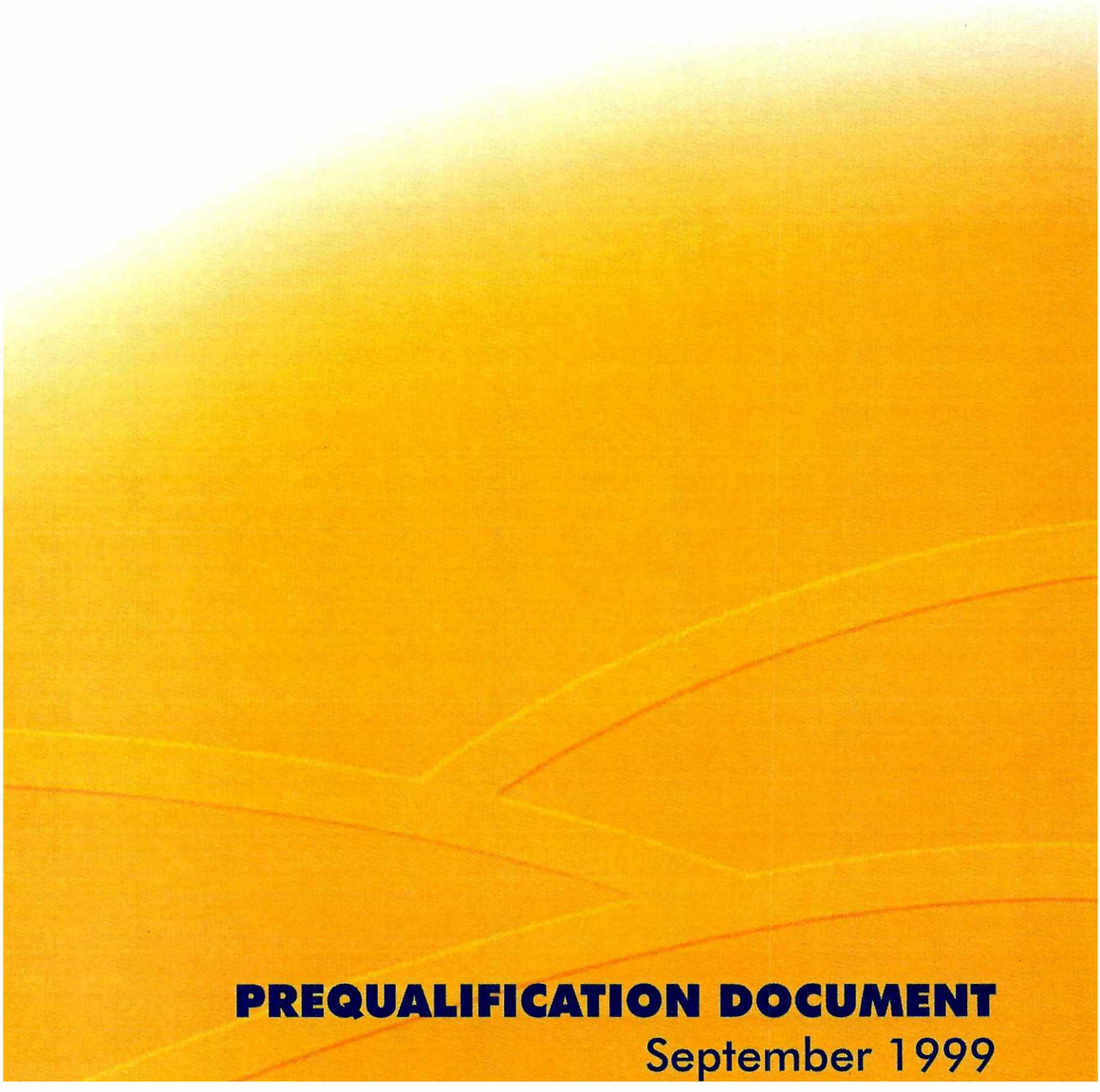
H T S

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EUROPEAN COMMUNITY

Panafrican programme for the control of epizootics (PACE)

Number REG/5007/005



PREQUALIFICATION DOCUMENT

September 1999

EUROPEAN COMMUNITY

Panafrican programme for the control of epizootics (PACE)

Number REG/5007/005

PREQUALIFICATION DOCUMENT
SEPTEMBER 1999

HTS Consultants
Thamesfield House
Boundary Way
Hemel Hempstead
Herts HP2 7SR
United Kingdom
Tel: +44 (0) 1442 231800
Fax: +44 (0) 1442 219886
email:hts@htsconsult.co.uk
http://www.htsconsult.co.uk

IN ASSOCIATION WITH

SATEC DEVELOPPMENT INTERNATIONAL

2 rue James Joule
Quartier des Chenes
78286 GUYANCOURT
Cedex
France

Tel: (33) 1 30 12 47 55
Fax: (33) 1 30 12 47 54
E-mail: satec@satec-dev.fr

H T S

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

23rd September 1999

Re: Prequalification for Panafrican programme for the control of epizootics (PACE)

We are pleased to submit herewith our prequalification document, in one original and two copies, for the above mentioned project in compliance with the Notice of Prequalification no.EDF/REG/SCRE1/46.

We have formed an association with SATEC Développment for the purposes of this prequalification.

We will be pleased to provide clarification or answer any questions relating to our prequalification should you require us to do so.

Yours sincerely

James Morton
Director

HTS Consultants
Thamesfield House
Boundary Way
Hemel Hempstead
Herts HP2 7SR
United Kingdom

Tel: + 44 (0) 1442 23180
Fax: + 44 (0) 1442 21988
Email: hts@htsconsult.co.uk
http://www.htsconsult.co.uk

HTS Consultants is a subsidiary of Genus plc
Registered Office: Westmere Drive, Crewe CW
Registered in England & Wales No. 2972425

Hunting Technical Services Limited is registe
with SGS Yarsley International Certification
Services Limited, Certificate No. Q 5605

HUNTING TECHNICAL SERVICES

Declaration of Intent

H T S

20th September 1999

For the Attention of:
Organisation of African Unity (OAU)
Inter African Bureau for Animal Resources of
The Organisation for African Unity (IBAR)
PO Box 30786
Monrovia Street
Maedeleo House
Nairobi
Kenya

Dear Sir

PANAFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)
REG/5007/005

I confirm that Hunting Technical Services Limited, will associate with SATEC Développment International to tender for and, if our bid is successful, provide the technical assistance called for under the **Panafrican Programme For the Control Of Epizootics (PACE).**

Yours faithfully
for HUNTING TECHNICAL SERVICES LIMITED

James Morton
Director

HTS Consultants
Thamesfield House
Boundary Way
Hemel Hempstead
Herts HP2 7SR
United Kingdom

Tel: + 44 (0) 1442 2318(
Fax: + 44 (0) 1442 2198
Email: hts@htsconsult.co.uk
http://www.htsconsult.co.uk

HTS Consultants is a subsidiary of Centro P
Registered Office: Westmere Drive, Crewe C
Registered in England & Wales No. 2972

Hunting Technical Services Limited is regis
with SGS Yarsley International Certification
Services Limited, Certificate No. Q 5005

Documents of Eligibility

Document 2

20th September 1999

To Whom It May concern

PANAFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)
REG/5007/005

HUNTING TECHNICAL SERVICES LIMITED, of Thamesfield House, Boundary Way, Hemel Hempstead, Hertfordshire, HP2 7SR, United Kingdom, is a bona fide registered company. Company registration number 560971, credited to ISO 9001 in 1995.

We further certify that the company is actively trading and without any evidence of bankruptcy, liquidation or compulsory administration, and are able to submit the tender on the date and in the form prescribed.

James Morton
Director

Certificate No. 560971.

THE COMPANIES ACT, 1948.

COMPANY LIMITED BY SHARES

HUNTING TECHINICAL SERVICES LIMITED

Memorandum

and

Articles of Association

Incorporated the 4th day of February, 1956.

Certificate No. 560971.

THE COMPANIES ACT, 1948.

COMPANY LIMITED BY SHARES

HUNTING TECHNICAL SERVICES LIMITED

Memorandum

and

Articles of Association

Incorporated the 4th day of February, 1956.

The Companies Act 1948.

COMPANY LIMITED BY SHARES

Memorandum of Association

OF

HUNTING TECHNICAL SERVICES LIMITED

---

1. The name of the Company is "HUNTING TECHNICAL SERVICES LIMITED."

2. The Registered Office of the Company will be situate in England.

3. The objects for which the Company is established are :--

(a) To act as Consultants in all Sciences and Techniques relating to the development, utilisation, use economic exploitation and conservation of natural or other resources and in all matters ancillary thereto and in any way connected therewith.

(b) To equip and despatch expeditions to any part of the world and to do all things necessary in connection with any exploration which the Company may undertake and to survey, examine and test properties lands or deposits of all and every kind which may contain minerals, oils, metals or ores, precious or useful stones, coal, clay or other deposits, timber, wood, natural or artificial waters, crops, grasses or any growth article or thing which may be capable of development or exploitation.

(c) To act as Geologists, Geophysicists, Geochemists, Ecologists, Soil Scientists, Agriculturalists, Biologists, Surveyors, Contractors and Sub-Contractors in connection therewith or in any way relating thereto.

(d) To purchase take on lease or in exchange, hire or otherwise acquire or hold for any estate or interest any lands, laboratories, buildings, easements, rights, privileges, concessions, patents, patent rights, licences, secret processes, machinery, plant, stock in trade and any real or personal property of any kind necessary or convenient for the purpose of or in connection with the Company's business or any branch or department thereof.

(e) To search for use and work all minerals, oils, base or precious metals or ores precious or useful stones, coal, clay or deposits timber, wood or any other growth, vegetation, article or thing which may be turned to account.

(f) To carry on business as Manufacturers of and dealers in Compasses, Barometers, Aneroids, Anemometers, Chronometers, Thermometers, Calorimeters, Hydrometers, Binoculars, Opera Glasses, Cameras and Lenses, Test Tubes, Clocks, Watches, Mercury, Quick-silver, Weighing and Measuring Instruments, Gauges, Testing Machines, Nautical Instruments and other Testing Machines and Apparatus, Surveying and Optical Instruments, Laboratory, Observatory and Scientific Instruments and any other equipment and supplies conducive to the Company's business.

(g) To carry on any other trade or business whatsoever which can in the opinion of the Board of Directors, be advantageously carried on by the

(h) To erect, construct, lay down, enlarge, alter and maintain any roads, railways, tramways, sidings, bridges, reservoirs, shops, stores, factories, laboratories, buildings, works, plant and machinery necessary or convenient for the Company's business and to contribute to or subsidise the erection, construction and maintenance of any of the above.

(i) To borrow raise or secure the payment of money for any purposes of or in connection with the Company's business.

(j) To mortgage and charge the undertaking and all or any of the real and personal property and assets, present or future, and all or any of the uncalled capital for the time being of the Company, and to issue at par or at a premium or discount, and for such consideration and with and subject to such rights, powers, privileges and conditions as may be thought fit, debentures or debenture stock, either permanent or redeemable or repayable, and collaterally or further to secure any securities of the Company by a trust deed or other assurance.

(k) To issue and deposit any securities which the Company has power to issue by way of mortgage to secure any sum less than the nominal amount of such securities, and also by way of security for the performance of any contracts or obligations of the Company or of its customers or other persons or corporations having dealings with the Company, or in whose businesses or undertakings the Company is interested, whether directly or indirectly.

(l) To receive money on deposit or loan upon such terms as the Company may approve, and to guarantee the obligations and contracts of customers and others.

(m) To make advances to customers and others with or without security, and upon such terms as the Company may approve, and generally to act as bankers for customers and others.

(n) To draw, make, accept, endorse, negotiate, discount and execute promissory notes, bills of exchange and other negotiable instruments.

(o) To invest and deal with the moneys of the Company not immediately required for the purposes of its business in or upon such investments or securities and in such manner as may from time to time be determined.

(p) To pay for any property or rights acquired by the Company, either in cash or fully or partly paid-up shares, with or without preferred or deferred or guaranteed rights in respect of dividend or repayment of capital or otherwise, or by any securities which the Company has power to issue, or partly in one mode and partly in another, and generally on such terms as the Company may determine.

(q) To accept payment for any property or rights sold or otherwise disposed of or dealt with by the Company, either in cash, by instalments or otherwise, or in fully or partly paid-up shares of any company or corporation, with or without deferred or preferred or guaranteed rights in respect of dividend or repayment of capital or otherwise, or in debentures or mortgage debentures or debenture stock, mortgages or other securities of any company or corporation, or partly in one mode and partly in another, and generally on such terms as the Company may determine, and to hold, dispose of or otherwise deal with any shares, stock or securities so acquired.

(r) To enter into any partnership or joint-purse arrangement or arrangement for sharing profits, union of interests or co-operation with any company, firm or person carrying on or proposing to carry on any business within the objects of this Company, and to acquire and hold, sell, deal with or dispose of shares, stock or securities of any such company and to guarantee

(s) To establish or promote or concur in establishing or promoting any other company whose objects shall include the acquisition and taking over of all or any of the assets and liabilities of this Company or the promotion of which shall be in any manner calculated to advance directly or indirectly the objects or interests of this Company, and to acquire and hold or dispose of shares, stock or securities of and guarantee the payment of the dividends, interest or capital of any shares, stock or securities issued by or any other obligations of any such company.

(t) To purchase or otherwise acquire and undertake all or any part of the business, property, assets, liabilities and transactions of any person, firm or company carrying on any business which this Company is authorised to carry on.

(u) To sell, improve, manage, develop, turn to account, exchange, let on rent, royalty, share of profits or otherwise, grant licences, easements and other rights in or over, and in any other manner deal with or dispose of the undertaking and all or any of the property and assets for the time being of the Company for such consideration as the Company may think fit.

(v) To amalgamate with any other company whose objects are or include objects similar to those of this Company, whether by sale or purchase (for fully or partly paid-up shares or otherwise) of the undertaking, subject to the liabilities of this or any such other company as aforesaid, with or without winding up, or by sale or purchase (for fully or partly paid-up shares or otherwise) of all or a controlling interest in the shares or stock of this or any such other company as aforesaid, or by partnership, or any arrangement of the nature of partnership, or in any other manner.

(w) To distribute among the members in specie any property of the Company, or any proceeds of sale or disposal of any property of the Company, but so that no distribution amounting to a reduction of capital be made except with the sanction (if any) for the time being required by law.

(x) To do all or any of the above things in any part of the world, and either as principals, agents, trustees, contractors or otherwise, and either alone or in conjunction with others, and either by or through agents, sub-contractors, trustees or otherwise. To procure the Company to be registered or recognised in any dominion or dependency and in any foreign country or place.

(y) To do all such other things as are incidental or conducive to the above objects or any of them.

PROVIDED ALWAYS that nothing herein contained shall empower the Company to carry on the business of life assurance, accident assurance, employers' liability assurance, industrial assurance, motor assurance or any other business of insurance or re-insurance within the meaning of the Assurance Companies Act, 1909, or any Act amending, extending or re-enacting the same. And it is hereby declared that the word "company" in this clause save where used in reference to this Company, shall be deemed to include any partnership or other body of persons, whether incorporated or not incorporated, and whether

4. The liability of the members is limited.

5. The Share Capital of the Company is £100 divided into 100 Shares of £1. each. The shares in the original or any increased capital may be divided into several classes, and there may be attached thereto respectively any preferential, deferred or other special rights, privileges, conditions or restrictions as to dividend, capital, voting or otherwise.

WE, the several persons whose Names and Addresses are subscribed, are desirious of being formed into a Company in pursuance of this Memorandum of Association, and we respectively agree to take the number of Shares in the Capital of the Company set opposite our respective names.

NAMES, ADDRESSES, AND DESCRIPTIONS OF SUBSCRIBERS.	Number of Shares taken by each Subscriber.
Herbert Edward Willemite, 11, Somerset Gardens, London Road, Norbury, S.W.16. Company Secretary.	One
William Alfred Parry, 30, Hill Crescent, Worcester Park, Surrey. Company Accountant (Inc).	One

Dated the 25th day of January, 1956.

Witness to the above Signatures

J. Stevens (Mrs.)
"Stevsham"
Cray Road,
Crockenhill, Kent.

The Companies Act 1948.

COMPANY LIMITED BY SHARES

SPECIAL RESOLUTION
(Pursuant to section 141 (2)

of

HUNTING TECHNICAL SERVICES

LIMITED

passed the 7th day of March 1956.

At an EXTRAORDINARY GENERAL MEETING of the members of the above named Company, duly convened with the consent in writing of all the members thereof, and held at Norwich House, 4 Dunraven Street, Park Lane, Westminster in the County of London on the 7th day of March 1956, the following Resolution was duly passed as a Special Resolution.

SPECIAL RESOLUTION

It was resolved that the number of Directors shall be increased from 7 to 10 and that Article 12 be amended accordingly.

H.E.WILLEMITE
Chairman.

We certify that this is a form of printing acceptable to the Registrar of Companies.

For and on behalf of
HUNTING TECHNICAL SERVICES LIMITED.

The Companies Act 1948

COMPANY LIMITED BY SHARES

Articles of Association

of

HUNTING TECHNICAL SERVICES LIMITED

PRELIMINARY.

1. Subject as hereinafter provided, the Regulations contained or incorporated in Part II of Table A in the First Schedule to The Companies Act, 1948 (hereinafter referred to as "Table A, Part II"), shall apply to the Company.

2. Regulations 3, 5, 24, 53, 71, 75, 77, 79, 88, 96, 97, and 136 of Part I of Table A in the said Schedule (hereinafter referred to as "Table A, Part I") shall not apply to the Company, but the Articles hereinafter contained, and the remaining Regulations of Table A, Part I, and Regulations 2 to 6 inclusive of Table A, Part II, subject to the modifications hereinafter expressed, shall constitute the Regulations of the Company.

SHARES.

3. The Shares shall be at the disposal of the Directors, who may allot or otherwise dispose of them, subject to Regulation 2 of Table A, Part II, to such persons at such times and generally on such terms and conditions as they think proper, and provided that no Shares shall be issued at a discount, except as provided by Section 57 of the Act.

4. Subject to the provisions of Section 58 of the Act, any Preference Shares may with the sanction of a Special Resolution be issued upon the terms that they are or at the option of the Company are liable to be redeemed.

LIEN.

5. In Regulation 2 of Table A, Part I, the words "(not being a fully paid Share)" and the words "(other than fully paid Shares)" shall be omitted.

TRANSFER OF SHARES.

6. (a) Subject as in these Articles provided, any Share may be transferred to any Member of the Company, and any Share may be transferred by a Member to his or her father or mother or to any lineal descendant of his or her father or mother, or to his or her wife or husband, and any Share of a deceased Member may be transferred to the widow or widower or any other such relative as aforesaid of such deceased Member or may be transferred to or placed in the names of his or her executors or trustees; and in any such circumstances (but subject as aforesaid) Regulation 3 of Table A, Part II, shall not apply save to ensure that the number of Members shall not exceed the prescribed limit or to prevent a transfer of Shares on which the Company has a lien.

TRANSMISSION OF SHARES.

7. The proviso to Regulation 32 of Table A, Part I, shall be omitted.

CAPITALISATION.

8. The Company in General Meeting may upon the recommendation of the Board resolve that any part of the amount for the time being standing to the credit of any of the Company's reserve accounts or to the credit of the Profit and Loss Account or otherwise available for distribution be capitalised and that the amount so capitalised or any sum standing to the credit of any Capital Redemption Reserve Fund, Share Premium Account or other Capital Reserve be distributed amongst the Members who would have been entitled thereto if distributed by way of Dividend and in the same proportions on condition that the same be not paid in cash but be applied either in or towards paying up any amounts for the time being unpaid on any Shares held by such Members respectively or paying up in full either at par or at such premium as the resolution may provide unissued Shares or Debentures of the Company to be allotted and distributed credited as fully paid up to and amongst such Members in the proportion aforesaid, or partly in the one way and partly in the other, and the Board shall give effect to such resolution which shall be binding on all Members.

Provided that a Share Premium Account and a Capital Redemption Reserve Fund may, for the purposes of this Article, only be applied in the paying up of unissued Shares to be issued to Members of the Company as fully paid Bonus Shares.

9. For the purpose of giving effect to any resolution under the preceding Article the Board shall make all appropriations and applications of the undivided profits resolved to be capitalised thereby, and all allotments and issues of fully paid Shares or Debentures, if any, and generally shall do all acts and things required to give effect thereto, with full power to the Board to make such provision by the issue of Fractional Certificates or by payment in cash or otherwise as it thinks fit for the case of Shares or Debentures becoming distributable in fractions, and also to authorise any person to enter on behalf of all Members entitled thereto into an agreement with the Company providing for the allotment to them respectively, credited as fully paid up, of any further Shares to which they may be entitled upon such capitalisation.

PROCEEDINGS AT GENERAL MEETINGS

10. The words "or not carried by a particular majority" shall be inserted after the words "or lost" in Regulation 58 of Table A, Part I.

11. The words "in General Meeting" shall be inserted after the words "unless the Company" in Regulation 78 of Table A, Part I.

POWERS AND DUTIES OF DIRECTORS

12. Unless and until otherwise determined by the Company in General Meeting the number of the Directors shall not be less than two nor more than seven. The first Directors shall be appointed by the subscribers to the Company's Memorandum of Association. The first Secretary of the Company shall be JOHN OGLE WHEELER.

13. A Director shall not be required to hold any Shares of the Company.

14. Without restricting the generality of the powers herein contained the Board may

ALTERNATE DIRECTORS

15. The Board may at the request of a Director appoint any person approved by such Director to be an alternate Director to represent such Director and such appointment shall have effect, and such appointee while he holds office as an alternate Director shall be entitled to notice of Meetings of Directors, and in the absence of the Director whom he represents to attend and vote thereat accordingly, and he shall *ipso facto* vacate office if and when the Director whom he represents vacates office as Director, or the alternate Director is removed from office at the request of the Director whom he represents, and any appointment or removal under this Article shall be effected by the Board upon the request in writing to the Company under the hand of the Director whom the alternate Director is to represent or represents.

16. Every person acting as an alternate Director shall be an officer of the Company and he shall not be deemed to be the agent of the Director whom he represents. The remuneration of any alternate Director shall be payable out of the remuneration payable to the Director whom he represents, and shall consist of such portion of the last-mentioned remuneration as shall be agreed between the alternate Director and the Director whom he represents.

BORROWING POWERS

17. The Directors may exercise all the powers of the Company to borrow money, and to mortgage or charge its undertaking, property and uncalled Capital, or any part thereof and to issue Debentures, Debenture Stock and other securities whether out-right or as security for any debt, liability or obligation of the Company or of any third party.

DISQUALIFICATION OF DIRECTORS

18. The office of a Director shall be vacated :—

(1). if by notice in writing to the Company he resigns the office of Director.

(2). if he ceases to be a Director by virtue of Section 182 of the Act ;

(3). if he becomes bankrupt or enters into any arrangement with his creditors ;

(4). if he is prohibited from being a Director by an order made under any of the provisions of Section 188 of the Act ;

(5). if he becomes of unsound mind ;

(6). if he is removed from office by a resolution duly passed under Section 184 of the Act.

19. Any person may be appointed or elected as a Director, whatever may be his age, and no Director shall be required to vacate his office by reason of his attaining or having attained the age of seventy years or any other age.

ROTATION OF DIRECTORS

20. In addition and without prejudice to the provisions of Section 184 of the Act, the Company may by Extraordinary Resolution remove any Director before the expiration of his period of office, and may by Ordinary Resolution appoint another Director in his stead. A person appointed in place of a Director so removed shall be subject to retirement at the same time as if he had become a Director on the day on which the Director in whose place he is appointed was last elected a Director.

ACCOUNTS

21. In Regulation 127 of Table A, Part I, the words "and shall only have effect subject and without prejudice to the provisions of Section 158 (1) (C) of the Act" shall be inserted immediately after the words "joint holders of any Shares or Debentures" at the end of that Regulation.

WINDING UP

22. In Regulation 135 of Table A, Part I, the words, "with the like sanction" shall be inserted immediately before the words "determine how such division," and the word "Members" shall be substituted for the word "contributories".

INDEMNITY

23. Every Director or other officer of the Company shall be entitled to be indemnified out of the assets of the Company against all losses or liabilities which he may sustain or incur in or about the execution of the duties of his office or otherwise in relation thereto, including any liability incurred by him in defending any proceedings, whether civil or criminal, in which judgment is given in his favour or in which he is acquitted or in connection with any application under Section 448 of the Act in which relief is granted to him by the Court, and no Director or other officer shall be liable for any loss, damage or misfortune which may happen to or be incurred by the Company in the execution of the duties of his office or in relation thereto. But this Article shall only have effect in so far as its provisions are not avoided by Section 205 of the Act.

