, (ii) the economically sustainable management of hydro-agricultural ımand area, (iii) the sustainability of productive activities of the agro-pastoral population, (iv) the ıtation of orchards and timber, (v) the sustainability of fluvial and lacustrian fishing, (vi) the socio-nomic infrastructure improvement and (vii) the rural roads improvement. The Programme lementation is guided by a participative approach through the different activities, and is carried out in :e collaboration with the other regional actors and projects. Training is one of the important stakes of Programme, and takes several aspects: functional literacy of the association's leaders, advanced ıing on technical and management subjects as well as informal "on the job" training by a regular work ıe field.	AGRER provides the following long term Technical Assistance: - A Senior Technical Assistant agro-economist ensures the identification, programming and co-ordination of activities as well as the setting-up of actions and the co-ordination of reports. - A Rural Engineer, Expert in land planning participates in the preparation and evaluation of the calls for tenders and restricted consultation in his field of expertise, launched by the executing agency and ensures the setting-up of works. Rice command areas (development, rehabilitation), flood recession areas, socio-economic infrastructure and rural roads are more particularly concerned. - The short term expertise covers the following fields: (i) agro-forestry, afforestation, environment, (ii) continental fishing, process/storage of fish, support to the fishers' associations, (iii) social infrastructure (schools, health, water supply), (iv) roads, rural roads and access roads, (v) hydro-agricultural development, (vi) maintenance and management of motor-pumps (including training), (vii) support to the agricultural and rural professional organizations and rural credit, (viii) training and animation, (ix) local and participative development, (x) livestock and animal traction.

09 Candidate: RWA International			Project title : Natural Resource Development College Feasibility Study					
Location	**Date Started and Duration**	**Name of client**	**Origin of funding**	**Overall project value (EUR)**	**Value of Services**	**Legal Status of Applicant**	**Name of partners if any**	**No. of staff**
Zambia	05/01 – 08/01	Ministry of Agriculture, Food and Fisheries	EC	0.23 m	0.23 m	Consortium	MOBACO (Zambia) Ltd	8

Detailed description of project	**Type of services provided and disciplines of Staff**
ıe Feasibility Study aims to establish the feasibility of a long-term strategy for the development of the llege. A multi-disciplinary team including institutional development specialists, curriculum specialists, ·m economists, engineers and surveyors, legal and financial experts and sociologist will produce a ·ategic plan, incorporating a business plan for the college, and design a project which, if the case ses, will support that development. e feasibility study will provide the decision-makers in the Government and the European Commission ·h sufficient information to justify acceptance, modification or rejection of the proposed support to ·tural Resources Development College.	RWA and MOBACO are providing a team of 11 international and Zambian TA over a 3 month period to meet these objectives and to assess the rehabilitation needs of the college in terms of institutional structures, physical infrastructure, commercial capacity and academic strategy. • John Durant, Team Leader / Institutional Economics • John Fynn, Economist • David Gooday, Educationist • Andrew Chitembo, Institutional Finance • Richard Nyoni, Quantity Surveyor • Protasio Chipulu, Sociologist • Beatrice Kamuwanga, Legal Expert • Architect & Engineers (4)

10) Candidate: HVA International			Project title : Pan African Rinderpest Campaign (PARC)- Phase II					
.ocation	**Date Started and Duration**	**Name of client**	**Origin of funding**	**Overall project value (EUR)**	**Value of Services**	**Legal Status of Applicant**	**Name of partners if any**	**No. of staff**
Uganda	1997 ; 4 years	Ministry of Agriculture	EC/ EDF	572.641	572.641	Sole Contractor	N/A	4

Detailed description of project	**Type of services provided and disciplines of Staff**
hnical assistance to the PARC II project which main objective is the control and eventual eradication inderpest (RP) and contagious bovine pleuro pneumonia (CBPP) and increase milk collection, eby increasing revenues to farmers and the government. The project focused mainly on the wing points: Advising, supporting and coordinating the vaccination campaign against RP and CPBP, including assisting with the procurement of materials. Supporting the setting up of private veterinary practices (training) and advising on their tasks and responsibilities and role in relation to national policies. Preparing an implementation plan for milk collection centers, coordinating the procurement and installation of equipment, advising on quality control, marketing and management and training of farmers and staff. Supporting the upgrading of AI services, monitoring the operations of the AI Center and advising on management and organization and quality of services. Advising on and contributing to policy formulation, in particular concerning the main stakeholders of the Animal Health Service. Training of project staff and community based animal health auxiliaries.	• Technical assistance • Training • Extension services • Procurement of equipment • Project management. Staff involved: • Disease investigation and control expert • Short term expert in milk collection • Short term expert in marketing • Short term expert in training para-veterinarians.

10 Candidate: HVA International			Project title : Dairy Farming Development Project					
Location	**Date Started and Duration**	**Name of client**	**Origin of funding**	**Overall project value (EUR)**	**Value of Services**	**Legal Status of Applicant**	**Name of partners if any**	**No. of staff**
Vietnam	1995; 6 years	Vietnam Foremost Dairy Company	Client	965.517	965.517	Sole Contractor	N/A	3

Detailed description of project	**Type of services provided and disciplines of Staff**
/A has set up and manages Dairy Development and Extension Centres (DDECs). Some 400 small rmers bring their milk to nearby collection points from where it is collected and delivered to chilling ntres The milk is transported daily from the chilling centres to the milk factory. The introduction of a yment system with bonuses and penalties related to milk quality aspects has stimulated the oduction of high quality milk. The project actively supports the establishment of farmers' organisations ked to the DDECs. e DDEC staff has been trained to run the milk collection scheme and artificial insemination program, ovide veterinary services and advise farmers on general animal husbandry aspects such as fertility oblems, housing, milking hygiene and feeding. Also private and government veterinary workers have rticipated in the training courses given by the project. /A International has designed an improved stable, optimised for the typical zero-grazing smallholder oduction system in the region. More than 10 farmers have invested in constructing a copy of the monstration unit. co-operation with a local bank the project has introduced and supports a credit scheme for small dairy mers, giving them the opportunity to obtain a loan for buying a dairy cow. The amount to be repaid s interest is recovered by deducting an amount from the milk payments.	• Technical assistance • Project management • Operational management • Procurement. Staff involved: • Dairy development manager • Project coordinator and dairy husbandry expert • Veterinary consultancy.