NAMES, ADDRESSES, AND DESCRIPTIONS OF SUBSCRIBERS.

Herbert Edward Willemite,
11, Somerset Gardens,
London Road, Norbury, S.W.16.
Company Secretary.

William Alfred Parry,
30, Hill Crescent,
Worcester Park, Surrey.
Company Accountant (Inc).

Dated the 25th day of January, 1956.

Witness to the above Signatures :—

J. Stevens (Mrs.)
"Stevsham"
Cray Road,
Crockenhill, Kent.
Private Secretary.

Certificate No. 560971.

THE COMPANIES ACT, 1948.

COMPANY LIMITED BY SHARES

Memorandum

AND

Articles of Association

OF

HUNTING TECHNICAL SERVICES LIMITED

(Incorporated the 4th day of February, 1956)

No. 560971



Certificate of Incorporation

I hereby Certify, that HUNTING TECHNICAL SERVICES LIMITED is this day Incorporated under the Companies Act, 1948, and that the Company is LIMITED.

GIVEN under my hand at London this Fourth day of February, One Thousand Nine Hundred and Fifty-six.

W. B. LANGFORD,

Registrar of Companies.

Document 3

Ref. tender/HTS

20th September 1999

HERTFORDSHI
CHAMBE
OF COMMERC
AND INDUSTI

To Whom It May Concern

PRE-QUALIFICATION NUMBER REG/5007/005 –
Panafrican programme for the control of epizootics (PACE)

HUNTING TECHNICAL SERVICES LIMITED, of Thamesfield House, Boundary Way, Hemel Hempstead, Hertfordshire, HP2 7SR, United Kingdom, is a bona fide registered company. Company registration number 560971, credited to ISO 9001 in 1995.

We further certify that **HUNTING TECHNICAL SERVICES LIMITED,** are consultants in land and water management. We further certify that the company are actively trading and without any evidence of bankruptcy, liquidation or compulsory administration, and are able to submit the tender on the date and in the form prescribed.

Tim Hutchings
Chief Executive

45 Grosvenor Road
St Albans
Hertfordshire
AL1 3AW
Tel: 01727 813680
Fax: 01727 813694

Chief Executive: Tim Hutchings
A Company Limited by Guarantee
Reg. No. 1026468 LONDON

Document 4

H T S

20th September 1999

The undersigned, **Graham Deane**, in the capacity of **Director** of the consultant agency **Hunting Technical Services Limited** 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 the 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

Seal of the notary certifying the present document

Witness to the above signature

NOTARY PUBLIC

Barbara Woods

HTS Consultants
Thamesfield House
Boundary Way
Hemel Hempstead
Herts HP2 7SR
United Kingdom

Tel: + 44 (0) 1442 2318
Fax: + 44 (0) 1442 2198
Email: hts@htsconsult.co.uk
http://www.htsconsult.co.uk

HTS Consultants is a subsidiary of Genus
Registered Office: Westmere Drive, Crewe
Registered in England & Wales No. 29723

Hunting Technical Services Limited is reg
with SGS Yarsley International Certificate
Services Limited, Certificate No. Q-5605

Document 5

20th September 1999

TO WHOM IT MAY CONCERN

Dear Sirs

PANAFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)
REG/5007/005

The undersigned Executive Officers of Hunting Technical Services Limited, being Directors, do hereby confirm that Hunting Technical Services Limited is not currently involved in any legal or arbitration proceedings or dispute of any kind.

We also confirm that Hunting Technical Services Limited has never been a party to a contract terminated by the Commission of the European Communities.

Yours faithfully
for HUNTING TECHNICAL SERVICES LIMITED

Authorised Signatory

.....
James Morton, Director

Authorised Signatory

.....
Graham Deane, Director

HTS Consultants
Thamesfield House
Boundary Way
Hemel Hempstead
Herts HP2 7SR
United Kingdom

Tel: + 44 (0) 1442 231800
Fax: + 44 (0) 1442 219886
Email: hts@htsconsult.co.uk
http://www.htsconsult.co.uk

HTS Consultants is a subsidiary of Genus plc
Registered Office: Westmere Drive, Crewe CW1 6
Registered in England & Wales No. 2977235

Hunting Technical Services Limited is registered with SGS Yarsley International Certification Services Limited. Certificate No. Q 5005

Documents on General Competence

Document 6

Consolidated Profit and Loss Account

	Notes	1997 £000	1998 £000	1999 £000
Turnover				
Continuing Operation				
Oggoing		46,631	47,544	45,781
Acquisitions		-	-	11,425
		46,631	47,544	57,206
Underlying operating profit before bid defense and acquisition costs		1,924	2,592	3,634
Acquisition and new business start up costs		-	-381	-137
Bid defense costs		-	-241	-
Operating profit		1,924	1,970	3,497
Of which continuing operations				
Ongoing		1,924	1,970	3,004
Acquisitions		-	-	493
Profit on disposal of properties		2,848	1,536	1,402
Interest receivable and similar income		235	666	519
Interest payable and similar charges		-60	-167	-194
Profit on ordinary activities before taxation		4,947	4,005	5,224
Tax on profit on ordinary activities		-400	-846	-1,238
Profit on ordinary activities after taxation			3,159	3,989
Minority interests - equity			-	-39
Profit for the financial year		4,547	3,159	3,947
Dividends on equity shares		-690	-805	-972
Retained profit for the year		3,857	2,354	2,975
Earnings per share - normalised		7.4p	8.9p	11.2p
Earnings per share - basic		19.8p	13.7p	16.8p
Earnings per shre - diluted			13.3p	15.9p
Dividend per share		3.5p	3.5p	4.0p

Statement of Total Recognised Gains and Losses

Thare are no recognised gains and losses other than the profit for the year of £3,947,000 (1998: £3,159,000; 1997:£4,547,000)

Consolidated Balance Sheet

	Notes	1997 £000	1998 £000	1999 £000
Fixed Assets				
Intangible Assets		198	176	3,968
Tangible assets		15,075	15,585	15,750
Invesments		-	-	137
			15,761	19,884
Current Assets				
Stocks		2,806	2,470	2,184
Debtors		8,146	9,407	15,057
Cash at bank and in hand		10,447	10,989	10,246
		21,399	22,866	27,487
Creditors: amounts falling due within one year		8,205	9,582	14,748
Net current assets		13,184	13,284	12,739
Total assets less current liabilities		28,467	29,045	32,624
Creditors: amounts falling due after more than one year		724	1,345	656
Provisions for liabilities and charges		-	3	90
Accruals and deferred income		293	281	73
Equity minority interests			-	55
Net assets		27,450	27,416	31,750
Capital and reserves				
Called up share capital		2,299	2,299	2,462
Share premium account		20,701	20,702	22,273
Profit and loss account		4,450	4,415	7,015
Equity shareholders' funds		27,450	27,416	31,750

CONSOLIDATED PROFIT AND LOSS ACCOUNT for the year ended 31 March 1999

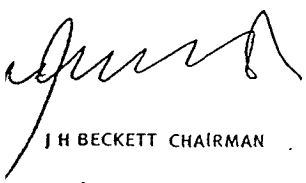
	Notes	1999 £000	1998 £000
Turnover			
Continuing operations			
Ongoing		45,781	47,544
Acquisitions		11,425	-
	2	57,206	47,544
Underlying operating profit before bid defence and acquisitions costs	3	3,634	2,592
Acquisition and new business start up costs	3	(137)	(381)
Bid defence costs	3	-	(241)
Operating profit	2,3	3,497	1,970
Of which continuing operations			
Ongoing		3,004	1,970
Acquisitions		493	-
Profit on disposal of properties		1,402	1,536
Interest receivable and similar income	4	519	666
Interest payable and similar charges	5	(194)	(167)
Profit on ordinary activities before taxation		5,224	4,005
Tax on profit on ordinary activities	6	(1,238)	(846)
Profit on ordinary activities after taxation		3,986	3,159
Minority interests - equity		(39)	-
Profit for the financial year		3,947	3,159
Dividends on equity shares	7	(972)	(805)
Retained profit for the year	21	2,975	2,354
Earnings per share - normalised	8	11.2p	8.9p
Earnings per share - basic	8	16.8p	13.7p
Earnings per share - diluted	8	15.9p	13.3p
Dividend per share	7	4.0p	3.5p

Statement of Total Recognised Gains and Losses

There are no recognised gains and losses other than the profit for the financial year of £3,947,000 (1998: £3,159,000)

	Notes	1999 £000	1998 £000
Fixed assets			
Intangible assets	10	3,968	176
Tangible assets	11	15,750	15,585
Investments	12	167	-
		19,885	15,761
Current assets			
Stocks	13	2,184	2,470
Debtors	14	15,057	9,407
Cash at bank and in hand	24	10,246	10,989
		27,487	22,866
Creditors: amounts falling due within one year	15	14,748	9,582
Net current assets		12,739	13,284
Total assets less current liabilities		32,624	29,045
Creditors: amounts falling due after more than one year	16	656	1,345
Provisions for liabilities and charges	18	90	3
Accruals and deferred income	19	73	281
Equity minority interests		55	-
Net assets		31,750	27,416
Capital and reserves			
Called up share capital	20	2,462	2,299
Share premium account	21	22,273	20,702
Profit and loss account	21	7,015	4,415
Equity shareholders' funds	22	31,750	27,416

Approved by the board on 30 June 1999 and signed on their behalf



J H BECKETT CHAIRMAN



R K WOOD CHIEF EXECUTIVE

Consolidated Profit and Loss Account

for the year ended 31 March 1998

	Notes	1998 £000	1997 £000
Turnover			
Continuing operations			
Ongoing		45,965	46,631
Acquisitions		1,579	-
	1	47,544	46,631
Underlying operating profit before bid defence and acquisition costs		2,592	1,924
Acquisition and new business start up costs		(381)	-
Bid defence costs		(241)	-
Operating profit	2	1,970	1,924
Of which continuing operations			
Ongoing		2,134	1,924
Acquisitions		(164)	-
Profit on disposal of properties		1,536	2,848
Interest receivable and similar income	3	666	235
Interest payable and similar charges	4	(167)	(60)
Profit on ordinary activities before taxation		4,005	4,947
Tax on profit on ordinary activities	5	(846)	(400)
Profit for the financial year		3,159	4,547
Dividend	6	(805)	(690)
Retained profit for the year	21	2,354	3,857
Earnings per share	7	13.7p	19.8p
Earnings per share (normalised)	7	8.9p	7.4p
Dividend per share	6	3.5p	3.0p

Statement of Total Recognised Gains and Losses

There are no recognised gains and losses other than the profit for the year of £3,159,000 (1997: £4,547,000).

Consolidated Balance Sheet

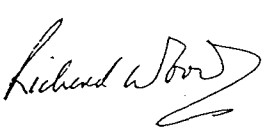
at 31 March 1998

	Notes	1998 £000	1997 £000
Fixed assets			
Intangible assets	10	176	198
Tangible assets	11	15,585	15,075
		15,761	15,273
Current assets			
Stocks	13	2,470	2,806
Debtors	14	9,407	8,146
Cash at bank and in hand	24	10,989	10,447
		22,866	21,399
Creditors: amounts falling due within one year	15	9,582	8,205
Net current assets		13,284	13,194
Total assets less current liabilities		29,045	28,467
Creditors: amounts falling due after more than one year	16	1,345	724
Provisions for liabilities and charges	18	3	-
Accruals and deferred income	19	281	293
Net assets		27,416	27,450
Capital and reserves			
Called up share capital	20	2,299	2,299
Share premium account	21	20,702	20,701
Profit and loss account	21	4,415	4,450
Shareholders' funds	22	27,416	27,450

Approved by the Board on 22 June 1998 and signed on their behalf



J H Beckett *Chairman*



R K Wood *Chief Executive*

	NOTES	1997 £000	1996 £000
TURNOVER	1	46,631	47,893
COST OF SALES		(36,446)	(37,915)
GROSS PROFIT		10,185	9,978
DISTRIBUTION COSTS		(3,976)	(4,823)
ADMINISTRATIVE EXPENSES		(4,285)	(4,328)
OPERATING PROFIT	2	1,924	827
PROFIT ON DISPOSAL OF PROPERTIES		2,848	1,156
REORGANISATION COSTS	3	-	(1,602)
INTEREST RECEIVABLE AND SIMILAR INCOME		235	59
INTEREST PAYABLE AND SIMILAR CHARGES	4	(60)	(91)
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION		4,947	349
TAX ON PROFIT ON ORDINARY ACTIVITIES	5	(400)	83
PROFIT FOR THE FINANCIAL YEAR		4,547	432
DIVIDEND	6	(690)	-
RETAINED PROFIT FOR THE YEAR	20	3,857	432

STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES

BALANCE SHEET

AT 31 MARCH 19

	NOTES	1997 £000	
FIXED ASSETS			
INTANGIBLE ASSETS	9	198	
TANGIBLE ASSETS	10	15,075	1
INVESTMENTS	11	-	
		15,273	1
CURRENT ASSETS			
STOCKS	12	2,806	
DEBTORS	13	8,146	
CASH AT BANK AND IN HAND	22	10,447	
		21,399	1
CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	14	8,205	
NET CURRENT ASSETS		13,194	
TOTAL ASSETS LESS CURRENT LIABILITIES		28,467	2
CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	15	724	
PROVISIONS FOR LIABILITIES AND CHARGES	17	-	
ACCRUALS AND DEFERRED INCOME	18	293	
NET ASSETS		27,450	2
CAPITAL AND RESERVES			
CALLED UP SHARE CAPITAL	19	2,299	
SHARE PREMIUM ACCOUNT	20	20,701	2
PROFIT AND LOSS ACCOUNT	20	4,450	
SHAREHOLDERS' FUNDS		27,450	2

Approved by the board on 26 June 1997 and signed on their behalf

Profit and Loss Account

For the year ended 31 March 1996

	Notes	1996 £000	19 (5 month £0
TURNOVER	1	47,893	19,3
Cost of sales		(37,915)	(15,0
GROSS PROFIT		9,978	4,2
Distribution costs		(4,823)	(2,1
Administrative expenses		(4,328)	(1,8
OPERATING PROFIT	2	827	3
Profit on disposal of tangible fixed assets		1,156	
Reorganisation costs	3	(1,602)	
Interest receivable and similar income		59	
Interest payable and similar charges	4	(91)	(1
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION		349	2
Tax on profit on ordinary activities	5	83	(
PROFIT FOR THE FINANCIAL PERIOD	19	432	1

The classification of expenditure into cost of sales, distribution and administrative expenses has been amended and the comp have been restated.

STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES

There are no recognised gains and losses other than the profit for the year of £432,000 (1995: £161,000).

Balance Sheet

at 31 March 1996

	Notes	1996 £000	1995 £000
FIXED ASSETS			
Intangible assets	8	246	306
Tangible assets	9	16,097	18,081
Investments	10	4	4
		16,347	18,391
CURRENT ASSETS			
Stocks	11	2,975	3,820
Debtors	12	8,488	10,626
Cash at bank and in hand	21	4,436	1,458
		15,899	15,904
CREDITORS: amounts falling due within one year	13	8,342	10,532
NET CURRENT ASSETS		7,557	5,372
TOTAL ASSETS LESS CURRENT LIABILITIES		23,904	23,763
CREDITORS: amounts falling due after more than one year	14	5	285
PROVISIONS FOR LIABILITIES AND CHARGES	16	-	-
ACCRUALS AND DEFERRED INCOME	17	306	317
NET ASSETS		23,593	23,161
CAPITAL AND RESERVES			
Called up share capital	18	2,299	2,299
Share premium account	19	20,701	20,701
Profit and loss account	19	593	161
SHAREHOLDERS' FUNDS		23,593	23,161

Approved by the board on 27 June 1996

Profit and Loss Account
Period ended 31 March 1995

	Note	5 Months to 31 March £'000
Turnover	1	19,344
Cost of sales		(13,758)
Gross profit		5,586
Distribution costs		(3,826)
Administrative expenses		(1,453)
Other operating income		54
Operating Profit	2	361
Interest receivable and similar income		7
Interest payable and similar charges	3	(124)
Profit on ordinary activities before taxation		244
Tax on profit on ordinary activities	4	(83)
Profit for the financial period	18	161

Statement of total recognised gains and losses

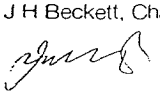
There are no recognised gains and losses other than the profit for the period of £161,000.

Balance Sheet

at 31 March 1995

	Note	1995 £'000
Fixed assets		
Intangible assets	7	306
Tangible assets	8	18,081
Investments	9	4
		18,391
Current assets		
Stocks	10	3,820
Debtors	11	10,626
Cash at bank and in hand	20	1,458
		15,904
Creditors: amounts falling due within one year	12	10,532
Net current assets		5,372
Total assets less current liabilities		23,763
Creditors: amounts falling due after one year	13	285
Provisions for liabilities and charges	15	–
Accruals and deferred income	16	317
Net assets		23,161
Capital and reserves		
Called up share capital	17	2,299
Share premium account	18	20,701
Profit and loss account	18	161
Shareholders' funds		23,161

J H Beckett, Chairman



H T S

20th September 1999

TO WHOM IT MAY CONCERN

Dear Sir

PANAFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)
REG/5007/005

Authority is hereby given to seek a reference from our bankers.

The details are:

Name of Account:	Hunting Technical Services Limited
Address:	National Westminister Bank Plc PO Box No. 34 15 Bishopsgate London EC2P 2AP
Account Number:	45271429
Sort Code:	50-00-00

Yours faithfully
for HUNTING TECHNICAL SERVICES LIMITED

James Morton
Director

HTS Consultants
Thamesfield House
Boundary Way
Hemel Hempstead
Herts HP2 7SR
United Kingdom

Tel: + 44 (0) 1442 231
Fax: + 44 (0) 1442 219
Email: hts@htsconsult.co.u
http://www.htsconsult.co.uk

HTS Consultants is a subsidiary of Genu
Registered Office: Westmere Drive, Crewe
Registered in England & Wales No. 2972

Hunting Technical Services Limited is re
with NQS Yardley International Certificat
Services Limited, Certificate No. Q/5005

Document 7

HUNTING TECHNICAL SERVICES

• *General Description*

Hunting Technical Services Limited (HTS) is a leading British consultancy in the field of natural resources development and environmental management. A wholly owned subsidiary of Genus plc, one of the largest consultancy groups in the UK, HTS has planned and implemented sustainable and environmentally sound projects throughout the developing world.

Formed in 1953 to provide professional services in natural resources development, HTS has experience in every stage of the development cycle, ranging from individual projects undertaken at prefeasibility, feasibility and implementation levels, to sectoral and policy studies at regional and national.

To date HTS has completed more than 1300 projects in over 140 countries across the globe. The company is registered with and has worked for all the major donor agencies.

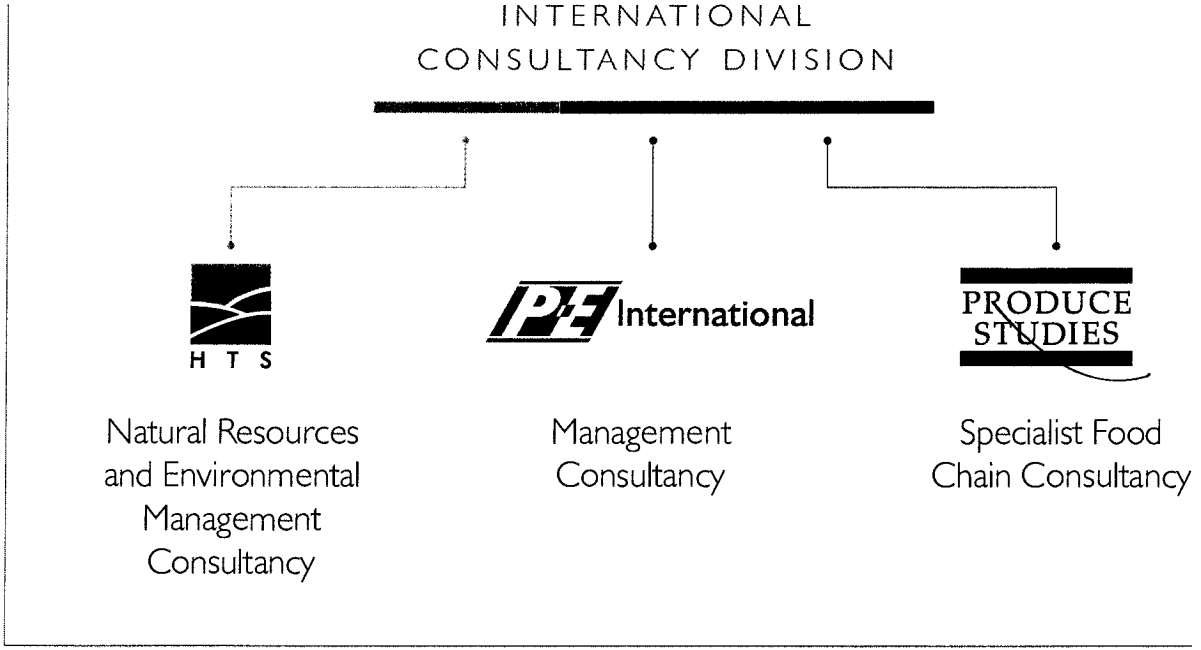
Senior technical staff who are recognised internationally in their own fields and the permanent professional staff, around 70 in number, cover a range of natural resource and management disciplines. All are highly qualified and members of professional institutions. This in house expertise means that the firm is able to provide continuity, cohesion and proven technical capability within any HTS team. It also ensures effective Head Office support is always available.

In addition to its permanent staff the company has access to other specialist consultancy firms and independent consultants, some of whom are held on a retainer basis. A Staff Resources Manager maintains a database which holds the references and professional details of over 4000 independent consultants who represent the core global expertise in international development consultancy. Every field team has the back up of head office services which include project customised computer programmes, high quality cartography, a large library and modern report production facilities.

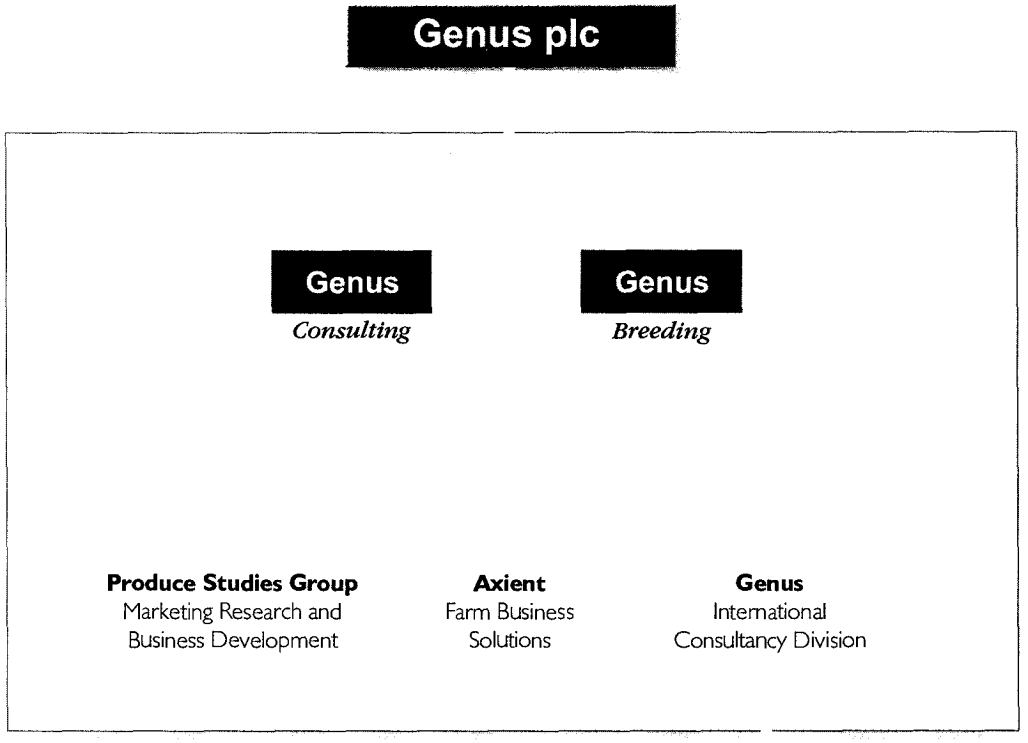
• *Commitment to Quality*

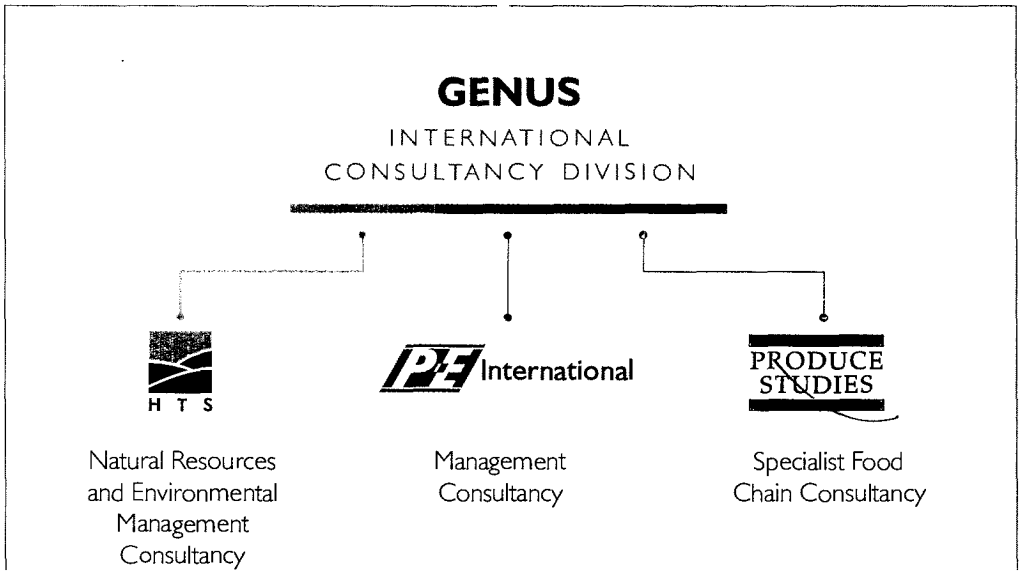
Hunting Technical Services has a long standing commitment to quality. Our technical work has been recognised in recent years by the British Consultants Bureau (BCB) "Consultant of the Year" Award in 1992, in recognition of our work in South Asia and by the Worldaware "Award for Long Term Commitment to Sustainable Development" in 1994. The firm was recently shortlisted for a further Worldaware Award for its contribution to social development in Lesotho.

HTS was the first UK natural resource consultancy to be accredited to the Quality Assurance Standard ISO 9001. All projects follow our approved procedures and HTS staff are issued with a quality statement and plan when they take up their assignment. Staff are contractually obliged to follow HTS working procedures while employed by the company.

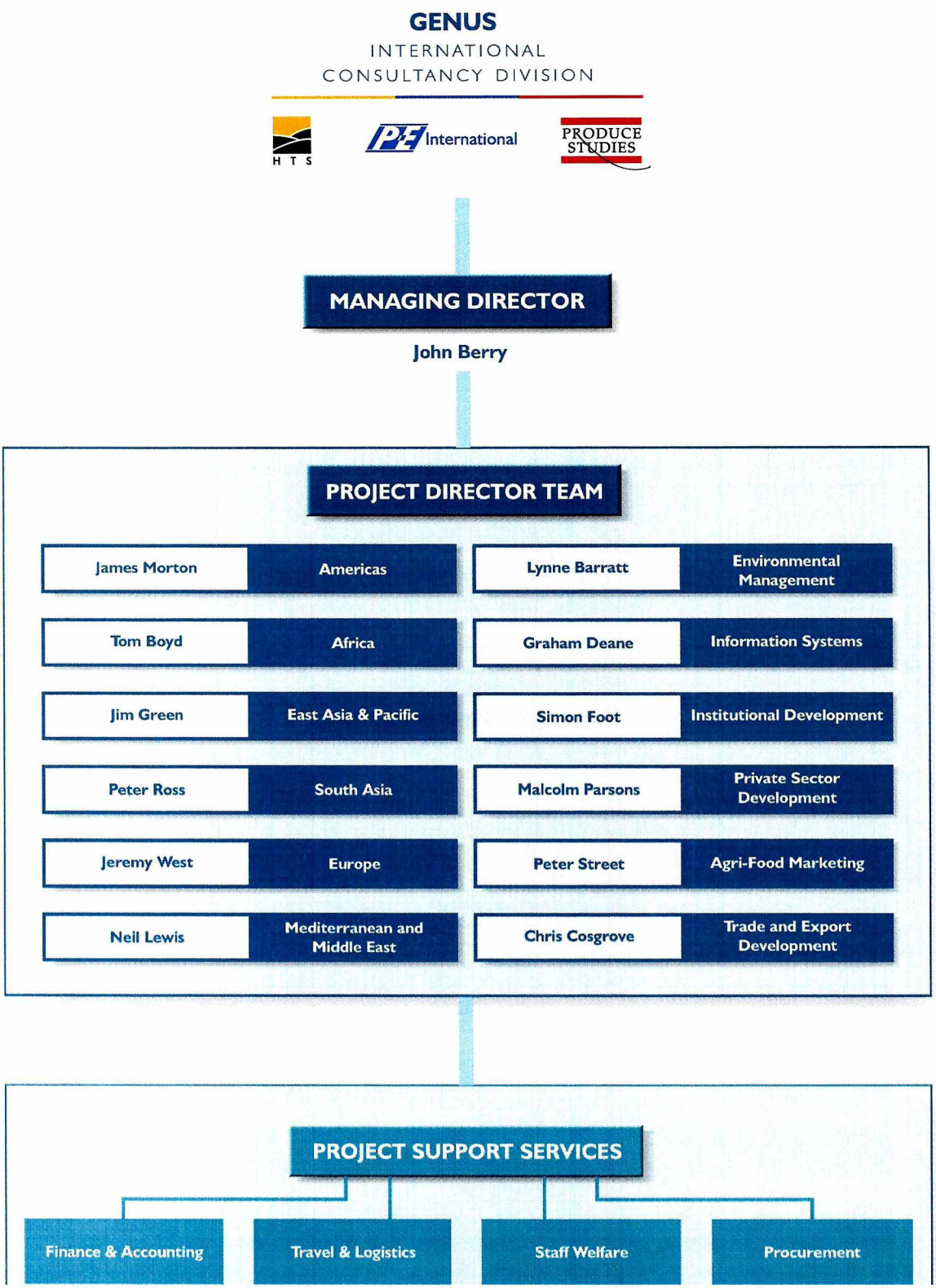

INTERNATIONAL
CONSULTANCY DIVISION
H T S
IPE International
PRODUCE
STUDIES
Natural Resources
and Environmental
Management
Consultancy
Management
Consultancy
Specialist Food
Chain Consultancy

Corporate Structure of Genus plc and the Genus International Consultancy Divisi





Staffing Structure of the Genus International Consultancy Division





Our Key Strengths (Continued from Overleaf)

National Consultants. We have strong country representation in over 40 countries. This significant network of partners enables us to field strong international and local teams of specialists.

Partnerships with NGOs. We regularly works to support NGOs as part of natural resources project activities, and works with NGOs on projects of mutual interest.

Teamworking and Balanced Teams. We have a proven reputation for fielding balanced teams of consultant staff that represent both youth and experience as well as a technical and social perspective. Many of our staff have worked together previously and are able to quickly form a cohesive and productive team.

Natural Resources Documentation. We maintain key reports from projects undertaken over the last forty years and these form an invaluable source of reference material.

Linkages with International Institutes. HTS has an excellent network of both formal and informal Natural Resources partnerships with Universities and International Institutes that we are able to draw upon at all stages of the project cycle.

Training and Technology Transfer. HTS has a substantial resource of training materials that are used by project staff for training courses. We provide complete training and training support packages for in country and overseas training courses.

Our Range of Services

- Agronomy of field, tree and horticultural crops
- Agricultural research, extension, training and technology transfer
- Aquatic resource evaluation, conservation and management
- Economic and financial analysis
- Environmental analysis and management
- Evaluation and management of forestry resources
- Irrigation, drainage and land reclamation
- Natural resource evaluation
- Seed production to processing the complete seed cycle
- Livestock systems
- Land Resource Planning
- Land tenure and land cadastre



Global Examples of our Work

Continued from Overleaf

GUYANA

Land Use Administration Support Programme. HTS is providing technical and institutional support to the Land and Surveys Commission. A major project component is a socio-economic survey designed to describe and categorise the dominant forms of land tenure. The work also includes development of a business plan for the proposed Land and Surveys Commission.

TANZANIA

Mwanza Animal Health Services Project This four year project is aimed at developing and testing models for the delivery of cost effective and sustainable animal health services for small and medium scale livestock owners in the Mwanza and Shinyanga districts.

CHILE

Chile Sur Integrated Development Programme This programme is designed to increase production and diversify and reorganise the agriculture, forestry and non-industrial fisheries sectors. Our 86 months of technical input is aimed at promoting the development of the poorest communities of Southern Chile.

Natural resources is one of the five capital assets upon which individuals draw to build their livelihoods. Since 1953, HTS has been an international leader in promoting improved management of this key asset and assisting communities to develop sustainable livelihoods.

Our Key Capabilities

- We recognise the importance of well managed natural resources to the livelihoods of the rural poor and provide high quality expertise across the range of natural resources disciplines.
- We works in partnership with communities, NGO's, government organisations, donors and the private sector to enable more secure access to and better management of Natural Resources.
- HTS has an internationally recognised reputation for producing high quality work at all stages of the project cycle. This includes planning, implementation and evaluation of both small and large natural resources projects throughout the world.

Our Key Strengths

Worldwide experience. To date, we have completed more than 1200 projects in over 153 countries

Knowledge of climatic zones. We have experience of planning, implementing and supporting projects in the full spectrum of climatic zones from the tropical rainforests of South East Asia to the arid regimes of the Middle East and North Africa.

Experienced Natural Resources Staff. We employ a large cadre of experienced permanent staff the majority of whom have a natural resources background. We also maintain a database of some 3000 associates who provide specialist natural resources expertise as required by projects

Large Multidisciplinary Projects. We have the knowledge, capability and experience to undertake large, long-term multidisciplinary natural resource projects in often very remote areas.

Quality Project Support. HTS has been awarded ISO 9001 in



Global Examples of our Work

BHUTAN

Strengthening of Veterinary Services. We led a consultant team over seven years, assisting the Royal Government of Bhutan to establish and upgrade veterinary services throughout the Kingdom. Key services included: training of laboratory technicians, design of laboratories and specification of equipment.

PAKISTAN

Aga Khan Rural Support Programme. Under assignment to DFID, HTS consultants are leading a consortium of British companies to provide support to this internationally recognised NGO. The project provides services to the rural poor in the Gilgit and Chitral Regions of Northern Pakistan and HTS provide a flexible range of services as requested by the Aga Khan Rural Support Programme. Services include: natural resources planning, gender training, community development, marketing of local products and a review of mountain technology.

SOUTH AFRICA

Eastern Cape Community Forestry Project. Under assignment to DFID, HTS consultants are providing support to the establishment of forestry extension services in the former homelands of Transkei and Ciskei

NEPAL

Seed Sector Support Project This five-year project is led by a national team leader and supported by a team of short-term international consultants from a consortium led by HTS. The project aims to strengthen the role of the private sector in vegetable seed production and to assist the development of sustainable seed producer groups in

Our approach to the overall management of the environment takes as its cornerstone the concept of sustainability. In this way the needs of social and economic advancement may be balanced with the utilisation of renewable resources and the conservation of rare or unique systems, habitats and species.

Our Key Capabilities:

- We have developed a full spectrum service for environmental management ensuring that our Clients needs are met to internationally accepted standards.
- We are experienced in relating the conservation and sustainable management of important habitat types and species with the ever-growing development needs of both the public and private sector.
- Our work is devoted to improving environmental conditions for both human-kind and for the wide range of plants and animals that co-exist with us.
- We offer excellence in environmental management services, both as a critical component of large projects and as a stand-alone activity.

Our Key Strengths:

HTS has an outstanding company track record spanning nearly fifty years of promoting sustainable approaches to resource management. Our philosophy is to place strong reliance on empowering communities to be aware of, and responsible for, the management of their own environments. This approach recognises the importance of institutional reforms required to establish the necessary frameworks for successful environmental and protected area management programmes.

Our work utilises the latest technology, including remote sensing and geographical information systems (GIS) to assist the development of good environmental practice. HTS staff have a wide range of specialist skills encompassing all aspects of environmental management from policy directives and strategy development, through the regulation process, to the implementation of effective action plans. We pride ourselves on adopting innovative approaches to find solutions for environmental problems. Solutions which encompass the precautionary principle, the polluter pays principle, and Best Available Technology (BAT).







Global Examples of our Work

INDONESIA

Coral Reef Rehabilitation and Management Programme (COREMAP), the most ambitious coral reef conservation project in the world funded through the Global Environment Facility. Includes the development of national reef management policy, strategy and action plans, through the development of community participation and national monitoring and surveillance programmes.

OMAN

Strengthening the Oman Natural History Museum by providing expert services in the collection and identification of a unique and fragile algal community from the Southern Region. Also developing display material on key biodiversity issues for the museum and the general public.

JORDAN

Jordan Valley Integrated Development Programme, assessing the potential impact of the proposed development of the Red Sea Dead Sea Canal Link, including environmental planning for regional development.

ESTONIA

Improvement of Data Management and Data Use in the Environmental Information Centre. A project to develop a management information system using GIS for emission and ambient environmental data, including regulatory mechanisms, web site development, introduction of environmental indicators and quality objectives.

Our Range of Services

Environmental Assessment

We work closely with all the stakeholders in establishing profiles of existing resources, identification and measurement of potential sources of pollution, and advising in the selection of the most environmentally acceptable solutions. Support is given in project screening and scoping; initial environmental examinations, environmental impact assessments, mitigation and amelioration, environmental impact statements, and environmental management plans.

Regulatory Compliance

A key part of our work is to assist our Clients to understand and apply the measures necessary to ensure regulatory compliance. We have a thorough knowledge of international conventions, EU Directives, USEPA Standards, UK Guidelines, and various national environmental quality objectives. However, we are also sympathetic to those countries where the regulatory mechanism is in it's infancy and we will seek the most appropriate solution to specific national problems, rather than applying blue-print solutions. Client support is given in legal review, pollution control, compliance monitoring, and environmental audit procedures.

Planning and Policy

We assist government and public institutions to develop policies for incorporation into the legal system. We provide a complete service by assisting clients to obtain funding for specific elements of the action plan and then guiding them through the implementation phases.

Baseline and Monitoring Studies

We specialise in data collection and storage for environmental baselines, including demographic and socio-economic profiling. Our staff are trained in the latest monitoring techniques, including satellite borne remote sensing, underwater remote vehicle operation, and up to date laboratory analysis techniques. Support is given in data capture and control, verification and analysis, management and interpretation.

Biodiversity Assessment

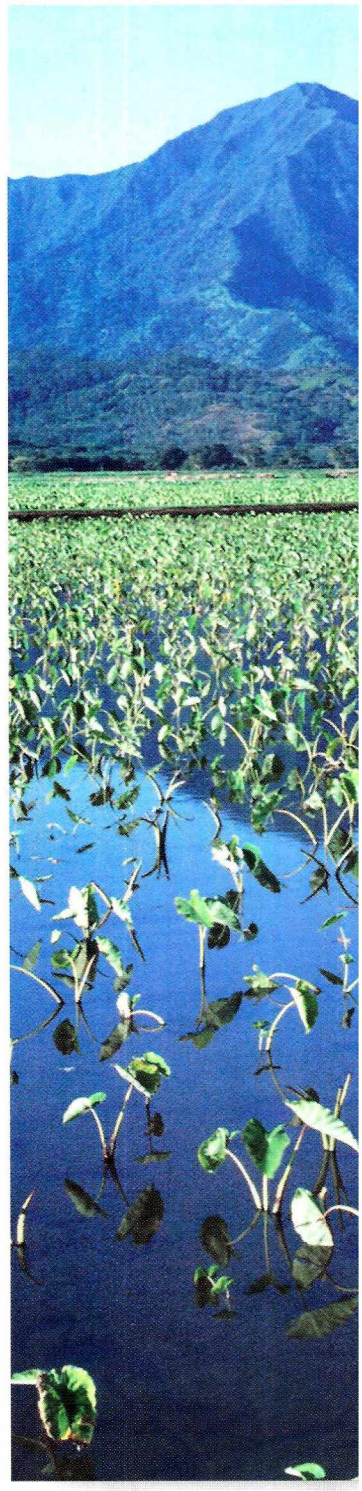
In 1991, seventy five countries signed the Convention on Biological Diversity in Rio de Janeiro. The aim of the convention is the protection and conservation of the world's biodiveristy resources. We recognise the importance of the convention and have been conducting biodiversity studies in the terrestrial, freshwater and marine sectors since our formation in the early 1950s. In recent years we have been concentrated on critical habitat studies and the analysis of associated communities.

Conservation and Protected Area Management

One of the most important ways to maintain biodiveristy and conserve rare resources is through the development of protected area management plans. We produce plans for inter alia, multiple use, resource, forest, wilderness and scientific reserves, incorporating, where appropriate zoning schemes and buffer zones.

Training

Training local people to be responsible for their own environments is the key to long-term environmental sustainability. We focus our training on the principle stakeholders in the community, government and the private sector. We have a range training materials that we use in workshops, seminars, formal training, on-the-job coaching, and public awareness campaigns.





The reduction of poverty is an international development priority. HTS works in partnerships to ensure poverty reduction through sustainable livelihood development in rural and urban areas, with an emphasis on those most at risk. Since 1953, HTS Consultants have had an impact on social development and poverty in 150 countries.

Our Key Capabilities

- Applying livelihood analysis to build on existing strengths and opportunities at community level and to provide a basis for sustainable livelihood development;
- Promoting institutional development for sustained improvements in pro-poor service delivery by government and non-government organisations in all sectors;
- Conducting natural resource appraisals and environmental impact assessment to ensure that maximum sustainable use is derived from the natural environment for the benefit of disadvantaged communities and community members;
- Providing support to policy and strategy development in all sectors, and all levels of government, to ensure a pro-poor focus, and an emphasis on sustainable livelihood development;
- Promoting effective partnerships between government and non-government stakeholders for efficient and effective policy development and service delivery;
- Applying a firm gender and environment dimension to all our social development initiatives;
- Providing services to all international development partners, including the UK Department for International Development, Commission of the European Communities, United Nations, World Bank, Asian Development Bank and the governments of the 150 countries within which we have worked.

Our Key Strengths

HTS is committed to using participatory processes with partners and clients to ensure local ownership and commitment to social development and poverty alleviation policies and strategies. These participatory methods are developed with the rural and urban poor to ensure that they design and control their own initiatives to develop their own livelihoods.

The company draws on the skills of 80 professional staff and 3,000 Associate Consultants to ensure the rapid availability of high level expertise in any field to support the process of social development.

A process, rather than blueprint approach, to our work in poverty reduction and social



Global Examples of our Work

DOMINICAN REPUBLIC

Integrated Development of the Linea Noroeste.

HTS Consultants supported the development of rural financial services, agricultural extension and other social and natural resource services in the marginal hill areas of four provinces in the Dominican Republic. These services have helped disadvantaged communities to raise rural incomes, reduce poverty, reduce emigration, improve livelihood sustainability, reduce soil erosion and reduce deforestation.

SOUTH AFRICA

Eastern Cape Community Forestry Project.

HTS Consultants are providing support to the establishment of forestry extension services for communities living in the former homelands of Transkei and Ciskei. The project is concentrating on promoting small-scale forest based enterprises for employment creation and increased family income. The project also assists with the devolution to community control of formerly state managed forest assets.



Our Range of Services

Participatory planning

Participatory rural appraisals and action learning techniques for empowerment;

Social mobilisation to ensure disadvantaged groups engage in development planning;

Participatory planning with service providers and other stakeholders.

Economics

Financial and economic appraisals for agricultural, livestock, forestry and other natural resource interventions designed to reduce poverty and promote social development;

Local and national economic strategies for poverty reduction and pro-poor economic growth;

Community Development

Participatory approaches to community development

Community organisation development;

Human resource development, vocational training and empowerment programmes;

Small and medium scale enterprises

Design, development and implementation of pro-poor micro-enterprise schemes;

Establishment of alternative income generating activities;

Enterprise development for sustainable rural and urban livelihoods.

Rural finance

Rural savings mobilisation and savings groups

Formal and informal credit system establishment

Rural services

Electrification, rural energy, transport and infrastructure

Water and sanitation, primary health care and education

Transport and infrastructure



Global Examples of our Work

Continued from Overleaf

PHILIPPINES

Catanduanes Agricultural Support Programme.

HTS Consultants worked to alleviate poverty, generate employment and develop environmentally sustainable and equitable economic growth throughout Catanduanes Province. This was achieved through the community-based planning of fishing and farming system improvements. The project involved community organisation development, micro-enterprise, and local government strengthening.

BANGLADESH

Agricultural Support Services Project.

HTS Consultants provided expertise in the strengthening of agricultural extension services throughout the country. As a result, the proportion of the population receiving extension services rose from under 4 per cent in 1995 to over 15 per cent in 1998. Of these, about 65 per cent were landless and marginal farmers, and half chose to adopt improved agricultural practices to develop livelihood sustainability.

Our Range of Services

Remote Sensing

The Company has always made extensive use of remote sensing data from aerial photography, high- and medium-resolution satellite imagery, as well as low-resolution weather satellite data. We have extensive experience of extracting vegetation, forest, agriculture and geologic information from satellite imagery using the latest image processing techniques. Our services include data procurement and the production of high quality hard copy images to clients' specifications.

Geographic Information Systems

Over the last 10 years we have carried out a number of projects where the analysis of spatial data has been the key activity; examples include the mapping of areas of tranquillity in the UK and land resettlement in Lesotho. The experience gained in these and other projects enables us to provide a comprehensive service for data capture, data quality control, software development and data analysis. We are currently developing and installing GIS capability at several locations around the world.

Land Information Systems

The specific use of computer-based information systems for supporting land titling, land management and land registration projects has, in recent years become an important part of the range of services offered by HTS. Based on practical project experience, we can now supply both expertise and software development capability to ensure that our clients' LIS requirements can be fulfilled.

Database Management Systems

We have developed a specific capability in developing databases for the handling, storage, retrieval and analysis of environmental data, including monitoring data. We also have experience of linking these systems with GIS functionality to assist in the execution of impact assessments, environmental audits and in the development of monitoring strategies.

Mapping

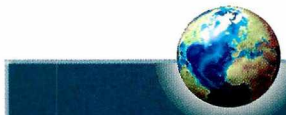
Over the last few years we have prepared thematic mapping capabilities at a variety of scales, from national reconnaissance scale mapping (such as vegetation of the whole of Tanzania) to detailed mapping of small rural and urban areas. All of our mapping activities, including the preparation of pre-press printing materials, are now carried out using digital cartographic techniques.

Management Information Systems

The provision of accurate up-to-date information is a pre-requisite for efficient decision making. Amongst our projects we have, for example, linked spatial data (within a GIS) to a database and also to project management software to create a land Acquisition and Resettlement Management System (ARMS). This system is now being used on project to ensure that land re-settlement associated with a major dam construction is carried out in an efficient, fair and sensitive manner.

Training Courses

HTS has for several years run UK-based training courses in the use of remote sensing and GIS technologies. These have been formal courses (of up to three months duration) and have so far attracted participants from more than 25 countries. HTS has developed an extensive library of course material and is able to deliver bespoke training courses at clients' own premises.



Global Examples of our Work

Continued from Overleaf

AGRICULTURAL MONITORING

Since the late 1980's, HTS has been involved in the use of remote sensing data for agricultural monitoring. This has included regional crop inventories and, more recently, the use of remote sensing techniques for monitoring the area-based payments scheme of the Common Agricultural Policy of the European Union. For the last three years HTS has specifically provided a service for quality control of the remote sensing checks of arable land carried out in each of the EU member states.

RESEARCH

We have been involved in a number of research projects aimed at developing the applications of remote sensing and GIS technologies. HTS is currently a member of a consortium developing the use of these techniques for applications within landscape assessment in order to provide useful information for local governments, tourism authorities and planners.

HTS Consultants are at the forefront in the design and implementation of information systems, particularly for the management of spatially referenced data. We can deliver a full range of information services including consultancy, data acquisition and data analysis as well as equipment procurement, installation, testing and training.

Our Key Capabilities

- Design, development and installation of Geographic Information Systems
- Procurement, processing and analysis of all types of remote sensing data
- Generation of digital elevation models and orthophotos
- Training, technology transfer and institutional strengthening
- Development of systems for environmental, land registration and highways data management

Our Key Strengths

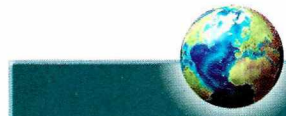
For more than twenty years, HTS has been at the forefront of using computer-based systems for analysing remote sensing and geographical data. We have substantial project experience of applications in agriculture, forestry, environmental monitoring, minerals and hydrocarbons exploration, urban planning and land registration.

The Company has built up particular expertise in geographic information and database management systems, satellite data processing and image analysis through servicing the needs of a diverse range of clients.

HTS provides a complete data management solution from data acquisition through development and implementation of analysis systems to the production of high quality map output using the latest techniques in digital cartography.