12 Candidate Agrer			Project title : REGIONAL ENVIRONMENTAL INFORMATION MANAGEMENT PROGRAMME (REIMP)					
.ocation	**Date Started and Duration**	**Name of client**	**Origin of funding**	**Overall project value (EUR)**	**Value of Services**	**Legal Status of Applicant**	**Name of partners if any**	**No. of staff**
ameroon, ıtral African Republic, ıngo (Dem. ep.), Congo (rep.), Equatorial nea, Gabon	02/99 – 01/02	EC	EC-EDF	2.27 m	2.27 m	Consortium	AGRIC-ONSULTING (I) SAFEGE CETIIS (F) I-MAGE (B)	7

Detailed description of project	**Type of services provided and disciplines of Staff**
; multi-donor (EU, WB/GEF, FAO, IFAD, AfDB, CFD, ACDI,...) programme intends to support liversity conservation in Central Africa by the systematic collection, production and dissemination of rmation pertaining to the environment: forest and biological inventories, socio-economic surveys,) surveys, aerial photography and satellite images, maps and GIS, management plans for forest cessions and protected areas, environmental impact assessments, ... programme will assist the administrations, research institutes, NGO's and private companies in the on to develop standards for information collection and processing, to co-ordinate and efficiently ıage available data and to exchange information and experience . It will also provide equipment and rade communication infrastructure for improved and widespread digital information dissemination. implementing agency of the REIMP is a non-governmental agency created for this purpose, the E (Association for the Development of Environmental Information), which operates in the framework clear protocol with the national administrations and funding agencies and on the basis of annual k plans and budgets. In term the ADIE must become a financially sustainable organisation.	- Overall co-ordination of the programme, technical and administrative management, procurement - Assessment of available environmental information (biodiversity, forest inventories,...) - Analysis of gaps in the available information, of needs expressed by different stakeholders (government services, NGO's and community organisations, private sector, other programmes,...) and determination of priority areas for additional information production - Development and testing of regional standards for information production and processing - Review and strengthening of the legal framework for environmental information - Development of appropriate environmental information management systems - Jean-Pierre VAN DE WEGHE : Biodiversity Expert - Brice MONFRAIX : Information management systems specialist - Jean-Pierre MOULAIN : Communication Specialist - Jean Philippe JOREZ : Forestry Expert

er 13 Candidate: RWA International			Project title : Omo-Gibe River Basin Development Master Plan Study Project					
Location	**Date Started and Duration**	**Name of client**	**Origin of funding**	**Overall project value (EUR)**	**Value of Services**	**Legal Status of Applicant**	**Name of partners if any**	**No. of staff**
Ethiopia	03/93 – 08/96	Ministry of Water Resources	AfDB	8.0 m	8.0 m	Consortium	mascott	40

Detailed description of project	**Type of services provided and disciplines of Staff**
ıe Omo Gibe Master Plan Study was a comprehensive feasibility and design study for a large tegrated area development project. The project encompassed the entire Omo and Gibe river ıtchment basin and resulted in a detailed plan of development incorporating all aspects of the ıtchment area's infrastructural, agricultural, social and other economic development. The master plan as completed together with the staff of the Ministry of Water Resources in three consecutive phases ver a period of three years. RWA provided technical assistance and project management services for e completion of this master plan. Technical assistance incorporated some 23 disciplines of which four ere long term while the remaining 21 specialists were involved in varying inputs over the period of the udy. The livestock component of the study carried out a wide ranging survey of the livestock sector in e project area. Livestock form an extremely important part of the economy in many lowland areas of e Basin, as well as being the primary source of traction power throughout the Basin. In this context, ıimal health and production are of primary importance when examining the interventions necessary to mulate the livestock sector. RWA's experts took account of all of the constraints and potentials facing e livestock sector and prepared a portfolio of livestock interventions designed to suit the varying agro-matic, social and economic aspects prevailing in the different parts of the project area. Pre-feasibility ıdies were carried out on selected projects aimed at improving the quality and quantity of livestock on sustainable basis. All the livestock projects were analysed and integrated into the overall Master Plan.	As well as being responsible for the overall project management, administration and technical implementation, RWA were in charge of project procurement. This included procuring 10 vehicles, computers, GIS equipment, satellite imagery, equipment for field visits (tents, radios, camping equipment etc) and various other office and accommodation related items at a total cost of approximately US$ 2.4 million. Technical specialists covered all aspects of development and included vets, livestock production specialists, rangeland specialists, institutional development specialists, community development specialists, and economists, amongst others.

14. Candidate: HVA International			Project title : Management of the natural resources of Bazega province					
.ocation	Date Started and Duration	Name of client	Origin of funding	Overall project value (EUR)	Value of Services	Legal Status of Applicant	Name of partners if any	No. of staff
rkina Faso	1997; 5 years	Ministry of Agriculture	African Development Fund	448.200	448.200	Sole Contractor	N/A	3

Detailed description of project	Type of services provided and disciplines of Staff
hnical assistance to the project aiming at improving the management of natural resources in the ega province, diversifying agricultural production. The project consisted mainly of: Restoration of the production potential and the protection of the environment Realisation of the socio-economic infrastructure Reinforcement of the extension services especially focused on the management of the soils Training of project personnel Research on the effect of measures on the environment protection Co-ordination and follow-up of the measures taken by the project.	An expert in rural development in charge of the technical assistance and the management of the project and two short term consultants in agro-forestry.

[illegible] to Candidate Agree			Project title : SUPPORT TO LIVESTOCK DEVELOPMENT					
Location	**Date Started and Duration**	**Name of client**	**Origin of funding**	**Overall project value (EUR)**	**Value of Services**	**Legal Status of Applicant**	**Name of partners if any**	**No. of staff**
;ao Tome and Principe	12/98 - 09/2001	Ministry of Agriculture and Fisheries, Livestock Department	AfDF	--	0.6 m	Consortium	IICT (Lisbon, Portugal)	6