Global Examples of our Work

HIGHWAYS MANAGEMENT

We are currently developing GIS based data management for motorways and highways in both Argentina and Poland. These projects include the detailed assessment of data users' needs, design and development of the software, and, installation and testing of the completed systems, coupled with training in their use.

INFORMATION SYSTEMS

HTS is leading a consortium of international and local companies developing a forest fires information system for the Russian Federation, under an EU TACIS funded project. The system will incorporate remote sensing and GIS technology with the aim of providing timely information to the fire-fighting organisations within the Federal Forest Service.

LAND REGISTRATION

We have recently been leading land registration and land titling projects in Guyana, Lesotho, Swaziland, Greece and Poland. These have involved development of database management software, capture and quality control of cadastral information, mapping and staff training.



Our Range of Services

Public Sector Reform and Finance

We provide a complete strategic and management service, including institutional, legal and policy review, SWOT and PEST analysis, agreeing vision, setting performance output standards, projecting resource requirements, job analysis, organisation restructuring, management control, communications and monitoring systems design, and action planning. Strengthening financial management is often crucial in reaching positive results, including budgeting, accounting and audit.

Policy Development and Regulatory Regimes

Policy development and its implementation are central functions of most public sector institutions. We provide technical and policy expertise to support the process, and advice on information systems and customer involvement required to strengthen the basis of policy decision-making. Adaptation of a country's legal and regulatory framework helps to develop international political and trading links. We bring our international experience to this process of change and reform.

Good Governance and Democracy

Routes to better governance include making government expenditure accountable against performance outputs, and privatisation of service delivery. We also facilitate devolution processes, helping to achieve management changes that increase responsiveness, civic awareness and transparency through popular involvement in decision-making, legal reform and electoral procedures. A key to these aims is the identification of factors that will motivate central authorities to change the means of control.

EU Integration and Accession

Countries aiming for membership of the EU must conform to certain institutional, legislative and democratic standards. Lack of knowledge and experience is a major problem given the pace of change demanded. We support government departments and agencies through training/study tours in Western Europe. We also help strengthen local capacity in situ to speed up the process of reform.

Change Management

When empowered to influence their own future, people are more likely to embrace the changes necessary to achieve better performance of their employing organisation. We use a broad range of organisation development techniques to involve people in this process, including team work, quality management, group survey feedback, action research, and self-managed work planning and learning.

Human Resource Development

HRD concerns improving individual performance, achieved by raising capability and motivation. Motivation depends on reward mechanisms, and capability upon learning. We provide services in human resource management techniques, control and reward mechanisms, performance appraisal, on-the-job and formal training, skills and knowledge transfer, self-managed and distance learning.



Global Examples of our Work

Continued from Overleaf

GUYANA

In Guyana, Land Department staff have developed strategies for implementation of a new tenure policy. We used organisation development techniques to involve them in the process of making decisions on staff and resource needs.

LITHUANIA

We assisted the Customs Administration to integrate its practices with those of the EU by monitoring business strategies, developing best practice and facilitating national and international co-ordinating initiatives.

HUNGARY

We are advising the Hungarian Ministry for Environment on the legislative changes required to comply with EU water quality and pollution directives.

BANGLADESH

We are leading a major DFID project assisting the Ministry of Agriculture in Bangladesh to develop new approaches to staff motivation through self-managed work planning and performance appraisal. This supported the delivery of a user-responsive service.





We provide consultancy skills and services to strengthen institutional capacity, capability and performance. To promote sustainability we place an emphasis on the involvement of our clients in the process of organisational change.

Our Key Capabilities

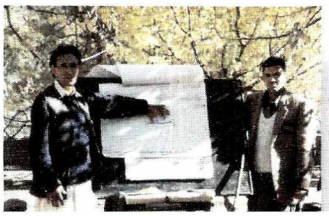
- Building performance capacity of an organisation through technical consultancy.
- Process facilitation and mentoring to reach solutions developed by local people.
- Facilitating development consistent with wider stakeholder interests.
- Supporting user-responsive policy development and implementation.
- Assisting public sector and NGOs to plan and implement liberalisation reforms.

Our Key Strengths

Our permanent staff provide a range of management and institutional development (ID) services, and we can draw on more than 2,500 specialist associate consultants.

Our track record in ID has developed over 20 years. It includes experience founded on public sector work in the UK and Europe, and extends to over 100 countries and shows a capability to manage the largest and most complex projects.

We have developed a personable approach to change management, which is both results-orientated and sensitive to local needs. Our attention to quality is illustrated by ISO9001 accreditation, BCB and Worldaware Consultancy Awards







Global Examples of our Work

KENYA

We facilitated the National Museum of Kenya's development of a strategic plan to achieve its vision in heritage and education. This involved a new legal status, work accountability changes, job analysis, market and customer needs assessments, and resource requirement projections.

SLOVAKIA

In Slovakia we assisted the Ministry of Finance to improve the capacity for applying an analytical approach to budgeting and financial forecasting.

TANZANIA

HTS is helping local staff in Tanzania to test new approaches to animal health service delivery. Also to develop their ability to support, regulate and monitor private sector and group activity, and feed their findings into national policy.

BULGARIA

We are conducting a study on the devolution of responsibilities from national to local government. This includes proposals for new financial relations, decentralisation of activities and the role of regions.

ZAMBIA

We strengthened local government's ability to listen and respond to community needs, when planning rural development.

SOUTH AFRICA

Our East Cape Forestry Project in South Africa works with the local forestry department to strengthen support for community-based

STAFF PROFILE OF HUNTING TECHNICAL SERVICES

PERMANENT TECHNICAL STAFF IN HEADQUARTERS

NAME	YEAR OF BIRTH	EXPERIENCE SINCE:	PROFESSIONAL QUALIFICATIONS	RESPONSIBILITIES AND SPECIALISMS
J Berry	1965	1987	BSc, PG Dip	Managing Director, Marketing
J. Carveley	1948	1967	FCA	Finance Director
T. Boyd	1941	1964	BSc, DTA, MSc	Director , Agricultural Economics
G. Deane	1953	1976	BA, MSc, MA	Director , GIS/RS
J. Green	1954	1980	MA, MSc	Director, Agronomy
L. Barratt	1954	1979	BSc (Hons) PhD	Director, Marine Biology
J. Morton	1951	1975	BS (Hons), MSc	Director, Development Economics
P. Ross	1955	1979	BSc, Dip Ag Eng	Director, Irrigation Agronomy
S Foot	1957	1987	BA, PhD	Director, Institutions and Training

PERMANENT TECHNICAL STAFF WORKING OVERSEAS

NAME	YEAR OF BIRTH	YEARS OF EXPERIENCE	PROFESSIONAL QUALIFICATIONS	DISCIPLINE
R. Montgomery	1942	35	BA, MSc, PhD	Economist
M Barr	1943	34	BA, MA, PhD	Geology, Mapping and GIS
R. Tucker	1943	31	BSc, MSc	Environment
A. Watkins	1941	31	BSc Ag, Dip.	Economist, Agricultural Economist
S. Henderson	1954	27	MBCS	Cartography/GIS
A. DawsonShepherd	1954	26	BSc, PhD	Coastal Management
C. English	1954	21	BSc, MSc	Natural Resources
S. Phillips	1958	19	BSc, MSc, PhD	Remote Sensing and Geology
N. Orchardson	1960	16	BA, MSc	Economist, Agricultural Economist
P. Smyth	1963	13	BSc, MSc	Remote Sensing
J. Taylor	1965	13	BSc, MSc	Information Systems
R Fairman	1969	10	BSc, MSc	Environmental Education
M Walker	1967	11	BSc, MSc	Extension Services
A. Wielogorska	1965	11	BSc, MSc	Remote Sensing
C. Smyth	1965	11	BSc, MSc	Remote Sensing
E Dodsworth	1972	5	BSc	Marine Environmentalist
F Williams	1972	7	BSc (Hons)	Project administration
Wai Ming Lee	1973	4	BSc, MSc	Geographical Information Systems
G. Richards	1974	3	BSc, MRes	Ecology and Environment

PERMANENT TECHNICAL STAFF IN HEADQUARTERS

H T S

Name:	**BOYD**, Thomas M	**Date of Birth:**	1941
Profession:	Agricultural Economist		
Years with Firm:	29	**Nationality:**	British

Key Qualifications:

Experience since: 1964

Countries worked:

Disciplines: Agronomy, Agricultural Economics, Agricultural Planning, Economics, Team Leader, Project Management.

Education:

M.Sc. Agricultural Management, University of Reading, UK, 1970
Diploma in Tropical Agriculture, Trinidad, West Indies, 1967
B.Sc. Agriculture , University of Reading, UK, 1964

Experience Record:

	1970-present	**Hunting Technical Services Limited**
AFRICA	1987-present	**Regional Manager/Director,** Supported by Head Office department heads, has overall responsibility for management and supervision of HTS projects in Africa
KENYA	1995	**Agricultural Economist,** KARI: Review of Crop Protection Project
LESOTHO	1991	**Team Leader/Planner,** Small Scale Irrigated Vegetable Project: Phase I Evaluation
SWAZILAND	1990-93	**Agricultural Planner,** Komati Basin Study
ZIMBABWE	1989	**Economist: Oilseed Marketing and Pricing,** Zimbabwe Cotton Sub-Sector Study
LESOTHO	1988	**Team Leader/Economist,** SADCC Pilot Watershed Management Programme
ST VINCENT/ WEST INDIES	1987	**Economist/Agricultural Planner,** A six week mission to prepare a development plan and financing document for a government-owned estate due to be sub-divided for settlement by smallholders
WORLD WIDE	1984-87	**Chief Agriculturalist,** Hunting Technical Services
SWAZILAND	1986	**Team Leader, Economist and Agricultural Planner,** Ngwempisi Land Use Plan
TANZANIA	1985	**Agricultural Economist,** Tanzania Sunflower Development Programme
SOMALIA	1984	**Planner Economist,** Mogambo Irrigation Project
MALAWI	1983	**Agricultural Planner Economist,** Nkhata Bay Rural Development Project
SWAZILAND	1983	**Planner/Economist,** Swaziland Rural Development Areas Review
SUDAN	1983	**Economist/Planner,** Jonglei Canal Appraisal
SOMALIA	1982	**Agricultural Planner,** Bay Region Agricultural Development Project
SUDAN	1981	**Economist/Planner,** South Kordofan Rural Planning Unit
MALAYSIA	1981	**Economist/Agricultural Planner,** Pulau Pinang Irrigation Project
SOMALIA	1980	**Economist,** Rice Marketing and Processing Study
SUDAN	1980	**Economist Planner,** South Kordofan Rural Planning Unit
INDONESIA	1979	**Economist/Planner,** South Sumatra Livestock Development Project
INDONESIA	1979	**Agricultural Economist,** Lodoyo Irrigation Project, East Java
INDONESIA	1978-79	**Project Manager/Economist,** Kuamang Kuning Transmigration Project
KENYA	1976-77	**Project Manager/Economist,** Large Farm Sector Study
ETHIOPIA	1976	**Agricultural Economist,** Amibara Irrigation Project
INDONESIA	1975	**Agricultural Economist,** Lampung Water Resources Study
IRAN	1975	**Project Manager/Economist,** Iran Animal Protein Production Programme
ETHIOPIA	1974	**Agricultural Economist/Planner,** Angelele Bolhamo Irrigation Project
ETHIOPIA	1974	**Agricultural Economist,** Crop production economic studies throughout the Awash Valley and establishment of an agricultural database
ETHIOPIA	1972-73	**Project Economist,** Lower Awash Irrigation Project
ST KITTS	1971	**Agricultural Economist/Planner,** St Kitts Sugar Industry Study
SWAZILAND	1971-72	**Agricultural Economist/Agronomist,** Imbuluzi River Basin Study
SWAZILAND	1967-69	**Agricultural Manager,** Swaziland Irrigation Scheme
TRINIDAD	1967	**Post Graduate Student**
SWAZILAND	1964-66	**Management Trainee,** Swaziland Irrigation Scheme

HTS

Name:	**DEANE**, Graham C	**Date of birth:**	25.03.1953
Profession:	Forestry and Remote Sensing Specialist		
Years with firm:	23	**Nationality:**	British

Key qualifications:

Experience since: 1976

Countries worked: Bangladesh, China, Ethiopia, Ghana, Guyana, Indonesia, Iraq, Italy, Kenya, Lesotho, Malawi, Nigeria, Pakistan, Panama, Poland, Romania, Saudi Arabia, Spain, Sudan, Tanzania, United Kingdom, Yemen, Zambia, Zimbabwe.

Disciplines: Remote sensing, image processing, forestry, agriculture and land use mapping, environmental data management, air-photo interpretation, project management, training, geographic information systems.

- A director of the company with responsibility for marketing and technical supervision of all projects involving cadastre, land tenure, remote sensing and GIS.
- Experience encompasses design, management and analysis of forestry and vegetation surveys, including resources inventory and change monitoring.
- Management of major resources inventory projects, including national mapping projects in UK, Yemen, Algeria and Tanzania.
- Preparation and delivery of training courses in remote sensing; responsible for development of the company's annual three month course in resource planning and remote sensing and GIS technologies.

Education: M.A. Oxford, UK, 1979
M.Sc. Forestry and Land Management, Oxford, UK, 1975
B.A. (Hons) Geography, Oxford, UK, 1974

Membership of: Remote Sensing Society
Commonwealth Forestry Association

Experience record:

	1976-pres	**Hunting Technical Services Limited. Assignments habe included:**
GUYANA	1997	**Land Administration Specialist (Part-time),** Guyana Land Administration Support Project (GLASP)
LESOTHO	1996-98	**Project Supervisor,** Technical Support to the GIS Unit, LHDA (Part-time)
POLAND	1996	**Project Supervisor,** Wolinski National Park Project (Part-time)
ETHIOPIA/ZAMBIA	1995	**Remote Sensing Consultant,** Review of Africa Regional Remote Sensing Project
KENYA	1994	**Remote Sensing Consultant,** Department of Remote Sensing
TANZANIA	1994-96	**Technical Director,** National Land Use Mapping Project
AFRICA	1995	**Remote Sensing Consultant,** Review of the use of AVHRR imagery
GHANA	1994	**Project Supervisor,** Forest Plantations Preparation Project
UK	1993	**Project Supervisor,** Control of Area Based Arable & Forage Subsidies
UK	1993	**Remote Sensing Consultant,** Earth Observation Applications Projects
ROMANIA	1992	**Remote Sensing Consultant,** Irrigation and Drainage Study
INDONESIA	1992	**Remote Sensing Consultant,** Ministry of Forestry
YEMEN	1991-92	**Forestry and Remote Sensing Consultant,** Woodland Resources Mapping
BANGLADESH	1991-92	**Remote Sensing Consultant,** Deep Tubewells II Project
UK	1990	**Remote Sensing Training,** Responsible for design and implementation of the company's annual formal training courses in Land Resource Survey and Planning
INDONESIA	1989	**Remote Sensing Specialist,** Remote Sensing Technology Seminar
SPAIN	1988-92	**Remote Sensing Specialist/Team Leader,** Regional Crop Inventory of Castilla-Leon from Ground Survey and Satellite Imagery
PANAMA	1987	**Remote Sensing Specialist/Image Interpretation,** Dry Zone Groundwater Study
UK	1986	**Remote Sensing Specialist,** Imaging Radar Research
UK	1984-86	**Remote Sensing Specialist,** Monitoring Landscape Change in England and Wales
MALAWI	1983	**Remote Sensing,**Salima Lakeshore Land Use Plan
ZIMBABWE	1983	**Remote Sensing Specialist,** Land Use Mapping from LANDSAT
IRAQ	1982	**Remote Sensing Specialist,** Training Earth Resource Scientists
UK	1981	**Remote Sensing Specialist,** Radar Image Interpretation
UK	1979	**Remote Sensing/Radar Image Interpretation,**
NIGERIA	1979	**Forestry/Airphoto Interpretation Specialist,** Third Cocoa Project
SAUDI ARABIA	1978	**Vegetation and Soils Mapping,** Umm Er Radhuma Project
NIGERIA	1976-78	**Forest Inventory Specialist,** Nigerian Side-Looking Airborne Radar
SUDAN	1976	**Forest Inventory Specialist,** Forest Inventory of the Imatong Mountains

H T S

Name:	**GREEN**, James R	**Date of birth:**	12.11.1957
Profession:	Agronomist		
Years with firm:	12	**Nationality:**	British
Key qualifications:			

Experience since: 1980

Countries worked: Bangladesh, Bhutan, Indonesia, Nepal.

Disciplines: Agronomist, irrigation agronomy, institutional strengthening, agricultural extension.

- Over seventeen years experience of irrigated and dryland agriculture in South and South East Asia. Through work in Nepal and Bhutan, well acquainted with development requirements of hill agriculture and in addition has significant experience of irrigation gained through two major groundwater projects undertaken in Indonesia and Bangladesh.

- Knowledge of monsoon agriculture in South and South East Asia with particular reference to the hill agriculture of Bhutan and Nepal and irrigated agriculture of Bangladesh and Indonesia. Attended the post graduate experience programme in Agricultural Water Management at Silsoe.

- Has worked on institutional development projects in Bhutan and Bangladesh advising the National Governments on implementation of the agricultural extension programme. Training experience has included organising in-country and overseas training for government agricultural staff and programming of farmer to farmer exchanges and agricultural field days.

- Experience of team leader and deputy team leader positions and liaising with international donors during project implementation: DFID, EU, IDA and ADB.

Education: MA, University of Cambridge, UK, 1983
M.Sc., Tropical Crop Production, University of Reading, UK, 1981
B.A. (Hons), Natural Sciences - Botany, University of Cambridge, UK, 1979

Membership: Tropical Agriculture Association

Experience record:

	1985-present	**Hunting Technical Services Limited**
NEPAL	1997	**Agronomist/Institutional Development Specialist** Community Groundwater Irrigation Project
NEPAL	1996	**Agronomist/Institutional Development Specialist** Fact Finding Mission for TA on Community Groundwater Development
UK	1994-present	**Associate Director,** Area Manager South Asia and China
BHUTAN	1994	**Project Director,** Strengthening of Livestock Services
BANGLADESH	1994-95	**Project Director,** Agricultural Support Services Project
BANGLADESH	1992-94	**Irrigation Agronomist,** Agricultural Support Services Project
BANGLADESH	1990-92	**Irrigation Agronomist,** Irrigation Management Programme, Deep Tubewells II - Extended Phase
UK	1990	**Training Course,** Silsoe College, Cranfield Institute of Technology
BHUTAN	1987-90	**Agricultural Extension Specialist and Team Leader** Manpower Development and Training Project
PHILIPPINES	1987	**Rice Production Training Course,** International Rice Research Institute
INDONESIA	1985-87	**Irrigated Crop Production Extension Specialist,** Madura Groundwater Irrigation Project
UK	1984	**Training Course,** Overseas Development Group, University of East Anglia
	1979-84	**Overseas Development Administration**
NEPAL	1981-84	**Agronomist (Technical Cooperation Officer),** Pakhribas Agricultural Centre
NEPAL	1979-81	**Assistant Agronomist,** Pakhribas Agricultural Centre, East Nepal

H T S

Name: **BARRATT**, Lynne **Date of birth:** 1954

Profession: Marine Resource Management Specialist

Years with firm: 9 **Nationality:** British

Key qualifications:

Experience Since: 1979

Countries Worked: Anguilla, Antigua, Bahamas, Bahrain, Cayman Islands, Cyprus, Djibouti, Egypt, Estonia, Eritrea, Indonesia, Jordan, Mauritius, Oman, Philippines, St Kitts and Nevis, Seychelles, Sri Lanka, Tanzania, UK, Yemen.

Disciplines: Marine ecology, impact assessment, project preparation and management, coastal zone management, resource surveys and mapping, community based management programmes, ecosystem productivity, marine park planning and management, coral reefs, seagrasses, algae and mangroves.

Education: Ph.D. Fish Physiology. University of Lancaster, 1980

B.Sc. (Hons) Marine Biology, University of Liverpool, 1976

Membership of Societies: Marine Conservation Society, Coral Reef Team

International Society for Reef Studies

Experience record:

	1990-pres	**Hunting Technical Services Limited Assignments have included:**
ESTONIA	1997-98	**Team Leader/Project Manager,** Environmental Monitoring Programme
SRI LANKA	1996	**Coastal Zone Management Specialist,** Project Preparation Mission
ERITREA	1996	**Marine Tourism Specialist,** Strategic Tourism Development Plan
JORDAN	1996	**Tourism Specialist,** Jordan Rift Valley Project
INDONESIA	1995-96	**Project Co-ordinator,** Bali Turtle Island Development Plan
THAILAND	1995	**Keynote Lecture,** 21st Science and Technology Conference of Thailand
PALESTINE/UK	1995	**Education Adviser, Marine Resources,** Marine Science Centre for Palestine
UK/SAUDI ARABIA	1994-95	**Project Director,** Oceanography and Marine Biology Baseline Studies
SEYCHELLES	1994	**Education Adviser, Marine Resources,** UNESCO
UK	1994	**Marine Biology Expert,** Milford Haven EIS
ERITREA	1994	**Marine Resources Consultant,** UNESCO
UK/RED SEA	1994	**Marine Biologist,** EIA of Power Station Red Sea Coast
EGYPT/UK	1993	**Environmental Management Specialist,** Medcampus Exchange Programme
CAYMAN	1993	**Marine Environmental Specialist,** Coral Reef Monitoring Study
YEMEN	1992	**Marine Environmental Specialist,** Environmental Protection Study
NEVIS	1992	**Marine Environmental Specialist,** Sand Resources Assessment
ROMANIA\UK	1992	**Project Co-ordinator,** Environmental Sensitivity Mapping of Black Sea Coast
OMAN	1992	**Marine Resources Specialist,** Environmental Impact of Waste Water Discharge
BULGARIA/UK	1992	**Project Co-ordinator,** Environmental Sensitivity Mapping of Black Sea Coast
TANZANIA	1992	**Project Director,** Coastal Zone Management Programme
BAHAMAS	1991-92	**Marine Resources Specialist,** Environmental Assessment of Clifton Point Port
PHILIPPINES	1990	**Coastal Zone Management Specialist,** Mangrove Rehabilitation Programme
MEXICO/UK	1990	**Project Co-ordinator,** Coral Reef Monitoring Programme
ANTIGUA/UK	1989	**Scientific Adviser,** Coral Reef Survey
ANGUILLA/UK	1989	**Project Co-ordinator,** Coral Reef Management Project
UK	1989	**Marine Specialist,** Seminar on Environmental Management
OMAN	1988	**Coastal Management Specialist,** Southern Region Development Plans
UK	1988	**Fisheries Specialist,** Spiny Lobster Fishery
UK	1988	**Marine Specialist,** Nutrient Elevation in Coastal Waters
DJIBOUTI	1987	**Team Leader,** Trade in Exotic Aquarium Fish
MAURITIUS	1987	**Coastal Management Specialist,** Coral and Sand Mining in Lagoon Systems
OMAN	1987	**Marine Specialist,** Kharrif Documentary
UK	1986	**Marine Specialist,** Coastal Environment of North Yemen
OMAN	1985/86	**Marine Environmental Adviser,** Preliminary Coastal Use Plan
BAHRAIN	1984/85	**Marine Environmental Specialist,** Fasht al Adm Development Programme
CYPRUS	1982	**Project Scientist,** Marine Biology Assessment

H T S

Name: **MORTON**, James F **Date of birth:** 28.09.1951
Profession: Development Economist/Monitoring and Evaluation Specialist
Years with firm: 19 **Nationality:** British
Key qualifications:

Experience since: 1975
Countries worked: Bangladesh, Dominican Republic, Gambia, Indonesia, Jordan, Nepal, Sudan, Tanzania, Yemen, Zimbabwe.
Disciplines: Development economics, monitoring and evaluation and project management in the fields of agriculture, rural development and parastatal reform (privatisation). Dryland and irrigated agriculture, marketing, environmental economics, and social survey. Management information systems, especially database management.