Detailed description of project	**Type of services provided and disciplines of Staff**
ıe general objective is to improve food security and living standards by increasing the quantity and ıality of the national supply of animal-origin edible and not-edible products. The specific objective is to ıprove the productivity of all livestock smallholders productions (pigs, poultry, sheep, goats) by making reasonable use of available natural resources. The project emphasizes the participation of women ıen preparing, proposing and implementing its actions due to their economic and social importance thin this activity sector. In order to reach these objectives, we defined 4 ranges of actions : Veterinary actions: setting up of an epidemiology control unit within the Livestock Department, staff training, control laboratory, popularization, ... Extension/training and research development : setting up an extension/training unit, creation and promotion of technology packages, smallholders and craftsmen organisation, training sessions Promotion of livestock-related activities : agricultural credit, breeding improvement, primary and secondary processing technology, marketing and distribution of products and by-products, including quality control, packaging and price fixing. Strengthening of the "Livestock Department": infrastructure rehabilitation, reorganisation and devolution of the services	Management of a technical assistance during 2,5 years (56 man/months). Professional Staff Provided by our Company : engineer in zootechnics/trainer and extensionist, veterinary doctor, expert in African swine fever, exert in parasitology, expert in animal feeding, rural engineer/ project director

16 Candidate: RWA International			Project title : Pastoral Livelihoods Appraisal Mission					
Location	**Date Started and Duration**	**Name of client**	**Origin of funding**	**Overall project value (EUR)**	**Value of Services**	**Legal Status of Applicant**	**Name of partners if any**	**No. of staff**
tern Africa – d, Djibouti, ea, Ethiopia, an, Somalia, zania, nda, Central can Republic, ya	11/99 – 03/00	OAU-IBAR	DfID	0.3	0.27	Consortium	Vetwork (UK)	5

Detailed description of project	**Type of services provided and disciplines of Staff**
Pastoral Livelihoods Appraisal Mission formulated a programme to reduce poverty in the Greater n of Africa by improving the livelihoods of people in arid and semi-arid areas who are highly endent on livestock resources. The primary objectives of the mission were twofold: (i) firstly, to mmence the process of building the linkages, partnerships and cooperation between the stakeholders ch provide the essential foundation for the successful implementation of the programme itself; and (ii) prepare a comprehensive, justified, well argued and clearly presented Project Memorandum, ported by the stakeholders, to facilitate the formal approval and adoption of the programme. These ectives have been realised by adopting an inclusive, participatory, process oriented approach. rkshops and consultations were managed and facilitated in such a way as to stimulate stakeholder mitment. Integrated technical studies were undertaken to generate the Project Memorandum, olving extensive field visits and the use of secondary material. The programme was appraised and ommendations for project design were submitted. Full account was taken of cross-cutting issues h as trade, marketing, gender and the environment.	RWA carried out the management and facilitation of the design and appraisal process. The following technical specialists were provided: • Team Leader and Community-based Animal Health Specialist • Regional Environmental and Rural Development Specialist • Social Development Specialist • Livestock Economist • Veterinary Institutions Specialist and Epidemiologist

Project title : NATIONAL LIVESTOCK DEVELOPMENT STUDY								
Location	**Date Started and Duration**	**Name of client**	**Origin of funding**	**Overall project value (EUR)**	**Value of Services**	**Legal Status of Applicant**	**Name of partners if any**	**No. of staff**
LESOTHO	10/98 - 09/2000	Ministry of Agriculture – Livestock Department	AfDB	--	0.9 m	Sole Contractor	--	12

Detailed description of project	**Type of services provided and disciplines of Staff**
ıe study, which has a national scope, assesses the development potential of animal production and oposes strategies in order to maximize this potential over a twelve-year period. It includes at the same ne intensive and extensive livestock production, processing and marketing of animal production: cattle airy and beef), goats, sheep, poultry, pigs and equine. The study is carried out in two phases : ıe first phase reviews all relevant documents on the livestock sub-sector as well as past and on-going ojects on livestock development. The study further undertakes an in-depth analysis of the performance the livestock sub-sector with a view to identify the constraints that hinder the realization of the full onomic potential in the sub-sector. ıe second phase will formalize the strategy outlined in phase I, will define the means required and will press the objectives and the means required in action plan proposals. Feasibility studies will be dertaken for at least two investment projects that will be prepared within this study.	Thematic studies through analysis of the existing documentation, visits to the field, meetings with the operators concerned. Elaboration of several participating workshops in order to draw the development strategy of the livestock sector Identification of priority projects (technical, organisational and economic studies) Detailed feasibility study of the projects to be realized in phase I : • pasture management • renovation of production and processing infrastures • support to marketing • institutional support • veterinary legislation • training of operators Professional Staff Provided by our Company : project director, expert ensuring the project frame setting, mission leader / veterinary expert, + 9 short-term experts: Animal Health; Dairy Production and Processing; Agro-economist of the Livestock Sector; Pasture Management Expert; Engineer Specialized in Agro-industry and Processing; Livestock Marketing Expert; Veterinary Expert Specialized in Wool and Mohair Production; Environmental Specialist; Sociologist Specialized in Gender Issue; Training Expert

US Candidate Agent			Project title : STRENGTHENING OF VETERINARY SERVICES					
Location	Date Started and Duration	Name of client	Origin of funding	Overall project value (EUR)	Value of Services	Legal Status of Applicant	Name of partners if any	No. of staff
Vietnam	03/98 - 03/2004	Department of Animal Health of the Ministry of Agriculture and Rural Development	EC	--	3.64 m	Consortium	SAC (UK) GTZ (Germany)	7 long term

Detailed description of project	Type of services provided and disciplines of Staff
General objective : The purpose of the project is to strengthen the capacity of the Department of Animal Health to plan and manage the delivery of veterinary services in order to enhance the productive capacity of Vietnam's livestock sector. *Specific actions :* The main components of this project are the following : Policy and planning review with the purpose of producing an Animal Health Master Plan; Veterinary legislation revision; Improvement of Veterinary drug control and hygiene procedures; Human resource development (assessment of training needs); Regional and sub-regional co-operation and co-ordination; Information and communication; Core programme / Management, by implementing on-going monitoring programmes. The first 2 ½ years of the project will concentrate on policy development and institutional strengthening. Once these are underway, the focus will shift towards the development of improved smallholder service delivery systems through the establishment of pilot projects in the field.	Provision of the services of long term experts in : - European Director with strong experience in veterinary policy reform; - Administrator; - Economist; - Human Resources Specialist; - Information Technology Specialist; - Language Trainer; Veterinary Field Services Specialist Short-term expert assignments are being provided in the field of Veterinary Planning, Socio-economics, Organisational Development, Epidemiology, Veterinary Legislation, Veterinary Drug Control, Veterinary Hygiene, Monitoring and Evaluation and some others.

[illegible] Candidate: FWA International	Project title : Technical Assistance to the Cooperatives for Rural Development in the Regions Houln Agame, Agonvy and Hinvi							
Location	**Date Started and Duration**	**Name of client**	**Origin of funding**	**Overall project value (EUR)**	**Value of Services**	**Legal Status of Applicant**	**Name of partners if any**	**No. of staff**
Benin	1996; 1 year	Ministry of Planning, Economic Restructuring and Employment Promotion	World bank	190.000	190.000	Sole Contractor	N/A	8

Detailed description of project	**Type of services provided and disciplines of Staff**
the first two months out of a total of fourteen a detailed rehabilitation, replanting and extension ɔgramme was worked out for each of the co-operatives within the financial and social constraints ɛsent. In total 23,963 ha oil palm plantation have been rehabilitated and nurseries for the production of edlings for the extension and further replanting have been set-up in close co-operation with the Pobè tional research station. e organisational structures of the co-operatives have been examined and adaptations implemented as far as it s socially accepted. Technical staff has been trained on the spot and agronomy guidelines for the Agricultural partments have been up-dated. sed on careful examination of the financial administration of each co-operative structural changes ve been implemented, while simultaneously new financial administrative staff was trained in co-ɛration with local institutions. justment of the legal status and adjustment of the hierarchical structure within the co-operatives ɔessary to bring it more in line with the co-operative spirit, was not fully supported by the co-operative ɲcipals. Therefore the desired change in attitude was only partly achieved. e project contributed to the successful privatisation of the three palm oil mills by securing an increase resh fruit production.	• Agronomist specialized in oil palm • Financial expert Both experts were in charge of the project management services and the technical assistance.

nple

20 Candidate: RWA International			Project title : Western Samar Agricultural Resources Development Programme					
Location	Date Started and Duration	Name of client	Origin of funding	Overall project value (EUR)	Value of Services	Legal Status of Applicant	Name of partners if any	No. of staff
Philippines	1994; 6 years	Department of Agriculture	EC / EDF	10.0m	2.5m Euro	Sole Contractor	N/A	21

Detailed description of project	Type of services provided and disciplines of Staff
Project focused on increasing agricultural production and yields through a co-ordinated programme ommunity based activities in the fields of rural production and rural infrastructure. Threatened or raded resource areas that traditionally supported the agricultural capacity of communities were eted. Agricultural improvement was supported by training and information on resource conservation. roving the agricultural performance of farmers who utilise marginal or sloping lands was a priority. SAMAR relied heavily on NGOs and CBOs to carry out micro-projects identified and implemented by communities themselves. Training support was given to these organisations to increase their skills, over 100 people were trained, for example in credit disbursement and the provision of other porting services for project implementation. The Project also had components to assess, halt and erse environmental degradation while providing sustainable increases in agricultural output and living ıdards. These included reforestation through community organisations, soil erosion control ısures and catchment management schemes. This large and complex project required a histicated MIS to help track all aspects of the agricultural, economic and community development vities that were being implemented. The MIS was designed to allow monitoring of both the activities ng place as well as the community development process. Community databases were implemented llow local storage and access to relevant information for community-based organisations to plan their ı development micro-projects and activities.	• Project management • Procurement • Identification, provision and management of technical assistants, short term and long term • Monitoring and evaluation • Disciplines: Project management; finance and administration; procurement; agricultural development; economics; monitoring and evaluation; fisheries / coastal resource management; environmental management; coffee; irrigation; community participatory techniques and development; facilitation; project design facilitators; lessons learned specialist; cooperatives; banking, credit and finance; soils; agronomy; training; marketing.

9.1 Summary of Other Major Consortium Projects

	Country	Year	Project	Fund	Regional co-ordination in Africa	Institutional strengthening - Capacity building	Animal health and epidemiology	Wildlife and Surveillance	Organisational Change to Enhance Private / Public Linkages	Legal and Regulatory veterinary framework	Training and Education	Communications	Data and Information System	Participatory & Process Approaches
1	Pan-African	2000 - Ongoing	Pan-African Control of Epizootics Programme (PACE), Communications and Privatisation / Legislation Component	EC EDF	●	●	●		●	●	●	●	●	●
2	Uganda	1997-2001	Pan african rinderpest Campaign (PARC)- Phase II	EC / EDF	●	●	●	●	●	●	●	●	●	
3	East Africa	1999-2000	Study to Formulate a Regional Livestock Development Programme for Eastern Africa	EC EDF	●	●	●		●	●				●
4	Oman	1989 - ongoing	National Livestock Vaccination Project	Gov of Oman		●	●		●	●	●			●
5	Vietnam	1998 - ongoing	Strengthening of veterinary services	EU			●			●	●	●		
6	Nepal	1997	Strengthening of veterinary services for livestock disease control	EU			●			●	●			
7	Ethiopia	1989 - 92	Veterinary Epidemiology and Economics Unit	IBRD		●	●	●	●	●	●		●	
8	Ethiopia	1989-92	Central Disease Investigation Laboratory Project	IBRD		●	●	●	●		●		●	
9	Ethiopia	1991 - 95	South-East Rangelands Project	AfDB		●	●		●	●	●	●	●	●
10	East Africa	1999 - 2000	Pastoral Livelihoods Appraisal Mission	DfID	●	●	●	●	●	●		●		●
11	Ethiopia	1993-96	Omo-Gibe River Basin Development Master Plan Study	AfDB		●	●	●	●	●	●		●	
12	Kuwait	1993-ongoing	National Livestock Services Development Project	Gov of Kuwait		●	●			●	●			
13	Kyrgyzstan	1997-2000	Sheep Private Enterprise Development	WB		●			●		●	●	●	●
14	Malawi	1992-96	National Livestock Development Project	AfDB		●	●			●	●			
15	Ethiopia	1990-94	Institutional Support Project	AfDB		●					●	●	●	
16	Kyrghyzstan	1994-97	Assistance for improvement of private livestock	EU TACIS			●				●	●		
17	Central Africa	phase II 1997 - ongoing	Programme for the conservation and rational use of forestry ecosystems in central Africa (ECOFAC) - Phase I et II CAR : Ngoto Forest Cameroon : Dja Wildlife Reserve Congo : Odzala National Park Gabon : Lopé Wildlife reserve Equatorial Guinea : Monte Alèn National Park Sao Tome e Principe : Ôbo National reserve	EU EDF	●	●	●	●			●	●		●
18	Cameroon	phase II 1997 - ongoing	Programme for the conservation and rational use of forestry ecosystems in central Africa (ECOFAC) - Phase I et II Dja Wildlife reserve	EU EDF	●		●	●			●			●
19	Gabon	phase II 1997 - ongoing	Programme for the conservation and rational use of forestry ecosystems in central Africa (ECOFAC) - Phase I et II Lopé Wildlife reserve	EU EDF	●		●	●			●			●
20	Lesotho	1998 - ongoing	National livestock development study	AfDB			●			●				
21	Kyrgyzstan	1998 - ongoing	Assistance for improvement of private livestock sector	EU TACIS			●		●	●	●			●
22	Sao Tome e Principe	1998 - ongoing	Support project to the development of livestock	AfDB		●	●				●	●		●
23	Guinea Bissau	1996 - 1999	Technical assistance to the livestock sector development support project	EC EDF			●		●	●	●			●
24	Tanzania	1995 - ongoing	Technical assistance to TANAPA / SNP (Tanzania National Park / Serengeti National Park)	EC EDF		●		●			●			●
25	Vietnam	1997	Technical assistance for support to the Ministry of Education and Training	EC		●					●	●		
	Central	1998	Regional Environmental Information Management Programme											