Education: PhD Development Economics, London University, UK, 1994
M.Sc. (Distinction), Development Economics, London University, 1980
BA (Hons), 2.1, Arabic - Classical and Modern, London University, 1974

Other Training: Short Course in Fortran IV Programming
Short Course in Air Photo Interpretation

Membership of: Tropical Agricultural Association
International Consulting Economists Association

Experience record:

	1981-present	**Hunting Technical Services Limited. Assignments have included:**
UK	1997-present	**Associate Director, Regional Manager Latin America,** Hunting Technical Services
HAITI/DOMINICANREPUBLIC	1997	**Team Leader,** Cross Border Study
DOMINICAN REPUBLIC	1994-96	**Head of Department of Social Development,** Proyecto del Desarrollo de la Línea Noroeste
NEPAL	1994	**Team Leader and Agricultural Economist,** Assessment of Potential for ODA Assistance to Agriculture in Nepal
TANZANIA	1993	**Mission Economist,** UNCDF Formulation Mission - Zanzibar Market
ZIMBABWE	1993	**Team Leader/Development Economist,** Zimbabwe Dairy Marketing Board
BANGLADESH	1993	**Monitoring and Evaluation Specialist,** Compartmentalisation Pilot Project - Tangail/Singair
ZIMBABWE	1992	**Economist,** Technical Assistance: EC Delegation
REPUBLIC OF YEMEN	1992	**Marketing Economist,** Proposals for dveloping markets for banana, papaya, tomato and other vegetables
SUDAN	1992	**Consultant Monitoring and Evaluation Specialist,** Jebel Marra Rural Development Project
JORDAN	1992	**Agricultural Economist,** Karameh Dam Study
GAMBIA	1991	**Team Leader/ Economist,** Upper River Division Integrated Programme
ZIMBABWE	1991	**Team Leader/Agri-Economist,** Mashonaland East Fruit and Vegetable Project
UK	1990-91	**Mid-Career Fellow,** St Antony's College, Oxford
SUDAN	1987-90	**TA Team Leader,** Jebel Marra Rural Development Project - Phase II
BANGLADESH	1987	**Monitoring and Evaluation Specialist,** IDA Deep Tubewells II Project
BANGLADESH	1986	**Monitoring and Evaluation Specialist,** IDA Deep Tubewells II Project
INDONESIA	1986	**Economist ,** Aceh Design Unit, DGWRD
BANGLADESH	1986	**Monitoring and Evaluation Specialist,** IDA Deep Tubewells II Project
SUDAN	1985	**Economist,** Distribution of Phosphate Fertiliser
SUDAN/UK	1985-86	**Economist,** Development in Darfur
SUDAN	1982-85	**Head of Planning, Monitoring and Evaluation,** Western Savannah Development Corporation - Phase I
YAR	1981	**Agricultural Economist,** Dhamar Agriculture and Forestry Research and Development Station/Agricultural Engineering Project
UK	1978-80	**Post Graduate Natural Resources Student**
UK	1976-78	**Administration Trainee,** HM Civil Service
YAR	1976-76	**Assistant Project Economist,** Montane Plains and Wadi Rima Project

H T S

Name: **ROSS**, Peter **Date of birth:** 03.06.1955
Profession: Agricultural Development Project Planner / Manager
Years with firm: 9 **Nationality:** British
Key qualifications:

Experience since: 1979

Countries worked: Bangladesh, Pakistan, Romania, Somalia, South Africa, United Kingdom.

Disciplines: Public sector reform, institutional development, project design and management, agricultural extension, irrigation agronomy, irrigation systems design, irrigation scheduling, agricultural development, agricultural planning, agricultural training, computing experience, environmental impact assessment.

Key experience:

Team leader of a major project co-financed by DFID and the World Bank in Bangladesh (approx $55 million) which successfully implemented an improved agricultural extension system, established a National Extension Policy framework and developed a self sustaining institutional change process to improve management systems, organisational structures and cost-effectiveness.

Agricultural development experience includes:

- *Project planning and design*, including design, management and analysis of social, agro-economic, topographic and natural resource surveys. Economic modelling. Logical framework analysis. Technical design of small irrigation schemes, crop programming and estimation of irrigation water requirements using computer software as required.
- *Project management*, including administration and disbursement of funds, budgeting, supervision of staff, preparation of forward work plans and progress reports. Liaison with donor agencies.
- *Monitoring and Evaluation* of small community based development schemes.
- *Training* of field staff and farmers, including formal courses and 'hands on' training.

Education: Post-graduate Diploma in Agricultural Engineering, National College of Agricultural Engineering, UK, 1979
B.Sc (Hons), Environmental Science, University of East Anglia, UK, 1976
Short Courses in Financial Management (South Africa 1986); Training of trainers (South Africa 1987), and Personnel Management (South Africa 1988)

Experience record:

UK	1997-pres	**Area Manager (South Asia) hunting Technical Services.** **Assignments have included:**
BANGLADESH	1995-97	**Team Leader,** Agricultural Support Services Project
BANGLADESH	1994-95	**Irrigation Management Specialist,** Agricultural Support Services Project
UK	1993	Member of a working group to establish guidelines for the application of the UK environmental management standard (BS7750) to the minerals industry.
UK	1992-94	Responsible for ground data collection for a European Remote Sensing research project on agricultural land cover types.
UK	1992-94	**Trainer,** Lecturer on a two-day training course in Environmental Assessment organised by York University.
ROMANIA	1992	**Irrigation Agronomist,** Pre-feasibility Study
ROMANIA	1991-94	**Irrigation Agronomist,** Irrigation and Drainage Study
UK	1991-94	**Irrigation Agronomist,** Development and testing of an irrigation scheduling service, following field trials to evaluate specialist computer software.
UK	1991-92	**Environmental Scientist,** Agricultural baseline studies for proposed public water reservoir in Kent and co-ordinated subsequent follow-up studies.
PAKISTAN	1989-91	**Irrigation Agronomist,** Lower Indus Region, Study for Right Bank Master Plan
TRANSKEI	1984-89	**Project Development Team Leader,** Transkei Agricultural Corporation
SOUTH AFRICA	1983-84	**Land Use Officer,** Field Research
SOMALIA	1980-82	**Project Manager,** Jalalaqsi Agricultural Development Project
UK	1979-80	**Irrigation Engineer,** Wimpey Laboratories, UK

H T S

Name: **FOOT,** Simon P H **Date of birth:** 21.06.1957
Profession: Institutional Development/Human Resource Management/ Training Specialist
Years with firm: 11 **Nationality:** British
Key qualifications:

Experience since: 1987

Countries worked: Bangladesh, Brazil, Canada, Gambia, Guyana, Kenya, Romania, Tanzania, Zambia.
Disciplines: Institution development, human resource management, organisation development, training, participatory planning, policy planning, privatisation, project management, team leadership, research.

Sectors: local government, agricultural extension, agricultural training, land administration, museums and cultural heritage, irrigation, livestock.

- Dr Foot is an institutional development adviser with over 10 years experience specialising in human resource management and organisation development, and is currently HTS Director for institutional development and public sector reform.
- He has team leader/project manager experience in three sectors: local government, agricultural training and museums.
- Most recently his work has been with sectors of government which are being granted various forms of autonomy, helping them to develop strategic and business plans for a viable semi-privatised future.

Education:
Ph.D. Geography, McMaster, Canada, 1986
M.A. Geography, McMaster, Canada, 1982
B.Sc. Geography, University of Exeter, UK, 1980
Post-graduate Diploma, Human Resource Management, Sheffield Hallam University, UK, 1996 (Distinction)

Membership of: Graduate Member British Institute of Personnel Development (IPD)

Experience record:

	1999-present	**Project Director – Institutional Development. Assignments have included:**
	1996-98	**Manager - Institutional Development and Change Management**
	1988-present	**Hunting Technical Services Limited**
TANZANIA	1999	**Institutional Development Adviser,** Animal Health Services Project – Mwanza, Shinyanga
KENYA	1998-99	**Project Manager and Process Facilitator,** Restructuring the National Museums of Kenya - Preparatory Phase
ZAMBIA	1998	**Team Leader and Management Adviser,** Natural Resource Development College – Pre-feasibility Study
GUYANA	1997	**Human Resource Management Adviser,** Guyana Land Administration Support Project
BANGLADESH	1997/96	**Human Resource Management Adviser,** Agricultural Support Services Project
UK	1995-96	**Post-graduate Diploma, Human Resource Management,** Sheffield Hallam University
ZAMBIA	1994-95	**Human Resources Management Adviser and Deputy Project Manager,** Local Government Support Project
ZAMBIA	1993-94	**Team Leader/Local Government Adviser and Facilitator,** Interim Local Government Project
ZAMBIA	1992-93	**Provincial Training Officer/Human Resource Development Adviser,** Central Province District Development Programme
GAMBIA	1991	**Institutions Specialist,** Mid-term Review Mission Upper River Division Integrated Programme, (URDIP)
UK	1990-91	**Marketing Coordinator,** Hunting Technical Services
ROMANIA	1991	**Assessment of Institutional Change,** Irrigation and Drainage Project
ZAMBIA	1990	**Training Specialist/Acting Team Leader,** Central Province District Development Programme (CPDDP)
ZAMBIA	1988-89	**District Coordinator,** Kabwe Rural Council; CPDDP
ZAMBIA	1987-88	**ODA Funded Graduate Trainee,** Central Province District Development Programme (CPDDP)
CANADA	1980-86	**M.A., Ph.D Student/University Tutor/Lecturer**

NON PERMENANT STAFF CURRENTLY WORKING ON OVERSEAS PROJECTS (AS OF AUGUST 1999)

Name	Areas of Specialisaton	Years of experience	Countries Worked
M Bellver-Gallent	• Animal diseases • Project Management • Veterinary Services • Veterinary Privatisation	43	Italy, Spain, Belgium, France, Libya, America, Guinea, Ethiopia, Niger, Ivory Coast, Benin, Zaire, Bhutan, Rwanda, Tunisia, Liberia, Botswana, Kenya, Haiti, Bangladesh, Peru, Sierra Leone, Cameroon, Chad, Niger, Nigeria
T Bene	• Agronomy • Rural Development • Monitoring and Evaluation	18	Bangladesh, Argentina, Pakistan, The Philippines, UK
A Black-Michaud	• Social Anthropology • Rural sociology • Community Development • Rural Institutions	20	Albania, Bangladesh, Benin, Burkina Faso, Burundi, Cameroon, Canada, Chad, China, Ivory Coast, Ethiopia, Guinea, Comoros, Kenya, Laos, Mali, Burma, Namibia, Niger, Papua New Guinea, Peru, Rwanda, Senegal, Sierra Leone, Sudan, Swaziland, Tanzania, Uganda, Vietnam, Zaire, Zambia
E Bonitatibus	• Marketing • Gender Issues • Rural Industries • Institutional Development • Project Management • Development Education	15	Bangladesh, Belgium, Caribbean Islands, Ghana, Italy, Czech Republic, Egypt, Guyana, Kenya, Laos, Malawi, Nepal, Netherlands, Poland, Scandinavia, Sierra Leone, South Africa, Sri Lanka, Tanzania, Thailand, Togo, UK, USA, Vietnam.
R Brown	• Remote Sensing and GIS • Range Management • Forestry Inventory • Flood Mapping	17	Algeria, Ecuador, Malaysia, Mali, Nigeria, Paraguay, Sri Lanka, Thailand, UK, Yemen

R Cox	• Agriculture and Horticulture • Project Evaluation • Socio-economics	36	Algeria, Australia, Bangladesh, Baltics, Belize, Bulgaria, Cameroon, Canada, Caribbean, Central Asia, China, Czech Republic, Ethiopia, Gambia, Germany, Hungary, India, Indonesia, Kenya, Lesotho, Libya, Malawi, Nepal, Netherlands, Nicaragua, Niger, Nigeria, Portugal, Romania, Russia, Saudi Arabia, Scandinavia, Senegal, Somalia, Sudan, Syria, Tanzania, Turkey, Uganda, UK, USA, Zambia, Zimbabwe
G Cullen	• Agro Business • Agriculture • Horticulture • Project Management • Privatization	64	China, Iran, Kenya, Netherlands, Uganda, UK, USA
A Dawson Shepherd	• Coastal Zone Management • Marine Resources	26	Caribbean, Egypt, India Ocean Islands, Kenya, Lebanon, Maldives, Oman, Philippines, Saudi Arabia, Turks and Caicos Islands, Yemen
G D'Souza	• Remote Sensing, GIS • Forest Inventory • Training Needs	15	Australia, Brazil, Burkina Faso, Germany, Italy, Kenya, Malaysia, Niger, Pacific Islands, Turkey, UK, USA, Zimbabwe
J Durant	• Development • Education, Extension and Training • Human Resource Planning	35	Bangladesh, Belgium, Botswana, Burkina Faso, Central Asia, Cyprus, Gambia, Germany, Indonesia, Italy, Kenya, Lesotho, Malawi, Nepal, Netherlands, Nigeria, Pakistan, Philippines, Scandinavia, Senegal, Sierra Leone, Singapore, Somalia, Sri Lanka, Sudan, Swaziland, Switzerland, Thailand, Uganda, UK, USA, Zaire, Zimbabwe

N Edmead	• GIS • Remote Sensing	13	Indonesia, Kenya, Uganda
R Fairman	• Administration • Community Development	10	Italy, Swaziland
K Fisher	• Marketing and Credit • Administration, Law, Management and Finance • MIS • Project management	25	Bangladesh, Caribbean, China, Ivory Coast, Ecuador, Egypt, Greece, Guyana, India, Indonesia, Jordan, Kuwait, Pacific Islands, Saudi Arabia, Sierra Leone, Sudan, Syria, Tanzania, Tunisia, UAE, Yugoslavia
H Franks	• Agriculture • Institutional Development • Project management	33	Australia, Bangladesh, Belgium, Cameroon, Caribbean, Ivory Coast, Georgia, Indonesia, Cambodia, Kenya, Malaysia, Burma, Nepal, New Zealand, Nigeria, Pacific Islands, Pakistan, Philippines, Sierra Leone, Singapore, Spain, Sri Lanka, Thailand
R Halliwell	• Veterinary Science • Development of Veterinary Laboratories	20	Malawi, Kenya, Malaysia, Tanzania, Zimbabwe, Botswana, Indonesia
P Harding	• Aquaculture • Management • Project management	29	Bangladesh, India, Greece, Portugal, Nigeria, Ecuador, UK, Mexico, USA, Venezuela, Oman, Turkey, Libya, Italy, Trinidad,
S Hornshaw	• Marketing and organizational development • Education	19	Afghanistan, Bahrain, Belgium, Botswana, Central Asia, Iran, Iraq, Kenya, Lesotho, Luxembourg, Malawi, Pakistan, Philippines, Saudi Arabia, South Africa, Sudan, Swaziland, Tanzania, Thailand, UAE, Uganda, UK, USA, Zambia, Zimbabwe
F Joosten	• Agriculture and Horticulture • Farm Systems • Project management	13	Bangladesh, Bhutan, Netherlands, Pacific Islands, Thailand, UK, Zambia

G King	• Land resources • GIS • Remote Sensing	24	Algeria, Canada, Ethiopia, India, Kenya, Madagascar, Mali, Nepal, Senegal, Somalia, Sri Lanka, Tunisia, USA
A Lillie	• Natural Resources Economist • Agri Marketing • Project Management • Agricultural Economics • Agricultural Planning • M&E • Socio-economics	32	Angola, Bangladesh, belgium, Benin, Cote d'Ivroire, Egypt, Ghana, India, Indonesia, Iran, Kenya, Myanmar, nepal, Pakistan, Philippines, Saudi Arabia, Sudan, Tanzania, Togo, UK, Yemen.
E Mallorie	• Economist • Appropriate Technology • Credit • Institutional Development • Agricultural Economics/Planning • Fisheries economics • Project Evaluation • Socio-economics	26	Afganistan, Baltic States, Bangladesh, Bhutan, China, Egypt, India, Indonesia, Kenya, Lesotho, Higeria, Pakistan, Philippines, Saudi Arabia, UK, Zambia.
D McCormick	• Economics and Finance • Farm Management • Agri Marketing • Crop Marketing • Pricing Policy • Acountancy • Institutional Development • Agricultural Development	23	Australia, Egypt, Indonesia, Namibia, Nigeria, Philippines, South Africa, Sri Lanka, Sudan, Thailand, UK, Zimbabwe.
G McGillivray	• Agricultural Economist • Project Management • Extension/Training Policy & Planning • Farm Planning • Training of Trainers • Project Evaluation • Corporate Finance & Investment Appraisal	19	Agrentina, Australia, Belize, Bolivia, Brazil, Columbia, Costa Rica, Ecuador, Honduras, Hungary, Italy, Spain, UK, USA.
T Nott	• Extension • Training of Trainers • Workshop facilitation • Research-Extension Linkages • Agroforestry • Project Management	12	Bangladesh, Egypt, Malaysia, Philippines, Uganda.

M Quin	• Agronomy • Agriciltural sector Planning • Training & Education • Institutional Development • Agricultural Research	35	Australia, China, Bangladesh, Ghana, Indonesia, Kenya, Nigeria, Pacific Islands, Pakistan, Papua New Guinea, Sudan, UK, Zambia
A Rae	• Management Accountant • Government Financial Management	32	Bangladesh, Gambia, Indian Ocean Islands, Kiribati, Lesotho, Mozambique, Seychelles, Tanzania, Uganda, UK
C Risner	• Management • Economics • Institutional Developemnt Local Government Planning • Public Administration • M&E • Privatisation	24	Bangladesh, Belgium, Caribean, France, Germany, France, Ghana, Greece, Indonesia, Italy, Lesotho, Netherlands, pakistan, Poland, Portugal, Russia, south Africa, Spain, Swaziland, Thailand, UK, USA, Zambia.
A Rowlands	• GIS Specialist • Cartography • IT Systems • Image Processing • Reprographics	19	Belgium, France, Germany, Greenland, Ireland, italy, Japan, Netherlands.
R Urben	• Agricultural Extension • Irrigation • Farmer Training • Training of Trainers • Gender Issues	15	Bhutan, Botswana, india, Indonesia, Nemibia, Nepal, Pacifit Islands, Yemen.
J Watson	• Agronomist • Agricultural Research • Crop Protection • Irrigation • Seed Techniology • Land Use Planning		Azebaijan, Bangladesh, Botswana, Bulgaria, Columbia, Ethiopia, Ghana, Guatemala, Indonesia, Kenya, Malawi, Mexico, Mozambique, Nepal, Pakistan, Philippines, Sudan, Swaziland, Syria, Tanzania, Thailand, Uganda, zambia, Zimbabwe.
J Woodford	• Veterinarian • Livestock • Animal Husbandry • Staff Training • Training Needs Assessment	23	Afganistan, Australia, Ethiopia, Kenya, Sudan, Tanzania.

CAPACITY OF HEADQUARTERS TO SUPPORT A TECHNICAL ASSISTANCE TEAM

As part of an international industrial group, HTS has access to corporate finance and legal and insurance support services essential to mobilising large multidisciplinary teams and maintaining them effectively in the field. Field Teams are backed by strong administration at Head Office and a range of technical support facilities.

HTS administration:

- a team of administrative staff to ensure continuous project support;
- an efficient staff resources department which sources and contacts consultants from a database of over 3,500 entries;
- staff and procedures for appointing consultants to posts with a contract of employment as per current UK legislation;
- a staff member employed solely for travel, courier, air-freight, sea-freight, application and issue of visas and for small equipment procurement;
- a full time company nurse and retained medical consultant for vaccination, health care and advice;
- a 24 hour service for co-ordination of Emergency International Rescue Service.
- comprehensive courier facilities with a leading courier company providing links to worldwide destinations. HTS are able to achieve an in-bound courier service on the basis of their UK reference;
- an Accounts Department for processing of invoices, receipts and transfer of monies in foreign currencies. Frequently overseas project finances are supported and analysed using these facilities;
- HTS holds comprehensive public and products liability, employers liability, professional indemnity liability, world-wide motor insurances and insurances for world-wide travel, medical and accidents.

Technical support facilities:

- modern communication links including 24 hour telephone, telex, facsimile and E-mail;
- an extensive library which, apart from books and periodicals, is the depository of hundreds of technical reports, maps and information produced by 40 years of service on land and water resources;
- on-line data retrieval facilities to the UK, Europe and the USA;
- a computing and data management centre, and facilities for cartography, report production and printing;
- a specialist section dealing with the acquisition and interpretation of satellite imagery and geographic information systems.

With the above facilities HTS is able to successfully field large teams and deal with complex short-term missions. Area Managers and senior HTS staff are available to visit projects to provide technical and personal support. Over the last five years, HTS has mobilised an average of 250 people a year.

Document 8

8. COMPLEMENTARITY AND OTHER BENEFITS TO THE ASSOCIATION

For the purposes of this prequalification, Hunting Technical Services are pleased to associate with SATEC Développment International. We feel that the following points strengthen our consortium's capability for carrying out the PACE project.

Past Working Relationships
SATEC is well known to HTS and have been highly successful European partners on several technical assistance projects in Africa. We are currently working together on the **EU Pan African Rinderpest Campaign (PARC)** project in Guinea Conakry. This programme aims to increase revenue in rural households and improve the quality of life for breeders, to promote privatisation initiatives and participation within the community for development of animal production, and to implement a production system enabling more efficient use of natural resources.

Regional Experience
Although SATEC is now working throughout Africa, the company has traditionally been orientated towards rural development in Francophone countries of Africa and has developed a formidable track record in these countries. HTS has extensive experience in East Africa having completed over 100 projects in the region, including 16 in Kenya alone. We believe that there is a high degree of complementarity between the regional track records of HTS and SATEC and that both companies can bring their individual experiences to the PACE project.

Technical Experience
Both HTS and SATEC have a significant track record in providing technical assistance for improving the provision and efficacy of animal health services through institutional and policy development, extension and training at the community, regional and national levels. Further details are provided in Section 9 of this document.

Language Capability
Although HTS has some language capability other than English, SATEC would bring their excellent capability of working in French and English to the consortium. This will be of particular importance for Lot 2 of PACE as our consortium will have to provide administrative and technical support to a consultant who will be based in Bamako, Mali.

Access to Highly Qualified Experts
Both SATEC and HTS hold databases which include the details of some of the most highly qualified experts in a wide range of technical disciplines. The combined number of records total over 10, 000 which allows both companies urivalled access to the core global expertise in international development.

Technical and Administrative Backstopping
It has long been part of both the HTS and SATEC philosophies that field teams should have a full administrative and technical support from head office. For the PACE project, a UK-based senior member of staff will be appointed to the project who will have overall responsibility for ensuring that the mission Terms of Reference are met to the client's satisfation on time and to budget. The team of consultants will also have the benefits of a range of other head office services as described in Section 7iv).

Familiarity with EU Procedures
Both SATEC and HTS have considerable experience of working on EU projects and are familiar with preferred EU invoicing and accounting procedures.

Documents on Experience

Document 9

Doc 9: HUNTING TECHNICAL SERVICES: ANIMAL HEALTH/INSTITUTIONAL DEVELOPMENT PROJECTS

Country	Project title	Dates	Main Areas of Relevant Expertise			Other Areas of Expertise
			a) Special Services in Animal Health	b) Special Services in Institutional Strengthening	c) Regional Coordination in African Countries	
Tanzania	Mwanza Animal Health Services Project	1999-2001	◆◆◆	◆◆◆	◆	Epidemiology, social development, veterinary science.
Bhutan	Strengthening of Veterinary Livestock Services	1997-2000	◆◆◆	◆◆◆	◆◆	Planning, vaccine, veterinary investigation, epidmiology, training, curriculum development, information systems, equipment procurement.
Guinea Canakry	Pan African Rinderpest Campaign	1996-2001	◆◆◆	◆◆◆	◆◆◆	Immunisation, traning, privatisation.
Somalia	National Tse tse and Trypanosomiasis Control Project	1987-1989	◆◆◆	◆	◆◆	Entonology, blood sampling, aerial spraying, administration
Russia	Farm Privatisation Nizhiny Norgorod CentralOblast Level	1994	◆◆	◆◆◆		Farm management, financial control, leha and social issues
Swaziland	Livestock Industry Development Study	1983	◆◆	◆◆◆	◆	Livestock production, marketing, meat processing, economics, law
Tanzania	National Agriculture & Livestock Project	1990-1992	◆	◆◆◆	◆	Research, financial control, IT, procurement.
Namibia	Northern Regions Livestock Development Project	1995-1999	◆	◆◆◆	◆	Range Management, GIS, sociology, M&E, financial control
Uganda	Beef Ranching Rehabilitation Project	1987-1989	◆	◆◆◆		Livestokc production, financial control
Worldwide	Natural Resources Systems Programme	1998-2001	◆	◆◆◆	◆◆◆	Reasearch Coordination, Semi-Arid Sytems, High potential Systems, Peri-Urban Interface, Hillsides Systems, Forestry, Agriculture
Sudan	Western Savannah Project Phase I: Project Implementation	1982-1986	◆◆◆	◆◆◆	◆◆	Agriculture, settlement, Land use planning, GIS, sociology, M&E
Mozambique	Inhussune Ramalthusca Project	1985-1989	◆	◆◆◆	◆	Ranching, accountancy, training, agronomy

◆◆◆ = Major Experience
◆◆ = Significant Experience
◆ = Minor Experience

The list below includes a selection of large, multi disciplinary projects, all of which are more than two years duration, on which HTS has recently been engaged.