9.1 Summary of Other Major Consortium Projects

	Country	Year	Project	Fund	Regional co-ordination in Africa	Institutional strengthening - Capacity building	Animal health and epidemiology	Wildlife and Surveillance	Organisational Change to Enhance Private / Public Linkages	Legal and Regulatory veterinary framework	Training and Education	Communications	Data and information System	Participatory & Process Approaches
28	Nigeria	1993-1994	Mid-term review of the oil palm belt programme	EC		●			●		●		●	
29	Vietnam	1995-2001	Dairy farming development project	Private							●	●	●	●
30	Sierra Leone/ Guinea	1991-1993	Mini palm oil mills	AfDB							●	●	●	●
31	Nigeria	1993-1998	Mambilla tea integrated development programme	EC		●			●		●			
32	Benin	1996-1997	Technical assistance to the cooperatives for rural development in the regions Houin Agame, Agonvy and Hinvi	WB							●		●	
33	Burkina Faso	1997-2002	Bazega natural resource management project	AfDB					●		●		●	
34	Nigeria	1993-2000	Rehabilitation and expansion of the Savannah sugar project	AfDB		●			●		●		●	●
35	Indonesia	2000-2002	Improving the Lembang milk collection scheme	Senter		●	●				●	●	●	●
36	Nigeria	1989-1997	WAMCO integrated dairy farm project	Private			●		●		●		●	●

9.2 Specific Experience of Management of EDF Programmes

RWA International: RWA has a sound understanding of EC Project and Financial Management Procedures. RWA is currently assisting the implementation of three European Commission-funded projects: the ***Partnership for Women's Health and Safe Motherhood*** in the Philippines, the ***Feasibility Study to Restructure the Natural Resource Development College*** in Zambia; and in conjunction with Agrer, the ***Communications and Legislation Component of the Pan African Control of Epizootics Programme***. RWA has also recently completed the ***Western Samar Agricultural Resources Development Programme*** in the Philippines and the ***Study to Formulate a Regional Livestock Development Programme for Eastern Africa***. RWA's experience with EC projects therefore covers project identification, design, implementation and review. RWA has implemented EC projects as sole contractor as well as part of consortia. As a result of this, RWA is well acquainted with EC procedures. Members of RWA Head Office staff have attended training sessions on the financial and technical procedures of the relevant EuropeAid funding instruments, and regular visits to Brussels to meet with technical and financial officers ensures that RWA's information is constantly updated.

Agrer: Three major programmes illustrate the company's experience of managing large and complex EDF programmes: ***ECOFAC*** covers six countries, has 30 consortium members (consulting companies, environmental NGO's, research institutes) and numerous partner organisations. It has been running for nine years in one of the most difficult parts of Africa and is now considered to be an example for many other programmes. Strong coordination and management skills have meant that it has truly become a regional programme. The ***REIMP (Regional Environmental Information Management Programme),*** co-funded by the European Union and the World Bank also brings together numerous organisations, companies and government services concerned by the environment in six countries. Communication, data management, legislation and information are keywords of the programme. AGRER has also been entrusted with a ***support contract to the European Commission*** for the **administrative and logistical management** of (i) human and food aid experts working worldwide including in Africa, (ii) technical assistance experts working in Europe (non-EU countries), the Mediterranean region, Asia, the American Continent, the Caribbean, the Pacific and other parts of Oceania. In most of these countries, AGRER is responsible for the procurement, co-ordination and accounting follow-up. This management was sub-contracted to a company for greater efficiency. AGRER has established a specific project management system and structure which has been operational since June 1998.

HVA International: ***Evaluation / review of EDF projects***
Ghana, (1993) oil palm sector review: Final evaluation of EDF funded oil palm projects in Ghana, over a period of 15 years.
Nigeria (1993-1994), mid term review of the oil palm belt program: Including revision of the program for the remainder of the project and drawing up a logical framework.
Management and implementation of large EDF projects:
Uganda (1997 - 2000), Pan African Rinderpest Campaign (PARC-II): See Sheet Ref 10 above
Nigeria (1993 - 1998), Mambilla tea project: Between 1991 and 1997 HVA International has provided services including project design, project management, technical assistance, engineering and procurement services.
Tanzania (1988 - 1994), Coffee production and marketing:. Operational support and engineering assistance for the running of three coffee curing factories and technical assistance to the Coffee Management Unit at the Ministry of Agriculture and Livestock Development.
Congo (1987 - 1992), Bateke forestry project: technical assistance for the establishment and maintenance of a 8,000ha acacia and eucalyptus forest, including testing of agro-forestry technology.

9.3 Specific Experience with Similar Service Contracts

9.3.1 RWA International

Veterinary Epidemiology and Economics Unit, Ethiopia: 1989 – 1992 (World Bank): developing a reporting system for active disease surveillance; training local staff; developing comprehensive animal identification system; collection and evaluation of data; preparing and costing alternative strategies for control for eradication measures and undertaking cost-benefit analyses.

Botswana Range Inventory and Monitoring Project: 2000 – 2002 (DFID): Strengthen GoB's capacity to respond to changes in the condition of Botswana's rangelands; poverty alleviation; institutional strengthening to promote self-sufficiency; technical training; project management training.

Community-based animal health worker Field Studies: 2000 (DFID): Research and production of a comprehensive book / policy manual to identify and promote policy and legislative reform that supports the safe and effective delivery of animal health services in remote, non-commercial and poor areas, which are accessible and affordable to poor and vulnerable livestock keepers.

9.3.2 Agrer

Technical assistance to the livestock sector in Guinea Bissau - 1996-98 (EC): extension of PARC programmes. Provision of technical assistance and training of national managerial staff in charge of livestock sector support policies. Components were: improving national herd health; privatisation of vet services; promotion of livestock systems/range management; commercialisation of livestock farming.

Policy Formulation Advisory and Support Service, Ukraine (1994-97) (EC): Assisting with the set up of the Agriculture / Food Sector's legal, economic, institutional and technical framework: (i) institutional strengthening; (ii) legal framework improvement; (iii) advice and economic studies; (iv) education / training; (v) data collection, market information system & communication improvement.

Adapting Russian Beef and Dairy Farming to Restructuring in Russian Federation – 1998-2001 (EC): Assisting government adapt beef and dairy husbandry practices to the needs of economic reform and farm restructuring: (i) demonstrating zootechnical, environmental, economic and financial feasibility of recommended changes in animal farming, through pilot actions; (ii) formulating policies conducive to reform and (iii) disseminating field results to beneficiaries.

Technical assistance for the livestock and fisheries development project of SOWEDA, Cameroon – 2001-ongoing (AfDB) : Support to improving the country's food security through the enhancing of livestock and fishery productions to increase the revenues of the population. Technical assistance in (i) Livestock development; (ii) Fishing and fish-farming development; (iii) Micro-credit; (iv) Capacity strengthening; (v) Project implementation unit.

Assistance for improvement of private livestock sector in Kyrghistan - 1994-2000 (EC): Support to the transition to the market economy in the livestock sector in (i) reinforcing farmers co-operative, (ii) developing training activities, (iii) providing policy advice to the local administration; and (iv) supporting other private agri-business private enterprises.

9.3.3 HVA International

HVA International has gained experience in establishing, managing and strengthening organisations that provide advisory, veterinary marketing or input supply services to the agricultural sector, e.g. introducing improved livestock and crop production technologies. Examples of specific projects related to strengthening agricultural institutions include:

Azerbaijan (2000-2001), Farm Privatisation Project/Agricultural extension and farm management (World bank): Establishment of a farm information and advisory service organisation, including preparation of operational guidelines.

India (1990 - 1994) Strengthening the capacity of the National Dairy Development Board to provide services to the dairy sector.

9.4 *Experience in the Provision of Training in Project Cycle Management through Participatory Methods*

The Consortium is well aware of EDF procedures and experienced in EDF funded programmes, as showed in the reference tables. In many of the Consortium's development projects dealing with capacity building and institutional strengthening, the assistance is focused on extension and training programmes following the logical framework and the Project Cycle Management. Specific projects including training and seminars in this framework :

Western Samar Agricultural Resources Development Programme: 1995 - 2000 (EC): Training in M&E systems, project cycle management, business skills and financial methods was provided to project and local government staff as well as members of community-based organisations. The programme was based entirely on a participatory, process-oriented approach.

Adviser to the Project Management Unit of the Phare Agricultural Programme, Albania – 1996-1998 (EC) : Provision of support to the Albanian Ministry of Agriculture and Food in programming, planning and monitoring the Agricultural PHARE Programme. Included PMU staff training in EU procedures.

Identification and formulation missions – dairy sector in North Montenegro – 2000 – Lux Development : The Agrer experts met the national officials of Montenegro and the international intervening parties of the dairy sector in Montenegro in order to: (i) compile information and analyse the context (present situation, government policy, opportunities) of the dairy sector in Montenegro; (ii) to prepare project formulation (logical framework design through a participatory approach with the officials of Montenegro, ToR preparation for the sector strategy study); (iii) to attend the round table in Luxembourg (mission report presentation, logical framework approval, support to the programming and formulation of the project).

Partnership for Women's Health and Safe Motherhood: 1997 – 2002 (EC): Training in M&E systems and project cycle management is being provided to project and local government staff as well as community-based health care workers. The programme is based entirely on a participatory, process-oriented approach.

Technical Assistance to the Executing Agency of the Community Rural Development Programme in the Logone & Chari area (PDRP - L&C), Cameroon – 2000-2003 (EC) : Assistance to the executing agency of the community rural development programme in the Logone & Chari Department. The Programme implementation is guided by a participative approach through the different activities, and is carried out in close collaboration with the other regional actors and projects. Training is one of the important stakes of the Programme, and takes several aspects: functional literacy of the association's leaders, advanced training on technical and management subjects as well as informal "on the job" training by a regular work in the field.

ECOFAC, Programme for the conservation and rational use of forestry ecosystems in Central Africa, Phase II and III – 1997-ongoing (EC) : (i) development of management structures, plans and systems in six protected areas, (ii) establishment of participatory mechanisms to involve the communities living in and around the protected areas in the sustainable management of natural resources, (iii) set-up and management of a regional training center, (iv) institutional support to the Forestry and Wildlife Administrations of the six countries: training, improvement of environmental legislation, sustainable forest management methodologies, (v) environmental awareness campaigns, (vi) strengthening and institutional consolidation of a regional framework, (vii) the elaboration and implementation of a research and development programme.

Support to the agricultural consolidation and intensification within the Podor department in Senegal – 1998-2000 (EC) : Processing and preparation of the financing proposition (8th EDF) of the Support Programme towards the consolidation and intensification of agriculture, including (i) provision of support to producer organisations, (ii) support to local communities, (iii) consolidation and development of savings and rural credit, (iv) improvement of support/advice to producers.

9.5 *Experience in Specialised Fields of Rural Development*

The Consortium has gained considerable experience in a wide variety of specialised fields of Rural Development, covering livestock production, animal health, agricultural production (particularly relating to integration with livestock production), water resources, environmental impact assessment and resource monitoring / protection, human health, livelihoods, economic expansion, institutional strengthening and credit & finance, amongst others. This range of expertise allows projects to be approached from a broad-based and open-minded viewpoint, as well as allowing for cross-fertilisation of technical ideas and management practices between disciplines. The references below highlight some of the diversity of projects the Consortium has carried out.