Doc 9 cont..: LARGE PROJECTS MANAGED BY HUNTING TECHNICAL SERCIVCS			
PROJECT TITLE	**COUNTRY**	**DATES**	**MAIN DISCIPLINES INVOLVED**
AFRICA			
Sustainable Management of the usangu Wetlands and its Catchment	Tanzania	1998-01	Catchment Management, GIG, Hydrology, Livestock, Iriigation,Sociology, Wildlife, Fisheries
Local Government Support Project	Zambia	1994-97	Institutional Strengthening, Local Government, Training, Public Finance
Jebel Marar rural Development Projects	Sudan	1971-92	Rural development, Sociology, Livestock, Agriculture, Extension, Economics
Eastern Cape Community Forestry	Soth Africa	1998-01	Institutionla Development, Community Forestry, Sociology, Extension and Training
Forest Resources Management Project	Ghana	1991-94	GIS, Remote Sensing, Forestry, Economics
ASIA			
Agricultural Support Services Project	Bangladesh	1992-98	Institutional Strengthening, Extension, Agricultural Support Services, Training
Catanduanes Agricultural Support Programme	Philippines	1994-99	Rural Development; Rural Finance; Agriculture Sector Development
Sustainable Soil Fertility and Plant Nutrient Management	Bhutan	1997-00	Project Management, Training, Community Development
Seed Sector Support Project	Nepal	1998-01	Institutional Strengthening, Poverty Alleviation, Policy Development
Aga Khan Rural Support Programme	Pakistan	1998-01	Programme Management, Rural Development, Forestry
LATIN AMERICA			
Proyecto de Desarrollo rural Integrado de la Linea Noroeste	Dominical Republic	1994-98	Rural Developmemt, Water Supply, Rural Credit, Irrigation, Financial Control, Agronomy, Livestock, Hydrology, Forestry

Land Administartion Support Programme	Guyana	1997-98	Project Management, Land Tenure Reform, Socio-economics, Law, Agronomy, Environment
EUROPE			
Quality Control of Remote Sensing Checks of Arable Land	Multi-National	1996-99	GIS. Remote Sensing
Quality Control Procedures for Land Use Data Derwed Using Remote Sensing	Multi-National	1995-97	GIS, Remote Sensing
Prototype Landscape Assessment Information System GIS Application Development	Multi-National	1998-00	GIS, Remote Sensing

PROJECT SUMMARY SHEET

Project name: **Mwanza Animal Health Services Project**		*Country:* **Tanzania**
Project location within Country: Mwanza/Shinyanga		*Professional staff provided* *No. of staff:* 5
Name of client: Government of Tanzania *Financed by (if different from client):* DFID		*No. of staff-months:* 87.5
Start date: 1998	*Completion date:* 2001	*Approx. value of services:* US
Name of associated firm, if any: Local Perspective		*No. of staff-months of professional staff provided by associated firm:* 31.5

Senior staff involved and functions performed:

TM Boyd -Agricultural Economics/Supervision
JD Woodford -Team Leader/Field Manager
R Halliwell - Laboratory Technology Specialist
P Devitt -Social Development
RT Wilson -Livestock Specialist

Detailed narrative description of project:

This pilot project is aimed at developing and testing models for the delivery of cost effective and sustainable animal health services appropriate for small and medium scale livestock owners in the Mwanza and Shinyanga and in other areas of Tanzania.

The project also aims to increase the capacity of Government to fulfil its residual functions of regulation, research, disease diagnosis and the control of epidemics and foot and mouth disease.

The four main areas of work include:

- Field survey to identify the most important diseases as perceived by livestock owners
- Re-establishment of the Government's capacity to provide diagnostic and investigation services
- Development and testing of disease control strategies
- Developing models for service delivery. This will involve redefinition of roles and working methods for Government service and promotion of the current fledgling private practices

Detailed description of services provided:

Veterinary science, animal health, epidemiology, social development, institutional development

PROJECT SUMMARY SHEET

Project name: **Strengthening of Veterinary Services for Livestock Disease Control**	*Country:* **Bhutan**
Project location within Country: Serbithang	*Professional staff provided* *No. of staff:* 10
Name of client: Ministry of Agriculture, Royal Government of Bhutan *Financed by (if different from client):* Commission of the European Community	*No. of staff-months:* 158
Start date: November 1991 *Completion date:* January 1999	*Approx. value of services:* US $1.8 million
Name of associated firm, if any: Danagro Adviser a/s	*No. of staff-months of professional staff provided by associated firm:* 75 (Joint Venture Agreement)

Senior staff involved and functions performed:

R. Philip	- EC Co-Director	M Daplyn	- M&E Adviser
M.C.B. Williams	- Livestock Planner	M. Thrusfield	- Epidemiology Consultant
R. Halliwell	-.Vaccine Technician	B. Krishna	- Financial Specialist
E. Overby	- VI (Diagnostic) Consultant	W. Watson	- Legislation Specialist
E. Peeler	- Epidemiologist	T. Richards	- Information Systems
		P. Nettleton	- Virology Specialist

Detailed narrative description of project:

Overall aim of consolidation of rinderpest eradication and assisting the government in establishing improved facilities for the diagnosis and control of the more important diseases affecting livestock productivity and the development of a Livestock Master Plan.

Particular consideration was to be given to potential conflicts which occur in response to contradictory trends in relation to land resources and development priorities. It was recognised that disease control strategies cannot only increase resources but could also result in reduced mortality which in turn would lead to an increase in pressure on land resources. In this situation, improvements in marketing were required to increase offtake through the removal of excess or unproductive livestock or the net effect would be land degradation.

The project was therefore sensitive to issues related to environmental conservation with the overall objective being the use of natural resources for social and economic benefits in such a way that productive capacity would be maintained to meet the needs of future generations.

The technical assistance assignment involved provision of support to strengthen Bhutan's veterinary services.

Detailed description of services provided:

Planning, vaccine, veterinary investigation, epidmiology, training, curriculum development, information systems, equipment procurement.

PROJECT SUMMARY SHEET

Project name: **Campagne Panafricaine contre la Peste Bovine (PARC) Guinée - Phase 1** ***Panafrican Rinderpest Campaign***	*Country:* **Guinea (Conakry)**
Project location within Country: **Conakry**	*Professional staff provided* *No. of staff:* 1
Name of client: Madame le Ministre de l'Agriculture, de l'Elevage et des Forets *Financed by (if different from client):* EU	*No. of staff-months:* 40
Start date: 02/1996 / *Completion date:* 02/2000	*Approx. value of services:* US $690,893
Name of associated firm, if any: SATEC Developpement International	*No. of staff-months of professional staff provided by associated firm:* -

Senior staff involved and functions performed:

Manuel Bellver-Gallent - Veterinarian

Detailed narrative description of project:

The project, financed by the European Union, aims to provide assistance to the regional programme of rinderpest eradication on the African continent.

The main objective of the PARC project in Guinea is to improve animal health and pastoral conditions.

The programme aims to increase revenue in rural households and improve the quality of life for breeders, to promote privatisation initiatives and participation within the community for development of animal production, and to implement a production system enabling more efficient use of natural resources.

Detailed description of services provided:

Increase efficiency within the veterinary system through improving and promoting rinderpest immunisation and implementing a monitoring system, promotion of livestock organisations, and privatisation of veterinary services.

PROJECT SUMMARY SHEET

Project name: **National Tsetse and Trypanosomiasis Control Project**	*Country:* **Somalia**
Project location within Country: Shabelle River and Upper Regions	*Professional staff provided* *No. of staff:* 3
Name of client: Overseas Development Administration, UK Overseas Development Natural Resources Institute *Financed by (if different from client):*	*No. of staff-months:* 45
Start date: 1987 / *Completion date:* 1989	*Approx. value of services:* US $5.7 million
Name of associated firm, if any: Agricair, Zimbabwe, Hunting Agro Services	*No. of staff-months of professional staff provided by associated firm:* 45

Senior staff involved and functions performed:

R Gilmour	-	Survey & Control
P. Humphreys	-	Agricultural Planning/Team Leader
P Brown	-	Financial Controller/Administrator

Detailed narrative description of project:

The project, a transition phase of an overall programme during 1987-1989, is designed to eradicate tsetse fly in an area of 3,900 km^2 from the middle and upper Shabelle River Regions of Somalia.

The principal method of treatment was carried out with fixed wing aircraft while a helicopter provided back-up facilities and covered residual spraying.

The contractors provided all inputs and equipment for the spraying operations and were responsible for its control. They also provided the field teams for tsetse survey and monitoring the effectiveness of the project. The latter activity, lasted a full year from completion of the main fixed wing aerial treatment, included regular fly trapping and dissection along with the introduction of trypanosomiasis free cattle as test herds which were regularly blood sampled and checked for infection.

The whole project was supervised and field checked by a variety of specialists employed by the client in coordination with the national authority responsible for tsetse control.

Detailed description of services provided:

Entomological survey, flight control and spray marking, fly dissection, blood sampling and testing from cattle, fixed wing and rotary aerial spraying, administration, construction, procurement.

PROJECT SUMMARY SHEET

Project name: **Farm Privatisation Nizhniy Novgood Central Oblast Level**	*Country:* **Russia**
Project location within Country: Nizhniy Novgorod	*Professional staff provided* *No. of staff:* 1
Name of client: British Government Know How Fund *Financed by (if different from client):*	*No. of staff-months:* 3.5
Start date: March 1994 / *Completion date:* June 1994	*Approx. value of services:* £25 000
Name of associated firm, if any: ULG, contract partner	*No. of staff-months of professional staff provided by associated firm:*

Senior staff involved and functions performed:

Thomas Hodge - Farm Management Specialist

Detailed narrative description of project:

The provision of interim farm support via an extended advisory service to newly privatised farms in the Nizhniy Novgorod Oblast.

Support is extended to privatised Sovkhoz/Kolhoz both within the IFC programme and farms beyond that remit.

Responsibilities encompass non capital intensive recommendations to dairy, beef and cropping units as well as practical support in resource utilisation, financial analysis and business management.

Detailed description of services provided:

Farm input supply, marketing, management, taxation, credit, legal and social issues

PROJECT SUMMARY SHEET

Project name: **Livestock Industry Development Study**	*Country:* **Swaziland**
Project location within Country: Nationwide	*Professional staff provided* *No. of staff:* 5
Name of client: Government of Kingdom of Swaziland *Financed by (if different from client):* Gesellschaft fur Technische Zusammenarbeit	*No. of staff-months:* 10.5
Start date: July 1983 / *Completion date:* November 1983	*Approx. value of services:* US $0.12 million
Name of associated firm, if any: None	*No. of staff-months of professional staff provided by associated firm:* None

Senior staff involved and functions performed:

R.S. Gilmour - Supervision (Technical)
M.C. Williams - Project Manager/Economist

Detailed narrative description of project:

The study involved an examination of the structure of the livestock industry, particularly the beef industry, and the formulation of proposals for an institutional framework which would facilitate and promote the effective development of the livestock sector. Production, internal marketing, the control of imports and exports, and meat processing were covered. The existing institutional and legal framework of the livestock sector was studied. Extensive discussions were held with traditional and commercial cattle producers, with special emphasis on the role of cattle in Swazi life and customs and in agriculture. The performance of the Veterinary Department's breeding ranches and holding grounds was reviewed. The role of the Swaziland Meat Corporation was examined, both as a dominating factor in the internal marketing system for live cattle and as the monopoly exporter of meat products, a technical assessment was made of its existing abattoir plant. Municipal slaughter facilities and domestic butchery were also reviewed, together with the hides and skins industry. Four main proposals were made for the institutional structure of the beef sector:

- The revival of the Swaziland Livestock Producers Association as a body to represent both traditional and commercial producers, with whom the government and the processing industry could negotiate.
- The formation of the Swaziland Ranching Corporation to take over the Veterinary Department's ranches and run them on a commercial basis.
- The establishment of the Swaziland Livestock Commission, with majority membership from the Livestock Producers Association, whose main purpose would be to take over the operation of the export abattoir from the Meat Corporation.
- The setting up of a Livestock Advisory Committee to provide a forum for the private sector to make representations to the Government.

Detailed description of services provided:

PROJECT SUMMARY SHEET

Project name: **National Agriculture and Livestock Research Project Research Organisation and Management**	*Country:* **Tanzania**
Project location within Country: Dar-es-Salaam	*Professional staff provided* *No. of staff:* 2
Name of client: Government of Tanzania (GOT) Ministry of Agriculture, Livestock Development and Cooperatives (MALDC) Department of Research and Training (DRT) *Financed by (if different from client):* Overseas Development Administration (ODA)	*No. of staff-months:* 69
Start date: 1990 / *Completion date:* 1992	*Approx. value of services:* US $ 0.8 million
Name of associated firm, if any: Coopers & Lybrand Deloitte	*No. of staff-months of professional staff provided by associated firm:* 1

Senior staff involved and functions performed:

Mr P Aaggaard - Agriculturalist
Mr K Brown - Human Resources Adviser

Detailed narrative description of project:

This project, which was funded by the World Bank (IDA), ODA and other donors within the SPAAR initiative for assistance to agricultural research in Africa, was designed to support the GoT's reorganisation of its agricultural and livestock research services. The biggest change was the absorption of the two parastatals, the Tanzania Agricultural Research Organisation (TARO) and the Tanzania Livestock Research Organisation (TALIRO), into the DRT in the MALDC. At the same time a Research Master Plan was prepared as the framework for future research programmes and funding.

The Research Organisation and Management component, which was funded by ODA, was concerned with the restructuring required by this organisational change at both head-quarters and regional levels. An important feature was that all new arrangements would have to be compatible with existing GoT and MALDC systems.

In the first year of the two year assignment recommendations were made for new management and staff structures, staff careers and salaries grading, computerised accounting systems, and procurement systems. In addition proposals were made for changes to the existing structures and systems for setting research policy, planning programmes, obtaining funding, and monitoring and evaluating research work. In the second year of the assignment, after some modification and acceptance of these recommendations, assistance was given to the DRT in putting them into place and in training Tanzanian staff in their operation.

Detailed description of services provided:

Provision of advisory team of specialists in organisation and management, human resource deployment, financial control and computerised accounting systems, computer installation, procurement systems, and

PROJECT SUMMARY SHEET

Project name: **Northern Regions Livestock Development Programme (NOLIDEP)**	*Country:* **Namibia**
Project location within Country: Northern Communal Areas of: Kaokoland, Omusati, Oshara, Ohanguena, Oshikoto, Okavango and Caprivi	*Professional staff provided* *No. of staff:* 4
Name of client: Ministry of Agriculture, Water and Rural Development *Financed by (if different from client):* International Fund for Agricultural Development (IFAD)	*No. of staff-months:* 126
Start date: November 1995 / *Completion date:* January 1999	*Approx. value of services:* US $1,300,000
Name of associated firm, if any: Namibia Resource Consultants	*No. of staff-months of professional staff provided by associated firm:* -

Senior staff involved and functions performed:

A. G. Evans	-	Financial Controller
R. J. Sweet	-	Range Management Adviser
Dr R. Behnke	-	Sociologist/Community Development Adviser
A. M. Hovey	-	Regional Coordinator - Opuwu

Detailed narrative description of project:

The Northern Regions Livestock Development Programme (NOLIDEP) aims to promote sustainable livestock development with the participation of beneficiary communities in the planning and management of rangelands in the northern communal areas. Hunting Technical Services are providing long-term technical assistance to the Ministry of Agriculture, Water and Rural Development during the first three years of the project. The services provided are geared towards strengthening the institutions most closely involved with the project and include: rangeland monitoring and management; planning and promotion of community development programmes; and project financial control.

Detailed description of services provided:

Range management; geographical information system; remote sensing; pastoral sociology; community development; monitoring and evaluation; and financial control.

PROJECT SUMMARY SHEET

Project name: **Beef Ranching Rehabilitation Project**	*Country:* **Uganda**
Project location within Country: Uganda Countrywide	*Professional staff provided* 3
Name of client: Uganda Livestock Industries *Financed by (if different from client):* Kuwait Fund for Arab Economic Development	*No. of staff-months:* 45
Start date: 1987 / *Completion date:* 1989	*Approx. value of services:* US $540,000
Name of associated firm, if any: None	*No. of staff-months of professional staff provided by associated firm:* None

Senior staff involved and functions performed:

D. Massey - Agriculturist/Livestock Specialist
R. Gilmour - Agriculturist/Livestock Specialist
D. Knutsen/P. Brown - Financial Controller

Detailed narrative description of project:

The aim of the project was to implement the Phase I component of the development plan prepared by HTS (1983) for the rehabilitation of 5 cattle breeding ranches belonging to Uganda Livestock Industries. Phase I included two ranches, Kiryana and Aswa, where all facilities and infrastructure were to be reconstructed, expanded and restocked with breeding animals to recommended stocking rates. HTS provided technical assistance with overall project management, financial control and counterpart training.

Detailed description of services provided:

Provision of a project manager/coordinator and a financial controller with HQ supervision.

PROJECT SUMMARY SHEET

Project name: **Natural Resources Systems Programme**	*Country:* **Worldwide**
Project location within Country: Worldwide	*Professional staff provided* *No. of staff:* 5
Name of client: Department for International Development *Financed by (if different from client):*	*No. of staff-months:* 105
Start date: 1999 / *Completion date:* 2002	*Approx. value of services:* US $1.3 million
Name of associated firm, if any: Marine Resources Assessment Group Limited (MRAG) Development Planning Unit, University College London Bath University Overseas Development Group, University of East Anglia	*No. of staff-months of professional staff provided by associated firm:* 5

Senior staff involved and functions performed:

Margeret Quin	Programme Manager
Glenn Richards	Assistant Programme Manager
David Short	Financial Administration
James Morton	Semi-Arid Systems
Christine Okali	Sociologist

Detailed narrative description of project:

The Natural Resource Systems Programme (NRSP) is aimed at increasing the efficacy of Department for International Development (DFID) funded research activities in the natural resources sector by adopting a needs identification and beneficiary demand led approach. The overall aims of the programme are of poverty reduction and the generation of benefits for the poor.

Hunting Technical Services has responsibility for the overall management and coordination of NRSP on behalf of DFID. Moreover, the company has responsibility for ensuring that research activities commissioned by the programme are in line with its overall aims and for monitoring the success of completed projects as a means of identifying where best to place future emphasis.

Research activities are concentrated in six systems including:

- Peri-Urban
- High Potential Systems
- Land Water Interface
- Forest/Agriculture
- Hillsides
- Semi-Arid

Detailed description of services provided:

Resaerch management, agriculture, environment, forestry, monitoring and evaluation, soil science,

PROJECT SUMMARY SHEET

Project name:	*Country:*
Western Savannah Project Phase I: Project Implementation	**Sudan**
Project location within Country: Nyala	*Professional staff provided* *No. of staff:* 6
Name of client: Western Savannah Development Corporation	*No. of staff-months:* 140
Financed by (if different from client): Overseas Development Association, UK International Development Agency Saudi Fund	
Start date: 1982 / *Completion date:* 1986	*Approx. value of services:* US $600,000
Name of associated firm, if any: Mott MacDonald International	*No. of staff-months of professional staff provided by associated firm:* 58

Senior staff involved and functions performed:

H. Piper	- Supervision	B. Kerr	- Land Use Planner
R. Law	- Settlement Agriculturalist	J. Culverley	- Engineering Advisor
G. Calderbank	- Livestock Specialist	R. Gilmour	- Livestock Specialist
J. Morton	- Economist	R. Goodyear	- Agronomist
R. Webster	- Civil Engineer	S. Golder	- Workshop Engineer

Detailed narrative description of project:

Implementation throughout the 92,000 km^2 project area of the long term proposals from HTS studies carried out between 1971 and 1976.

Phase I began in mid 1982 and ended in 1985 and was followed by and Interim Phase until mid 1986. Phase I included adaptive research at 3 development farms, a pilot resettlement project, range improvement, rehabilitation of borehole water supplies, land use planning and strengthening veterinary services.

Agronomic research on sandy soils was aimed at forming an extension message, for implementation at Phase II, and cultivation trials on compact soils led to a tractor-ploughing hire programme. Baseline socio-economic data for the whole area were collected and processed.

Detailed description of services provided:

Technical Assistance in fields of agriculture, settlement, land use planning, civil and mechanical engineering and monitoring and evaluation.

Consultancies in the fields of agronomy, engineering, agricultural engineering, training, project planning

PROJECT SUMMARY SHEET

Project name: **Inhassune-Ramalhusca Project**		*Country:* **Mozambique**
Project location within Country: Inhassune-Ramalhusca		*Professional staff provided* *No. of staff:* 5
Name of client: Secretaria de Estado de Algodao *Financed by (if different from client):* African Development Bank		*No. of staff-months:* 300
Start date: 1985	*Completion date:* 1991	*Approx. value of services:* US $ 3,780.000
Name of associated firm, if any: None		*No. of staff-months of professional staff provided by associated firm:* None

Senior staff involved and functions performed:

Mr F Neitsch	- Foreman Manager/Team Leader
J Moore	- Agronomist
C Palin	- Accountant
D Barnes	- Economist
J Diaz	- Workshop Supervisor

Detailed narrative description of project:

Technical assistance to strengthen management services during project implementation. The Inhassune/Ramalhusca project comprises some 63,000 hectares of land which has been developed for agriculture and ranching. Hunting Technical Services provided management services for the project over six years. Arable development was concentrated at Inhassune with emphasis on cotton and built up to some 6,000 hectares. Attention was also given to food production. It is also planned to develop some 40,000 hectares for ranching, of which 9,000 hectares is already fenced into paddocks.

Initially development will take the form of a large scale estate which will eventually be subdivided into 2 hectare smallholdings supported by a centralised management and machinery service.

Detailed description of services provided:

Project management, agronomy, pest control, farm and ranch management, workshop supervision and accountancy, agricultural economics, farm economics, farm planning.

Document 10

THE CONSULTANT'S IMPLEMENTATION APPROACH
ORGANISATION AND METHOD

HTS and **SATEC** proposal for the implementation of the **PACE programme - regional component - Lot 2** is drawn on the achievements of some of the two companies very recent or on-going references in the field of animal health and veterinary services in Africa, i.e.:

- BURKINA FASO - Feasibility study of a programme to strengthen the livestock sector (ASAP) - 1993.
- GUINEA - Pan-African Rinderpest Campaign (PARC) phase 1 - 1996-1999.
- KENYA - Improved animal health services in low potential areas (ASIP) - 1998.

Understanding of the mandate

Disease control is the main objective of the PACE programme. Animal health services' mandate is to control, contain or eradicate notifiable diseases occurring within the country., and to prevent of disease entry into the country by control of imports and exports of animals and animal products. The most notable diseases in this category include Rinderpest, Foot & Mouth Disease, Contagious Bovine Pleuropneumonia, Lumpy Skin Disease, rabies, Contagious Caprine Pleuropneumonia and Newcastle Disease among others.

Quite often, vaccines are neither availed at the right time not supplied in sufficient quantities. This unsatisfactory situation is attributed to low level of funding and, to a large extent, due to the lack of competition in the supply of some vaccines. Chronic transport problems, the long distances involved, the rough terrain, logistic problems, insecurity and inadequate infrastructure (e.g. roads) often lead to poor timing of vaccination campaigns and low coverage.

The delivery of animal health services in developing countries has been so far predominantly the responsibility of Veterinary Departments within Ministries of Agriculture or Livestock Departments. Many Veterinary Departments offer a broad range of services and maintain high staffing levels but, increasingly, financial constraints have resulted in very limited operational funding and low salaries leading to poor staff motivation and the deterioration of services to livestock producers.

Several of the roles, activities and services previously provided by Governments could be taken up by the private sector. The opportunities for successful private or partially private animal health services delivery vary considerably ; there will be those in which the transition from public to private will be swift because animals and their products are valuable and have a ready market and delivery systems are, or can be, commercially viable, and others where it will be slow. There may be areas where privatisation is not possible and the Government must continue to supply the service. Ideally privatisation will permeate into some areas of lower potential adjacent to areas where income from higher productivity components of a practice's clientele will support the financially less remunerative aspects of animal health delivery. Overall the public service must be strengthened in disease surveillance, monitoring and control.

The proposed PACE programme's policy framework calls for:

- adequate funding for the control of epizootic diseases
- contingency and emergency plans to be put in place to facilitate timely and efficient response to disease threat or outbreak
- intensification of vaccination campaigns so as to achieve some degree of disease-free status
- review or amend, as case may be, the disease control legal framework
- more zero-surveillance and monitoring work
- regional linkages
- effective extension service to mobilise communities in disease control activities
- search for better control methods and options.

PACE implementation settings

Under the authority of the **Inter-African Bureau for Animal Resources (IBAR)** of the Organisation of African Unity, the proposed PACE programme will be divided between **national components** directed at building up the institutional capacity of national health system in each country, and **regional components**, or common regional services, that will support the implementation of activities at national level while developing regional linkages.