Economic Expansion in Outlying Areas, Zambia, 1995 – 2002 (Sida): Facilitating small-scale farmers' and entrepreneurs' participation in Zambia's deregulated economy. Project cycle management, business training, participation of local populations, income generation, small business development.

Framework contract for services to support European Community external aid recipient countries in the fields of Rural Development and Food security (lot1, Consortium Eurata) – 2000-2003 (EC): Identification of experts, contracts procedures, administrative and logistics of missions for individual experts in the framework of Rural Development and Food Security. Recent and ongoing missions are: (i) Namibia, Technical assistance for the creation of a Rural Policy in a strategic framework (RPSF); (iii) Cameroon, Technical and financial assistance to the Banana sector; (iv) Guinea Conakry, Identification and preparation of EDF Support programme for livestock sector in Guinea.

National Livestock Development Programme, Malawi, 1993 – 1996 (AfDB): Management of a large beef ranch and a number of Dairy Farms; advice on policy for further development of the diary industry; recommending and implementing measures for conserving forest reserves; identifying means of sustainably exploiting their economic potential.

Support programme to the development of the rural economy in Chad – 1990-1993 (EC) : Regional development programme covering food security, protection of natural resources and improvement of living conditions of rural people.

Rural Engineering Technical Assistance to the Rural Development Department – Tahiti - 1998-2002 (EC/Government) : Coordination by a senior rural engineer of different soil and water management development projects for the account of the Rural Development Department (Ministry of Agriculture and Livestock), including studies, tender preparation and works control.

Feasibility and final design of a land and water development project downstream Ansongo, Mali – 1991-93 / 1997-99 (AfDB) : ***Phase 1***: Data collection. ***Phase 2:*** Detailed preliminary design and feasibility study including (i) activities connected with land and water development; (ii) integrated development of the valley; (iii) development of irrigated areas, flooded areas; (iv) operation and maintenance needs, water management, procurement, marketing; (v) training organisation; (vi) economic and financial study : investments, operation, economic impact of the project.

Institutional Support Project, Ethiopia, 1991 – 1994 (AfDB): Strengthen capabilities to identify the country's natural resources, assess their quantity, quality and spatial distribution, and design appropriate measures and policies for their sustainable utilisation.

Smallholder dairy development in Lembang, Indonesia (1995 to date)

Smallholder dairy development in Ho-Chi-Min City area, South-Vietnam (1995 to date)

Smallholder dairy development program Central Thailand (1987 – 1990)

Natural resources management, Bazega , Burkina Faso (1997-2002)

Milk collection Scheme Jos Plateau, Nigeria (1995 – 1999)

Smallholder dairy development Senaki area, Georgia (1999 – 2002)

Document 10 – Indicative Approach and Methodology

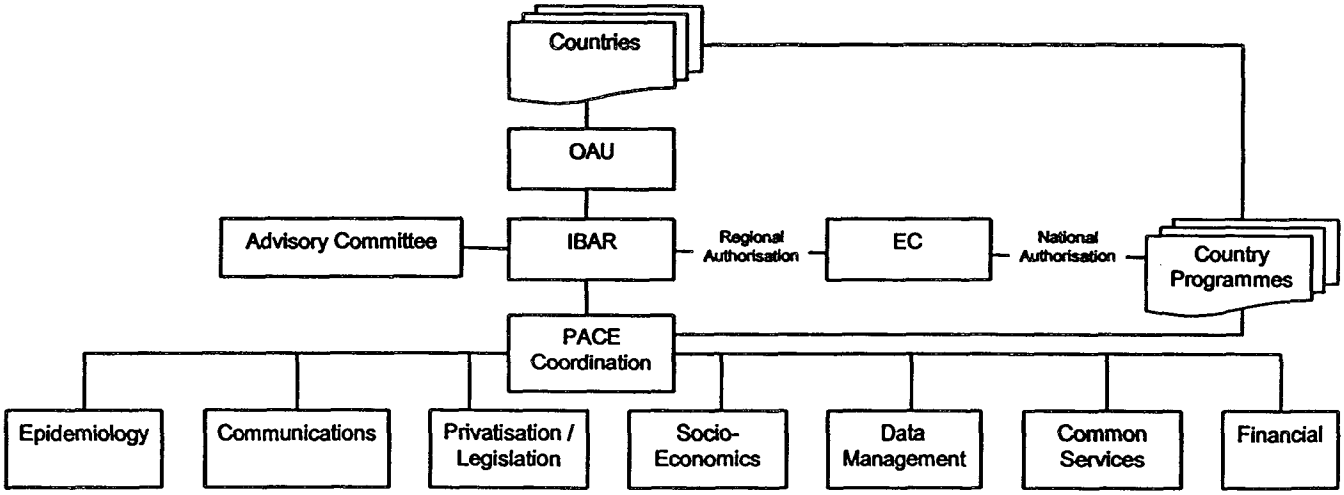
Document 10 – Indicative Consortium Approach and Methodology

10.1 Introduction

Rinderpest first appeared in Sub-Saharan Africa in 1884 and despite vaccination and control efforts, the disease became endemic. During the 1960s and 70s, the JP15 campaign succeeded in reducing outbreaks of the disease, but failed to eradicate it. In the 1980s, increased incidences of rinderpest led to the signing of the agreement for the implementation of the Pan-African Rinderpest Campaign (PARC) in 1986. PARC benefited 28 countries, and 12 years after it started 465.5 million head of cattle had been vaccinated. No rinderpest has been reported in West and Central Africa for more than 10 years, and in Eastern Africa only two foci are suspected, both of which are associated with conflict. PARC addressed four main policy issues: (I) Cost recovery, privatisation of animal health services, sanitary mandates; (ii) Liberalisation of policies for drug importation and distribution; (iii) Strengthening veterinary associations or cooperatives; (iv) Establishment of animal health development levy. The Pan-African Programme for the Control of Epizootics (PACE) has been established to build on the successes and learn from the lessons of PARC towards the control of epizootic diseases.

10.1.1 Understanding of PACE

Fig 1 – PACE Structure



The main objective of PACE is to relieve the poverty of those involved in the livestock & farming sector by improving animal productivity, trade and food security. To do this it has four main thrusts.