The regional coordination will be organised around five technical units:

- an epidemiology unit will the be heart of the programme
- a communication unit
- a socio-economic unit
- a unit to back up the organisation of the veterinary services
- the programme will also support the PANVAC

Lot 2 refers to the technical assistance to be provided to the communication unit and to the unit to back up the organisation of the veterinary services. The consultant is requested to provide **2 experts in communication + 1 expert in veterinary legislation and privatisation**.

Rationale of communicating within the PACE

The communication experts will contribute in the production of advisory back-up material, in the delivering of training in the field of communication, in veterinary schools curricula development, etc.

The Nairobi and Bamako communication units should be able to respond both to national demands and to other PACE technical units. Training and information campaigns are currently planned at all levels, from the grassroots communities to officials in the services.

Because of the multifaceted characteristics of the PACE programme, communication should carefully address the needs of different target groups and beneficiaries. One of the main issues for communicating within the PACE programme will certainly be the identification of the key parties currently involved in delivering animal health services ; i.e.:

- Livestock keepers
- Government veterinary field services
- Animal health input suppliers
- Private animal health delivery system

- ❑ Livestock promoting projects/programmes
- ❑ Policy makers
- ❑ Training institutions
- ❑ Research institutes

Rationale of backing the reorganisation of veterinary services

The key role of the expert in veterinary legislation and privatisation is to reinforce the recent shifts observed in the reorganisation of animal health services:

- the joint public, private sector and stakeholders participation in the delivery of improved animal health services
- the on-going move towards privatisation of veterinary services
- the need to give some support to the Governments veterinary services, especially in the restructuring and privatisation efforts including limited support to field services.

In order to accompany the privatisation process, it is crucial to define in each country the legislative framework under which the private sector can operate to accomplish tasks that were part of Government responsibilities. It is nevertheless important for privatisation to proceed without diminishing the ability of the public sector to face up its responsibilities to the national and international community. Harmonisation of approaches between African countries is another major issue.

Consortium mandate and backstopping organisation

Each one of the companies has substantial experience of successfully managing large and complex externally aided projects in Africa. Many of these projects have been funded by the EU and the consortium is well aware of the correct procedures required to ensure a well run project. Additionally, the companies have regularly worked together within consortia and are aware of the mechanisms required to ensure a smooth running and organisation within the consortium.

The consortium will selected a core team of experienced TA experts to survey, design and execute the project components. To ensure effective **quality control** of the TA team's performance, technical backstopping will be undertaken by the Consortium's permanent staff.

Administrative and technical support will be provided: Each of the companies responsible for the designated technical area will have the following tasks based in Europe:

- overall responsibility for controlling the preparation of reports, evaluating experts performance and providing required feedback
- liasing with line departments/participating agencies, Governments, EU
- provision of technical information, backup library support and response to technical requests
- hiring and retaining short term experts and consultants for the project support at the client request.

As requested and approved by the project steering committee, the Consortium will identify and mobilise suitable expertise to undertake short term missions. The CVs of the staff would of course be submitted for approval in the usual manner.

SATEC DEVELOPPMENT
INTERNATIONAL

Declaration of Intent
Document 1

SATEC DEVELOPPEMENT
INTERNATIONAL

Guyancourt, 10 September 1999

Mr Colin HOPKINS
Marketing and Project Executive
Hunting Technical Services Ltd
Thamesfield House
Boundary Way
Hemel Hempstead
HP2 7SR
United Kingdom

O/Ref.: GD/JH/99/1853

Dear Sir,

Re: Prequalification No. EDF/REG/SCRE1/46
Title: Panafrican programme for the control of epizootics (PACE)

We hereby confirm that SATEC Développement International would be pleased to collaborate with Hunting Technical Services Ltd (HTS) to the prepare the technical and financial proposals if HTS is invited by the European Community to submit a tender for the above mentioned project.

We further confirm that we will be pleased to participate in the project in accordance with provisions and terms governing the invitation to tender and the technical proposal designed by the Consortium, and that Hunting Technical Services Ltd will act as the Leading Company.

Yours faithfully.

Gérard DEBEAUFORT

Executive Manager

Documents of Eligibility

SATEC DEVELOPPEMENT INTERNATIONAL

◆◆◆◆◆◆◆◆

A limited-liability company

With share capital of 600,000 FRF

Registered Office:
2, rue James Joule
Quartier des Chênes
78280 GUYANCOURT
France

ARTICLES OF ASSOCIATION

Updated at the Extraordinary General Meeting of 25 April 1997

Updated at the Mixed General Meeting of 21 April 1998

THE UNDERSIGNED

BCEOM

Société Française de Développement,
a mixed-economy company with share capital of 72,270,000 FRF having its address for legal service at Place des Frères Montgolfier, Guyancourt and represented by Mr Michel HENRY, its Managing Director.

Claude FAVRE

a French national born on 27 April 1946 in Paris 13th, of 1, allée du Bosquet, 78120 Rambouillet (France); and

Gérard DEBEAUFORT

a French national born on 27 August 1941 in Ronchères, of 2, square de Tocqueville, 78150 Le Chesnay (France),

have drawn up as hereinafter set forth the articles of association of the limited-liability company to be formed by and between the same.

TITLE I

LEGAL CHARACTER, CORPORATE PURPOSE, COMPANY NAME, TERM, FINANCIAL YEAR AND REGISTERED OFFICE

Article 1 - LEGAL CHARACTER

A limited-liability company (société à responsabilité limitée or S.A.R.L.) is hereby formed between the owners of the shares hereinafter issued and of such other shares as may be issued subsequently thereto. The said Company shall be governed by the laws currently in force and, in particular, by Law 66-537 of 24 July 1966 and the Decree of 23 March 1967, as amended, and by the Articles of Association set forth herein.

Article 2 - CORPORATE PURPOSE

The corporate purpose of the Company shall be to take over the business of the company ATI SATEC DEVELOPPEMENT following the placing of the latter into receivership by the Versailles Commercial Court on 16 February 1995.

The corporate purpose of the Company, whether in France or in any foreign country, whether directly or indirectly and in any form whatsoever, shall be, in particular:

- to undertake any and all studies, projects and consultancy work relating to agricultural and rural, fishing, industrial and commercial development,

- to take over, acquire, exploit or transfer any and all patents and processes, to supply any and all qualified experts, to draw up any and all projects and to undertake any and all

construction monitoring work, any and all technical assistance assignments and, more generally, any and all consultancy assignments,

- to undertake any and all action with a view to "turnkey" projects,

- to perform any and all general expert appraisals, any and all organisational studies, export assistance assignments, training assignments and market prospection assignments,

- to take over, acquire, appraise or transfer any and all patents or processes,

- to participate in any and all financial, commercial or industrial transactions and to acquire interests, regardless of the means or forms thereof, in any and all existing or future concerns or companies whose business, industry or operation is similar to that of the Company covered hereby or is likely to further the latter's own businesses or industries; and

- more generally, any and all industrial, commercial, financial, real-estate or goods-related transactions which may be related to the Company's corporate purpose or to any and all connected purposes likely to facilitate development or realisation thereof,

Article 3 - COMPANY NAME

The Company shall take the name:

SATEC DEVELOPPEMENT INTERNATIONAL

In all deeds and documents from the Company, this name shall be immediately preceded or followed by the words "Société à Responsabilité Limitée" or the abbreviation "S.A.R.L." and by the amount of its share capital.

Article 4 - TERM OF COMPANY AND FINANCIAL YEAR

1 - The term of the Company shall be 99 (ninety-nine) years as of the date of its registration in the trade and company register except in the events of its continuation thereafter or dissolution prior thereto.

2 - The financial year shall start on 1 January and end on 31 December.

The first financial year shall, exceptionally, extend from the date at which the Company is registered in the trade and company register to 31 December 1995. Furthermore, all action undertaken on its behalf during the formation phase and taken over by the Company shall be entered in the accounts of the aforementioned financial year.

Article 5 - REGISTERED OFFICE

The registered office of the Company shall be at:

2, rue James Joule
Quartier des Chênes
78280 GUYANCOURT

The Company's postal address shall be:

2, rue James Joule
Quartier des Chênes
78286 GUYANCOURT CEDEX

TITLE II

ASSETS, SHARE CAPITAL AND SHARES

Article 6 - ASSETS AND CAPITAL STRUCTURE

The following capital was contributed to the Company:

- on its formation, the sum of 200,000 Francs,
- on a decision by the Extraordinary General Meeting of 25 April 1997 to increase its capital, the sum of 400,000 Francs, by incorporation of profits from the amount carried forward.

The new capital of the company is distributed as follows:

BCEOM
Five Hundred and Ninety-Four Thousand Francs ..... 594,000 Francs

Mr Claude FAVRE
Three Thousand Francs ..... 3,000 Francs

Mr Gérard DEBEAUFORT
Three Thousand Francs ..... 3,000 Francs

Giving a total of
Six Hundred Thousand Francs ..... 600,000 Francs

Article 7 - SHARE CAPITAL

The Company's share capital shall be set at 600,000 (six hundred thousand) FRF divided into 600 shares of 1000 (one thousand) FRF each, all fully paid-up, numbered 1 to 600 and issued to the Shareholders pro rata to the respective amounts of share capital subscribed and paid in by each,

to wit:

• BCEOM five hundred and ninety-four shares numbered from 1 to 594	594 shares
• Mr Claude FAVRE three shares numbered from 594 to 596	3 shares
• Mr Gérard DEBEAUFORT three shares numbered from 597 to 600	3 shares
Total equal to number of shares comprising the Company's capital	**600 shares**

The undersigned hereby state and represent that all the shares comprising the Company's capital belong to them, have been divided amongst them as shown heretofore, representing their respective contributions to the Company's assets, and are all fully paid-up.

During the Mixed General Meeting on 21 April 1998, this article of the Articles of Association was modified as follows (after acceptance of a new associate, Mr Gilles CORNIC, of 266, allée Diane de Poitiers, (77820) Le Châtelet, Mr Claude FAVRE transferred his three (3) shares to Mr Gilles CORNIC):

• BCEOM five hundred and ninety-four shares numbered from 1 to 594	594 shares
• Mr Gilles CORNIC three shares numbered from 594 to 596	3 shares
• Mr Gérard DEBEAUFORT three shares numbered from 597 to 600	3 shares
Total equal to number of shares comprising the Company's capital	**600 shares**

Article 8 – CAPITAL INCREASE AND REDUCTION

Any change in the amount of the Company's capital shall be decided upon and undertaken as and with the consequences provided therefor by current legislative and regulatory provisions.

Article 9 - COMPANY SHARES

1 - Share ownership shall be established by the Articles of Association hereunder, by any subsequent deeds changing the amount of the Company's capital and by any duly and properly effected share transfers and issues.

2 - Each share in the Company shall confer upon its owner equal rights to the Company's profits and assets. It shall also confer voting rights in all votes and resolutions.
Ownership of a share automatically implies compliance with the Articles of Association hereunder and with Shareholders' joint decisions,

3 - Possession of all the Company's shares by a single Shareholder shall not result in the dissolution of the Company, which shall continue to exist with the said single Shareholder. In such an event the single Shareholder shall exercise all the powers conferred upon the Shareholders' meeting.

Article 10 - SHARE TRANSFER AND TRANSMISSION

1 - If the Company has more than one Shareholder, shares may only be transferred to third parties outside the Company with the consent of a majority of the Shareholders accounting for at least three quarters of the Company's shares, the said majority including the person and shares of the transferor. Both the Company and each individual Shareholder shall be notified of the proposed transfer.

The lodging of an original copy of the deed of transfer at the Company's registered office and delivery by the Company's legally recognised manager of a certificate attesting receipt thereof may be substituted for notification via process server.

This notwithstanding, there shall be no restriction on transactions of any nature undertaken by a single Shareholder possessing all the Company's shares.

2 - Should shares be subscribed or acquired in consideration of joint assets or monies, the spouse of the subscribing or acquiring party shall, pursuant to the conditions and procedures provided in law, be personally entitled to claim Shareholder status in respect of half the shares subscribed.

3 - Shares shall be freely transmissible via inheritance or in the event of the liquidation of the joint estate of married persons.

Article 11 - DEATH, DISQUALIFICATION OR BANKRUPCY OF A SHAREHOLDER

The Company shall not be dissolved in the event of a court's making an order relating to the liquidation, personal bankruptcy, disqualification from company management or legal incapacity of one of the Shareholders. Nor shall it be dissolved on the death of a Shareholder. This notwithstanding, should the person of a legally recognised manager suffer one of the aforementioned events, it shall result in the termination of his duties as such.

TITLE III

ADMINISTRATION AND SUPERVISION

Article 12 - MANAGEMENT

1 - The Company shall be managed by one or more natural persons chosen from amongst the Shareholders or from outside their number.

Each legally recognised manager's acts shall commit the Company unless his acts fall outside the scope of the Company's corporate purpose and the Company proves that the third parties were so aware. He shall enjoy the widest possible powers to act under all circumstances in the name of the Company without having to provide proof of enjoyment of special powers of attorney. He shall sign for and on behalf of the Company.

In their interrelations and in relations with the other Shareholders and as an internal measure, the Company's legally recognised managers shall have all necessary powers, which they may wield jointly or severally - save the right of each to oppose any transaction prior to the conclusion thereof - to undertake in the Company's interests all transactions that fall within the scope of the Company's corporate purpose.

This notwithstanding, loans, with the exception of bank loans and loans or deposits of funds made by Shareholders, purchases, exchanges and sales of commercial establishments or properties, mortgage loans and charges, the foundation of companies and any asset transfers to existing or future companies, as well as any acquisition of interests in such companies shall only be effected with the Shareholders' consent under ordinary majority conditions provided always that such restriction of powers, which shall appertain solely to interrelations between Shareholders, shall not be binding on third parties.

2 - Each legally recognised manager shall be entitled to remuneration, the details of which shall be determined pursuant to an ordinary joint resolution of the Shareholders.

3 - Except as otherwise provided pursuant to the resolution appointing them, legally recognised managers shall not be required to devote to the Company more time than is necessary for the performance of Company business.

Legally recognised managers may, by common accord and under their own responsibility, appoint temporary special attorneys-in-fact to undertake particular operations,

Legally recognised managers shall be individually, or, in the event of joint negligence, severally liable vis-à-vis the Company for infringements of legislative or regulatory provisions applicable to limited-liability companies, for breaches hereof or for negligent acts committed in the course of their management.

If more than one legally recognised manager have contributed to the same acts, the court shall determine each manager's respective share in making good the loss suffered.

4 - All legally recognised managers, whether or not a Shareholder and whether or not appointed manager pursuant hereto, may be dismissed pursuant to an ordinary resolution by Shareholders accounting for more than half the Company's shares,

Should a legally recognised manager give up his duties for any reason whatsoever, the remaining manager or managers shall continue to manage the Company. If the manager giving up his duties was the only manager, the Shareholders shall, upon application by one of their number, appoint one or more new managers pursuant to the conditions governing majority provided in law.

5 - By decision of the Mixed General Meeting of 21 April 1998, the company is managed by Mr Gilles CORNIC of 266, allée Diane de Potiers (77820) Le Châtelet, born on 19 June 1949 in Paris, 15th arrondissement (75015).

Article 13 - AUDITORS

One or more statutory and deputy statutory auditors may or shall be appointed as provided by Article 64 of the Law of 24 July 1966.

TITLE IV

SHAREHOLDERS' RESOLUTIONS

Article 14 - JOINT RESOLUTIONS

1 - The will of the Shareholders shall be expressed as joint resolutions described as extraordinary when relating to any purpose which may directly or indirectly result in amendment hereof, and as ordinary in all other cases.

2 - The said resolutions shall, at the Management's choice, be passed either at General Meetings or through written consultations of the Shareholder body. This notwithstanding, a Meeting must be convened to approve the accounts of each financial year or a reduction in the Company's capital.

3 - General Meetings shall be called by the Management or, failing this, by the Auditor, if any, or, failing this, by an attorney-in-fact appointed by the courts at the petition of any Shareholder.

During the liquidation phase Meetings shall be called by the liquidator or liquidators.

General Meetings shall convene at the Company's registered office or at any other venue stated in the notice of meeting.

4 - In the case of written consultations, the Management shall send by registered post to each Shareholder's last known address a copy of the texts of draft resolutions and all necessary Shareholder information.

Shareholders shall be allowed 15 days as from the date of receipt of draft resolutions to vote thereon in writing, voting taking the form of the answers "yes" or "no" in respect of each resolution.

Replies shall be returned to the organiser of the consultation by registered post. Any Shareholder who has not replied within the aforementioned time shall be deemed to have abstained from voting.

5 - Every Shareholder shall be entitled to participate in decisions and shall enjoy one vote for each share held, and this without any limit thereon.

A Shareholder shall be entitled to be represented by his spouse unless the Company comprises only a single married couple.

A Shareholder shall also be entitled to be represented by another Shareholder presenting proof of proxy provided that there are more than two Shareholders.

TITLE V

ALLOCATION AND DISTRIBUTION OF PROFITS

Article 15 - CLOSING OF ACCOUNTS

A statement setting out the Company's assets and liabilities and a set of annual accounts shall be drawn up by the Management at the close of each financial year pursuant to the provisions of Title II of Book I of the Code of Commercial Law.

Even where there are no or insufficient profits, the Management shall effect such depreciation or provisions as are provided for or allowed in law.

The total value of contingent liabilities secured, backed or guaranteed by the Company shall be appended to the balance sheet along with a statement setting out sureties granted.

The Management shall produce a management report on the Company's situation and business activity in the preceding financial year.

The Shareholders shall be convened each year within six months of the close of the financial year to consider and, if so deemed fit, approve the accounts of the said financial year and decide upon the allocation of profits.

Article 16 - ALLOCATION AND DISTRIBUTION OF PROFITS

Net income for the financial year less overheads and other Company expenses, including any depreciation and provisions, shall constitute the Company's profits.

From the said profits, less, if applicable, prior-period losses, there shall be firstly deducted such sums as are to be allocated to reserves pursuant to law or to the Articles of Association hereunder.

Five per cent shall thus be deducted to form the reserve fund required by law, such deductions ceasing to be compulsory when the fund reaches one-tenth of the value of the Company's capital and becoming compulsory once again should the value of the fund for any reason whatsoever fall below one-tenth.

Distributable profits shall consist of the profit for the financial year less prior-period losses and sums transferred to reserves pursuant to law, plus profits brought forward.

The aforementioned profits shall be shared amongst all the Shareholders pro rata to the number of shares owned by each.

This notwithstanding, except in the event of a reduction in the Company's capital, no distribution shall be made to Shareholders when Shareholders' funds are or would thereby fall below the value of the Company's capital plus the reserves whose distribution is precluded either by law or by the Articles of Association hereunder.

This notwithstanding, after deduction of sums transferred to reserves, pursuant to last and to the Articles of Association hereunder, the Shareholders may, on the recommendation of the Management, carry forward all or part of the share of profits due to them or allocate all or part of the said share to any general or special reserves which they decide to set up and whose purpose they determine if applicable.

Should there be any losses, these shall be charged to profits brought forward from earlier years or shall be carried forward.

TITLE VI

CONTINUATION, TRANSFORMATION, DISSOLUTION AND LIQUIDATION

Article 17 - CONTINUATION

The Management shall, no later than one year prior to the date at which the Company expires, call a meeting of the whole of the Shareholder body to decide, pursuant to the conditions governing amendment of the Articles of Association, whether the Company continue to exist.

Article 18 - SHAREHOLDERS' FUNDS ACCOUNTING FOR LESS THAN HALF THE VALUE OF THE COMPANY'S SHARE CAPITAL

Should Shareholders' funds in the Company fall below half the value of the Company's share capital through losses recorded in the financial statements, the Management shall, within four months of approval of the accounts showing the said loss, consult the Shareholders with a view to deciding whether the Company should be dissolved prior to its term.

The Meeting shall deliberate under the conditions governing majority stipulated for amendments to the Articles of Association.

If it is resolved not to dissolve the Company, its share capital shall, within the time allowed by law, be reduced by an amount equal to the losses which it has not been possible to charge to the reserves should Shareholders' funds not have been restored in the meantime to at least half the value of its share capital.

It may be resolved to reduce the Company's share capital to an amount below the legally required minimum only on the condition precedent of a capital increase intended to bring the said amount up to the legally required minimum.

Should the stipulations contained in one or more of the foregoing paragraphs fail to be complied with, all and any interested parties shall be entitled to apply to the courts for the Company to be dissolved. This shall also be the case should the Shareholders prove unable to pass a valid resolution.

Article 19 - TRANSFORMATION

The Company may be transformed into a Company with a different legal character pursuant to a joint resolution of the Shareholders so deciding under the conditions governing majority stipulated for amendments to the Articles of Association.

This notwithstanding, transformation of the Company into a General Partnership ("Société en Nom Collectif"), Limited Partnership ("Société en Commandite Simple") or Limited Partnership with Shares ("Société en Commandite par Actions") shall require unanimity on the part of the Shareholders.

It may be resolved to transform the Company into a Limited Company ("Société Anonyme") only if the Company has drawn up balance sheets for its first two financial years and has had the same approved by the Shareholders.

This notwithstanding and subject to the aforementioned reservations, Shareholders accounting for a majority of the Company's shares shall be entitled so to transform the Company if the amount of Shareholders' funds as shown in the then latest balance sheet exceed the amount laid down by law.

The decision to transform the Company into a Limited Company shall be preceded by a report by the assessor or assessors determined by law. The Shareholders shall consider and vote upon the value set on the items comprising the Company's assets and the special advantages granted. They shall be entitled to reduce these only on the basis of a unanimous resolution. Failing express approval by the Shareholders, which shall be mentioned in the Minutes, the transformation shall be null and void.

Article 20 - DISSOLUTION AND LIQUIDATION

The Company shall be dissolved by its reaching its term, unless extended, by the total loss of its corporate purpose or by order of a court on just grounds.

Dissolution prior to term may also be effected pursuant to an extraordinary joint decision of the Shareholders. In the event of dissolution, regardless of cause, the Company shall go into liquidation.

This notwithstanding, dissolution shall only be effective vis-à-vis third parties as from the date on which it is published in the Trade and Company Register.

The legal personality of the Company shall continue to exist for the purposes of liquidation and until the close thereof. The words "Company under liquidation", along with the name or names of the liquidator or liquidators shall appear on all deeds and documents from the Company.

Liquidation shall be undertaken by one or more liquidators appointed by Shareholders holding a majority of the Company's shares and shall be chosen from amongst them or from outside their number. Liquidation shall proceed pursuant to law.

The net proceeds of the liquidation shall be firstly applied to redeeming any unredeemed shares. The surplus shall be distributed amongst the Shareholders pro rata to the number of shares owned by each.

Should there be only one Shareholder, he shall make any decision regarding dissolution and the whole of the Company's assets shall be transferred to him without any need for liquidation.

Article 21 - DISPUTES

Any disputes which may arise during the term of the Company or during the liquidation phase following its dissolution, be they between Shareholders, management bodies and the Company or between Shareholders alone, pertaining to the Company's affairs or to the implementation of the provisions of the Articles of Association hereunder shall be settled pursuant to law, being referred to the courts having jurisdiction over the Company's Registered Office.

TITLE VII

LEGAL PERSONALITY AND FORMATION FORMALITIES

4rticle 20 - ENJOYMENT OF LEGAL PERSONALITY

1 - The Company shall enjoy legal personality as from the date of its registration in the Trade and Company Register.

2 - The Manager is hereby expressly authorised to undertake and sign on behalf of the Company under formation such deeds and commitments related to the Company's corporate purpose and concordant with the Company's interests as are set forth below, namely:

- the opening of a bank account in the Company's name;
- the conclusion of a lease for the Company's registered office; and
- the formalities involved in forming the Company.

All the foregoing operations and commitments resulting therefrom shall be deemed to have been originally performed and signed by the Company, which shall automatically take them over on its own account upon registration in the Trade and Company Register.

3 - The Management is hereby expressly empowered to undertake and sign on behalf of the Company under formation as at the date hereof such deeds and commitments as are related to the Company's corporate purpose and concordant with the Company's interests with the exception of those for which Article 12, during the life of the Company and in relations between Shareholders, requires permission from the Shareholder body.

The foregoing deeds and commitments shall be deemed to have been originally performed and signed by the Company, following verification by the Meting of Shareholders, after the Company has been registered in the Trade and Company Register, of their consistency, with the assignment defined heretofore, and, at the latest, by approval of the accounts of the Company's first financial year.

- The Shareholders and the legally recognised Manager, if he is not a Shareholder, shall sign the Declaration of Regularity and Conformity submitted pursuant to law in support of the application for registration in the Trade and Company Register after fulfilling all the other formation formalities.

Article 23 - PUBLICITY AND POWER-OF-ATTORRNEY

Full powers are hereby granted to the Manager to fulfil all the formalities prescribed by law, and, in particular, to cause a Notice of Formation to appear in a gazette entitled to publish legal notices in the administrative area ("Département") in which the Company's Registered Office is located.