- Reinforce animal epidemiology services and control of the major diseases in participating countries, through strengthening: reporting systems for major animal diseases; disease surveillance systems (with the participation of stakeholders); laboratory capabilities; analysis of disease data and communications; and through training to build capacity within vet services.
- Promote the efficient organisation of veterinary services and public / private sector linkages to improve the distribution of veterinary services and medicines, by: refining legislation to create an enabling environment for the private sector; engaging the private sector in disease surveillance; and strengthening mechanisms for the distribution of veterinary medicines.
- Eradicate rinderpest from Africa, by: identifying, containing and eliminating reservoirs of infection; verification of freedom from rinderpest; wildlife monitoring; promoting and strengthening emergency preparedness planning and reaction.
- Assist in developing national, regional and sub-regional strategies for epizootic disease control. This would involve studying the comparative economic advantages of strategy options; collecting

epidemiological and economic data in standard formats; promoting timely reporting of OIE List A diseases; and continuing to fund PANVAC to promote high quality vaccine production.

PACE is an ambitious project covering 32 African countries, and has expanded the mandate of the successful PARC project to include list A epizootic diseases. The increased complexity of the programme has therefore required the development of a regional strategy that takes account of the differing geopolitics, husbandry systems, disease status and trading links. The strategy has been to group countries according to geographical distribution, epidemiological circumstances and common activities. The four thrusts outlined above are common to all groupings, but national programmes will identify and develop strategies to effectively address national priorities.

10.2 Consortium Approach to Livestock Services

10.2.1 General Approach

The Consortium has gained extensive experience in the formulation and management of livestock and animal health sector projects encompassing a wide spectrum of production systems and diseases. This experience has provided a broad knowledge of the potentials and constraints inherent in implementing livestock disease and production projects. Our general approach can be summarised as follows.

- Livestock production and health are one component in a complex equation. Meaningful and sustainable development requires a multi-disciplinary and holistic approach.
- The Consortium has studied animal production and health at national and regional levels and considers the development of statistically sound production and health information systems to be crucial in the design and implementation of livestock services.
- The Consortium recognises that animal health and production interventions are most effective when phased, evolving from a disease-oriented approach to one that promotes and maintains livestock health and well-being.
- Projects are "socio-technical" by nature; purely technical project interventions / solutions are rarely if ever acceptable or sustainable.
- Community Management versus Community Dependency: development projects should involve urban and rural communities and community organisations in decision-making and implementation activities throughout the project cycle.

10.2.2 Animal Health and Epidemiology

The Consortium have also provided **animal health and disease control services** encompassing quarantine, vaccination, training, education and communication of technology, to reorientate and sensitise support agency staff to the needs of rural groups. The Consortium's general approach to animal health and epidemiology is summarised below.

- A very cost effective policy to reduce risk and uncertainty and promote national and regional efficiency is the eradication or control of the serious epizootic diseases through mass vaccination programs, disease control legislation, import controls and effective public / private linkages.
- Reducing the effects of the more obvious and serious enzootic diseases is another key plank of the consortium's general approach. Vaccination can be effective, while an ecological approach can be more appropriate for other diseases, e.g. maintaining enzootic stability of tick-borne diseases.
- Adoption of relevant technology is also important. The use of computerised information management systems allows maximum use to be made of information collected in disease surveillance and monitoring programs. It also allows the establishment and use of national animal health and productivity information systems.
- The consortium supports the use of active disease surveillance and monitoring systems which are

outbreaks but also utilises sentinel herds, carries out longitudinal field studies of target diseases, and conducts cross-sectional surveys of disease.

10.3 PACE National Programmes

The National Programmes will operate within the four broad thrusts outlined above, but the technical assistance will be tailored to fit the needs of the respective individual countries or group of countries. The National Programmes will be entrusted with many of the key tasks involved in fulfilling PACE's objectives. Amongst these tasks are developing and implementing reporting and information systems, ensuring that laboratory diagnostics procedures are in place and followed, and monitoring contracts between government veterinary departments and private vet contractors. This last task will entail considerable communication and liaison with the regional coordination unit, e.g. on legislation and privatisation issues. In addition, the country programmes will be involved in applying to the OIE for recognition of freedom from rinderpest, as well as developing rapid reaction capabilities to deal with outbreaks of disease.

The technical assistance to the PACE National Programmes will be provided to two main groups of countries. Countries in the first group will receive an individual TA to provide specific support – these are eight countries mainly in Eastern Africa. The second grouping is made up of clusters of countries in geographical zones who share common problems. One TA will be provided to each of these 3 clusters, which cover the Sahel, West Africa and Central Africa. Other long or medium term TAs may be identified during the implementation of the technical assistance.

The Consortium's approach to the technical assistance, based on their understanding of the PACE Programme, would be centred firmly around providing support to the project management in-country and prioritising capacity building. The ultimate aim of the TAs will be to assist the countries to efficiently implement the PACE Global Plan. The emphasis is therefore on facilitation and enhancing managerial capacity in-country as opposed to line management or implementation responsibility. This will have a direct bearing on the qualifications and characteristics of the TA required. The RWA Consortium, with their extensive experience in Africa and access to a large pool of suitably qualified and experienced professionals, would be able to effectively match requirements to candidates to provide an international standard team.

The RWA Consortium TA would facilitate capacity building in a number of areas. On the administration side, TA would concentrate on facilitating the transfer of reporting and information systems from the Common Services to the National Programmes. Alongside these systems would be familiarisation with the EC's project cycle management system as well as capacity building in M&E systems. Completing the administrative support would be assistance in establishing and operating the standard reporting systems for OAU-IBAR. The aim of the administrative assistance would be to ensure that national administrations are able to prepare annual work programmes and monitor progress. This will be crucial, as development funds are often prevented from being disbursed on a timely basis through missed financial and administrative deadlines.

A number of technical tasks would also be carried out. To assist veterinary surveillance, TAs would facilitate the adoption of laboratory diagnostics procedures and ensure that performance monitoring was in place. Support will be provided to national administrations in the development of dossiers to support applications to the OIE for recognition of freedom from rinderpest. In conjunction with the regional legislation and privatisation unit, performance monitoring of contracts between government veterinary departments and private vet contractors would also be established.

Given the size and complexity of the PACE Programme, communication will be vital. The consortium will ensure that top priority is given to effective and regular communication between the national and regional coordination units. Efforts will also be directed at ensuring effective and regular information exchange with EC Delegations.