Executed in Guyancourt, this 21 April 1995

(Seal: SOCIETE FRANCAISE D'INGENIERIE BCEOM/BCEOM/ (Signed))

(Signed) (Signed)

(Seal: SATEC DEVELOPPEMENT INTERNATIONAL / (Signed))

Gilles CORNIC
Legally recognised Manager of
SATEC DEVELOPPEMENT INTERNATIONAL

Document 3

EXTRAIT KBIS

IMMATRICULATION AU REGISTRE DU COMMERCE ET DES SOCIETES
EN DATE DU : 26 JUILLET 1995
NUMERO DE REGISTRE DU COMMERCE :
R.C.S. VERSAILLES B 401 692 785 (1995B01790)
EXTRAIT AU : 05 SEPTEMBRE 1999

RENSEIGNEMENTS RELATIFS A LA PERSONNE

RAISON SOCIALE (DENOMINATION) - SIGLE
SATEC DEVELOPPEMENT INTERNATIONAL

FORME JURIDIQUE : *STE A RESPONSABILITE LIMITEE*
AU CAPITAL DE *600.000 FRANCS*

ADRESSE DU SIEGE
2 RUE JAMES JOULES 78280 GUYANCOURT

DUREE DE LA SOCIETE : *JUSQU'AU 26 JUILLET 2094*
DATE D'ARRETE DES COMPTES LE 31 DECEMBRE

CONSTITUTION
DEPOT DE L'ACTE : LE 26 JUILLET 1995 NUMERO 08324 AU GREFFE DU TRIBUNAL DE VERSAILLES
PUBLICATION : JOURNAL LES PETITES AFFICHES DE SEINE ET OISE DU 06 JUILLET 1995

ADMINISTRATION

GERANT : *MONSIEUR CORNIC GILLES*
NE(E) LE 19 JUIN 1949 COMMUNE DE NAISSANCE PARIS 75015
ARRONDISSEMENT 15 PAYS FRANCE
NATIONALITE FRANCAISE
266 ALL DIANE DE POITIERS 77820 LE CHATELET EN BRIE

RENSEIGNEMENTS RELATIFS A L'ACTIVITE COMMERCIALE :

ORIGINE DE LA SOCIETE : *CETTE SOCIETE SE CONSTITUE*

ORIGINE DU FONDS : *CREATION*

ACTIVITE : *ETUDES REALISATIONS ET INGENIERIE EN MATIERE DE DEVELOPPEMENT AGRICOLE ET RURAL HALIEUTIQUE INDUSTRIEL ET COMMERCIAL PRESTATION SERVICE*

ADRESSE DU PRINCIPAL ETABLISSEMENT
2 RUE JAMES JOULE 78280 GUYANCOURT

EXTRAIT AU 05 SEPTEMBRE 1999

DEBUT D'EXPLOITATION LE *01 JUIN 1995*

MODE D'EXPLOITATION : *EXPLOITATION DIRECTE*

OBSERVATIONS

EXTRAIT DELIVRE A VERSAILLES LE 07 SEPTEMBRE 1999 SUR 02 PAGES.

LE GREFFIER ,



DROITS DE GREFFE (DECRET 86.1098 DU 10 OCTOBRE 1986) : H.T 0,00 F
T.V.A. 0,00 % : 0,00 F -SOIT TTC 0,00 F

TOUTE REPRODUCTION MEME CERTIFIEE CONFORME, DU PRESENT EXTRAIT, EST SANS VALEUR.
========== FIN DE L'EXTRAIT ==========

GREFFE DU TRIBUNAL DE COMMERCE DE VERSAILLES
1 PLACE ANDRE MIGNOT - RP 1125
78011 VERSAILLES CEDEX

REFERENCE 0100028367/ MINITEL

COPY OF A KBIS ENTRY

DATE OF REGISTRATION IN TRADE AND COMPANY REGISTER:
26 JULY 1995
TRADE AND COMPANY REGISTER NUMBER:
R.C.S. VERSAILLES B 401 692 785 (1995B01790)
COPY DATED: 05 SEPTEMBER 1999

DETAILS RELATING TO THE PERSON

COMPANY NAME (DESIGNATION) - COMPANY INITIALS
SATEC DEVELOPPEMENT INTERNATIONAL

LEGAL CHARACTER: S.A.R.L. (LIMITED-LIABILITY COMPANY)
WITH SHARE CAPITAL OF 600,000 FRENCH FRANCS

ADDRESS OF REGISTERED OFFICE:
2 RUE JAMES JOULE 78280 GUYANCOURT

TERM OF COMPANY: UNTIL 26 JULY 2094
FINANCIAL YEAR ENDS ON 31 DECEMBER

FORMATION:
MEMORANDUM LODGED ON 26 JULY 1995 AT THE VERSAILLES COURT REGISTRY (No.: 08324)
PUBLICATION: GAZETTE LES PETITES AFFICHES DE SEINE ET OISE, 06 JULY 1995

MANAGEMENT

LEGALLY RECOGNIZED MANAGER: CORNIC GILLES
BORN ON 19 JUNE 1946. PLACE OF BIRTH: PARIS 75015
NATIONALITY: FRENCH
266 ALL DIANE DE POITIERS, 77820 LE CHATELET EN BRIE

DETAILS RELATING TO THE COMMERCIAL ACTIVITY

ORIGIN OF COMPANY: THE COMPANY IS UNDER FORMATION

ORIGIN OF BUSINESS: SETTING-UP OF A BUSINESS

ACTIVITY: STUDIES, PROJECTS AND CONSULTANCY WORK RELATING TO AGRICULTURAL AND RURAL, FISHING, INDUSTRIAL AND COMMERCIAL DEVELOPMENT, AND SERVICE PROVISION

ADDRESS OF MAIN ESTABLISHMENT: 2 RUE JAMES JOULE, 78280 GUYANCOURT

R.C.S. VERSAILLES B 401 692 785
1995B01790 REFERENCE 0100028367
COPY OF KBIS ENTRY

DATE COMPANY COMMENCED OPERATIONS: 01 JUNE 1995

MODE OF OPERATING: DIRECT

OBSERVATIONS

THIS COPY ISSUED IN VERSAILLES ON 07 SEPTEMBER 1999 (02 PAGES IN ALL)

THE REGISTRAR,

REGISTRY DUES (DECREE 86.1098 OF 10 OCTOBER 1986): EXCL. TAX 0.00 F
V.A.T. 0.00 %: 0.00 F TOTAL INCL. TAX 0.00 F

COPIES HEREOF, EVEN IF CERTIFIED TRUE TO THE ORIGINAL, SHALL HAVE NO LEGAL VALIDITY
========== END OF DOCUMENT==========

Document 4

SATEC DEVELOPPEMENT
INTERNATIONAL

TO WHOM IT MAY CONCERN

POWER OF ATTORNEY

Prequalification Notice No. EDF/REG/SCRE1/46

Technical Assistance to the Panafrican Programme for the Control of Epizootics (PACE)
- Lot 2 -
Number: REG/5007/005

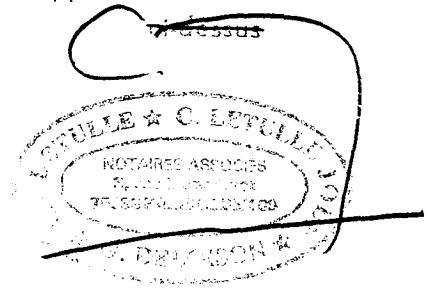
The undersigned, *Gilles CORNIC*, in the capacity of *Manager of SATEC Développement International, - 2, rue James Joule – F-78286 Guyancourt Cedex - France*, registered in the Register of Companies in Versailles under the number B 401 692 785, hereby authorises *Mr Gérard DEBEAUFORT* to sign on behalf of SATEC Développement International all prequalification documents relating to "the Technical Assistance to the Panafrican Programme for the Control of Epizootics (PACE) – Lot 2 – Number: REG/5007/005".

Guyancourt, 21 September 1999

Gilles Cornic
Manager

Seal of the notary certifying the present document
Signature of the notary

Certifié la matérialité de la signature de M
Gilles CORNIC
apposée ci-contre
ci-dessus



SATEC DEVELOPPEMENT
INTERNATIONAL

PANAFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)

Prequalification notice N° EDF/REG/SCRE1/46

Lot 2: For Technical Assistance to the Panafrican Programme for the Control of Epizootics (PACE)

SOLEMN STATEMENT

The undersigned, ***Gérard Debeaufort***, in the capacity of ***Executive Manager*** of the consultant agency **SATEC Développement International, 2 rue James Joule – 78286 Guyancourt Cedex - France**, certifies that the Firm he represents is **NOT** in one of the following situation:

i. bankruptcy;

ii. payments to us have been suspended in accordance with the judgement of a court other than a judgement declaring bankruptcy and resulting, in accordance with our national laws, in the total or partial loss of the right to administer and dispose of our property;

iii. legal proceedings have been instituted against us involving an order suspending payments and which may result, in accordance with our 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 our property;

iv. has been convicted by a final judgement, of any crime or offence concerning our professional conducts;

v. is in breach of contract on another EDF funded contract;

vi. is guilty of serious misrepresentation with regard to information required for participation in an invitation to tender;

Guyancourt, 10th September 1999

Gérard Debeaufort
Executive Manager

Certifié la Signature
de M. Gérard DE BEAUFORT
apposée ci-contre
~~ci-dessus~~

Seal of the notary certifying the present document
Signature of the notary

Document 5

SATEC DEVELOPPEMENT
INTERNATIONAL

DECLARATION BY THE TENDERER

Notice of prequalification No. EDF/REG/SCRE1/46

Technical Assistance to the Panafrican Programme for the Control of Epizootics (PACE)
- Lot 2 -
Number: REG/5007/005

The undersigned, *Gérard DEBEAUFORT*, in the capacity of *Executive Manager of SATEC Développement International, - 2, rue James Joule – F-78286 Guyancourt Cedex - France*, certifies that the company has got any current legal or arbitration proceedings or dispute in which it is involved.

Guyancourt, 21 September 1999

Gérard Debeaufort
Executive Manager

Documents on General Competence

Document 6

SATEC DEVELOPPEMENT
INTERNATIONAL

Presentation of the Financial Indicators for the Past 3 Financial Years

Amount in Euro	1996	1997	1998
Overall Turnover	1 941 940	1 393 784	1 850 703
Trading Profit	152 435	14 350	19 375
Net Profit	90 687	4 913	4 918
Total Value of own Funds	143 517	146 044	152 196
Total Value of the Balance Sheet	623 465	869 556	1 207 398

Estimated Financial Projection for the Next 2 Years

Amount in Euro	1999	2000
Overall Turnover	2,000,000	2,300,000

Headings	Year 1998		Year 1997		Year 1996	
	FF	EUR	FF	ECU	FF	ECU
Supply of services	10 602 756	1 616 379,73	7 621 542	1 152 160,54	10 112 909,92	1 554 636,42
Other services	734 434	111 963,74	294 017	44 446,97	2 599 416,25	399 602,81
Production of services under way	750 836	114 464,21		0,00	-189 082,24	-29 067,22
Other products	705	107,48	179 482	27 132,61	811,84	124,80
Recovery from reserves	10 000	1 524,49	313 850	47 445,20	103 500,00	15 910,84
Transfer of charges	41 088	6 263,83	810 991	122 598,80	4 766,71	732,78
Total of operation products	12 139 819	1 850 703,48	9 219 881	1 393 783,98	12 632 322,48	1 941 940,43
Other outside purchases and charges	7 513 322	1 145 398,56	4 900 831	740 866,43	6 939 074,78	1 066 729,41
Duties, taxes and similar payments	77 099	11 753,67	72 076	10 895,77	39 916,57	6 136,29
Salaries and compensations	3 232 204	492 746,32	2 994 415	452 670,52	3 617 064,90	556 043,80
Social charges	867 711	132 281,69	820 555	124 044,58	896 874,82	137 874,68
Appropriations to depreciations	17 298	2 637,06	33 977	5 136,29	32 676,37	5 023,27
Appropriations to reserves	95 086	14 495,77	57 024	8 620,33	113 850,00	17 501,92
Appropriations charges to be spread	200 000	30 489,80	150 000	22 675,74		0,00
Looses on unpayd claims		0,00	96 039	14 518,38		0,00
Other charges	10 007	1 525,56	43	6,42	1 276,95	196,30
Total of operation charges	12 012 727	1 831 328,43	9 124 959	1 379 434,45	11 640 734,39	1 789 505,67
OPERATION RESULT	127 093	19 375,20	94 923	14 349,66	991 588,09	152 434,76
Positive exchange differences	105 306	16 053,80	114 299	17 278,71	126 006,30	19 370,68
Net proceeds on assignments of I S & shares	10 187	1 553,00	17 218	2 602,91	13 548,38	2 082,76
Other financial products	23 266	3 546,88	17 666	2 670,61	21 996,30	3 381,45
Recoveries from reserves	8 311	1 267,00	19 946	3 015,24	8 041,45	1 236,20
Total of financial products	147 070	22 420,68	169 129	25 567,47	169 592,43	26 071,09
Interest and similar charges	52 672	8 029,79	19 413	2 934,72	23 336,49	3 587,47
Negative exchange differences	79 143	12 065,27	20 754	3 137,38	79 353,26	12 198,81
Appropriations to deprecations and reserves	32 791	4 998,96	8 311	1 256,38	19 945,80	3 066,23
Total of financial charges	164 607	25 094,18	48 478	7 328,49	122 635,55	18 852,51
FINANCIAL RESULT	-17 536	-2 673,35	120 651	18 238,98	46 956,88	7 218,58
PRESENT RESULT BEFORE TAX PAYMENT	109 557	16 701,86	215 573	32 588,51	1 038 544,97	159 653,34
Exceptional proceeds recoveries from depreciations & reserves	93 000	14 177,76	72 000	10 884,35	95 000,00	14 604,15
Total of exceptional proceeds	93 000	14 177,76	72 000	10 884,35	95 000,00	14 604,15
Exceptional charges						
on transactions upon capital stock		0,00		0,00	3 150,00	484,24
on management transactions		0,00		0,00	1 412,66	217,17
appropriations to deprecation & reserves	181 900	27 730,48	93 000	14 058,96	72 000,00	11 068,41
Total of exceptional charges	181 900	27 730,48	93 000	14 058,96	76 562,66	11 769,82
EXCEPTIONAL RESULT	-88 900	-13 552,72	-21 000	-3 174,60	18 437,34	2 834,33
NET RESULT BEFORE TAX PAYMENT	**20 657**	**3 149,14**	**194 573**	**29 413,91**	**1 056 982,31**	**162 487,67**
Reserves on taxes	-11 603	-1 768,87	162 071	24 500,53	467 063,00	71 800,61
Total of products	12 379 890	1 887 302,06	9 461 010	1 430 235,80	12 896 914,91	1 982 615,67
Total of charges	12 347 630	1 882 384,06	9 428 508	1 425 322,43	12 306 995,60	1 891 928,61
NET RESULT AFTER TAX PAYMENT	**32 260**	**4 918,01**	**32 502**	**4 913,37**	**589 919,31**	**90 687,06**

Exchange rate (J.O. dated 31.12.1996): 1 ECU = 6,5050 FF
Exchange rate (J.O. dated 31.12.1997): 1 ECU = 6,6150 FF
Exchange rate: 1 EUR = 6,55957 FF

BALANCE SHEET (Assets)

ASSETS	Year 1998 Gross amount FF	Year 1998 Depr. & reserv. FF	Year 1998 Net amount FF	Year 1998 Net amount EUR	Year 1997 Net amount FF	Year 1997 Net amount ECU	Year 1996 Net amount FF	Year 1996 Net amount ECU
Fixed Assets								
Intangible assets								
start-up costs	2 893,00	2 893,00		0,00		0,00		0,00
patents and similar assets	40 320,00	40 320,00		0,00	3 993,00	603,63	16 756,15	2 575,89
business	550 000,00		550 000,00	83 846,96	466 153,04	70 469,09	550 000,00	84 550,35
Tangible assets								
computer equipment	61 497,00	58 402,00	3 095,00	471,83	15 686,00	2 371,28	36 184,96	5 562,64
office equipment	3 570,00	2 509,00	1 061,00	161,75	1 775,00	268,33	2 489,08	382,64
Staff loans	1 004,00		1 004,00	153,06	5 000,00	755,86		0,00
Other financial fixed assets	5 000,00		5 000,00	762,25		0,00	10 000,00	1 537,28
TOTAL OF FIXED ASSETS	664 284,00	104 124,00	560 160,00	85 395,84	492 607,04	74 468,18	615 430,19	94 608,79
Current Assets								
Inventories and outstandings	750 836,00		750 836,00	114 464,21		0,00		0,00
Prepayment and instalments paid	77 384,00		77 384,00	11 797,11		0,00		0,00
Claims								
customers claims & con. accou.	4 974 886,00	142 109,00	4 832 777,00	736 752,10	3 585 860,00	542 080,12	2 545 468,00	391 309,45
other claims	340 845,00		340 845,00	51 961,49	181 256,00	27 400,76	189 429,91	29 120,66
Investment shares								
Available assets	463 065,00		463 065,00	70 593,80	279 056,00	42 185,34	666 819,97	102 508,83
Equalization fund								
charges to be spread	450 000,00		450 000,00	68 602,06	650 000,00	98 261,53		0,00
charges evidence in advance	341 961,00		341 961,00	52 131,62	471 176,00	71 228,42	18 544,54	2 850,81
Assets conversion differences	102 987,00		102 987,00	15 700,27	8 311,00	1 256,39	19 945,80	3 066,23
TOTAL OF CURRENT ASSETS	7 501 964,00	142 109,00	7 359 854,00	1 122 002,51	5 175 659,00	782 412,55	3 440 208,22	528 855,99
GRAND TOTAL	**8 166 248,00**	**246 233,00**	**7 920 014,00**	**1 207 398,35**	**5 752 112,00**	**869 555,86**	**4 055 638,41**	**623 464,78**

Exchange rate (J.O. dated 31.12.1996): 1 ECU = 6,5050 FF
Exchange rate (J.O. dated 31.12.1997): 1 ECU = 6,6150 FF
Exchange rate: 1 EUR = 6,55957 FF

BALANCE SHEET (Liabilities)

LIABILITIES	Year 1998		Year 1997		Year 1996	
	FF	EUR	FF	ECU	FF	ECU
Equity Capital						
Capital	600 000	91 469	600 000,00	90 702,95	200 000,00	30 745,58
Legal reserve	60 000	9 147	20 000,00	3 023,43	7 182,93	1 104,22
Amount carried forward	306 080	46 662	313 578,00	47 404,08	136 475,66	20 980,12
Result of the financial year	32 260	4 918	32 502,00	4 913,38	589 919,31	90 687,06
TOTAL OF EQUITY CAPITAL	998 340	152 196	966 080,00	146 043,84	933 577,90	143 516,97
Reserves for risks	42 791	6 523	18 311,00	2 768,10	229 945,80	35 349,09
Reserves for charges	181 900	27 730	93 000,00	14 058,96	72 000,00	11 068,41
TOTAL OF RESERVES FOR RISKS & CHARGES	224 691	34 254	111 311,00	16 827,06	301 945,80	46 417,49
Accounts Payable						
Prepayments & Instalments received	3 109 120	473 982	1 525 750,00	230 650,04	374 130,83	57 514,35
Loans and liabilities with credit institutions		0		0,00		0,00
Suppliers' liabilities & connected accounts	1 631 169	248 670	1 268 502,00	191 761,45	1 040 318,18	159 925,93
Tax and social liabilities	1 336 111	203 689	1 408 263,00	212 889,34	1 080 681,49	166 130,90
Other accounts payable	550 386	83 906	433 808,00	65 579,44	287 339,84	44 172,15
Equalization fund		0		0,00		0,00
products evidenced in advance		0	8 191,00	1 238,25	13 840,00	2 127,59
Liabilities conversion differences	70 196	10 701	30 207,00	4 566,44	23 804,37	3 659,40
TOTAL OF ACCOUNTS PAYABLE	6 696 983	1 020 948	4 674 721,00	706 684,96	2 820 114,71	433 530,32
GRAND TOTAL	**7 920 014**	**1 207 398**	**5 752 112,00**	**869 555,86**	**4 055 638,41**	**623 464,78**

Exchange rate (J.O. dated 31.12.1996): 1 ECU = 6,5050 FF
Exchange rate (J.O. dated 31.12.1997): 1 ECU = 6,6150 FF
Exchange rate: 1 EUR = 6,55957 FF

SATEC DEVELOPPEMENT
INTERNATIONAL

SOLEMN STATEMENT

Notice of prequalification No. EDF/REG/SCRE1/46

Technical Assistance to the Panafrican Programme for the Control of Epizootics (PACE)
- Lot 2 -
Number: REG/5007/005

The undersigned, *Gérard DEBEAUFORT*, in the capacity of *Executive Manager, of SATEC Développement International, - 2, rue James Joule – F-78286 Guyancourt Cedex - France*, gives authority to the Administration of the above project to seek reference from our banker:

NATEXIS Banque
BP 202
F-78051 Saint Quentin-en-Yvelines Cedex
France

Account No.: 30021 99999 04013501000 28

for the attention of Mr LANTOINE

Guyancourt, 21 September 1999

Gérard Debeaufort
Executive Manager

NATEXIS
BANQUE

CENTRE D'AFFAIRES
de SAINT-QUENTIN-EN-YVELINES
BP 202
78051Saint Quentin en Yvelines Cedex
Tél : 01.30.12.12.92
Fax : 01.30.43.40.63

ATTESTATION

We undersigned NATEXIS BANQUE, the head office of which is in 45, rue Saint-Dominique - 75700 Paris 07, certify that the SATEC DEVELOPPEMENT INTERNATIONAL a consulting engineering firm with a registered capital in the amount of 600.000 French Francs and the head office of which is in Guyancourt 78280 - 2, rue James Joule, is a well-known established customer with which we have kept and keep up the best relationship.

We consider this well-known firm as trustworthy and particularly proficient in the operations it undertakes in the different parts of the world : its financial situation is good and we feel that this firm is entirely qualified to meet all financial requirements relating to the execution of a substantial contract.

The present attestation does not constitute a commitment in itself, but must only be considered as the expression of our opinion on the company SATEC DEVELOPPEMENT INTERNATIONAL.

Saint-Quentin-en-Yvelines, July 1st, 1999

Gilbert CRIADO
Chargé d'affaires Agence de
Saint-Quentin-en Yvelines

NATEXIS BANQUE
Avenue du Centre
B.P. 202
78051 SAINT-QUENTIN-EN-YVELINES Cedex

Thibault LANTOINE
Chargé d'affaires Agence de
Saint-Quentin-en-Yvelines

Document 7

SATEC DEVELOPPEMENT
INTERNATIONAL

General Introduction

SATEC Développement International is a leading, independent and private French consultancy operating mainly in the field of agriculture, livestock, animal health, fishery, agro-industry, environment, rural development, and institutional strengthening on both economic and social levels.

Traditionally oriented towards rural development in French-speaking countries, SATEC has considerably broadened its scope of activities in the past few years to encompass other geographic areas including English-speaking Africa, Asia, Central and Eastern Europe, and Latin America.

We offer a wide range of services, including:

- Short and long term technical assistance, with operational experts working within national or international institutions, professional organisations, agro-industrial complexes, frequently in association with local partners to ensure an efficient transfer of skills.
- Logistical support in terms of material and equipment selection, maintenance and supply to the site.
- Technical/economic consultancy services: from identification and evaluation of new projects, pre-feasibility or feasibility studies, up to master plans, etc.

SATEC has a permanent staff of 10 qualified members in head office, twenty experts with international experience working direct for SATEC on long-term missions, with another fifty working on short-term missions. Committed to sustainable agricultural development, a top priority for many countries, our teams of experts are employed in a variety of fields ranging from agricultural and rural development to extension services, agro-food, livestock, animal health care, farm management, credit, marketing, public sector infrastructure, privatisation support, training, dissemination and communication.

SATEC's Expertise Resource Management data bank, listing over 6,000 leading experts and consultants, enables us to provide the most comprehensive technical assistance on our projects. Regularly updated, the data bank lists not only our consultants' areas of expertise, but also the previous projects they have worked on, their language abilities as well as the geographical areas in which they have the most experience. As a result, SATEC can guarantee that it can identify and take on the most suitable expert, with qualifications and practical skills tailored to individual projects and countries.

Working in closed collaboration with other companies SATEC has all the necessary human, financial and logistical means to support our teams of experts and to manage substantial and/or complex projects and missions. With over 40 years of experience world-wide, SATEC's specialised networks enable us to respond quickly and efficiently to our clients' needs, and to provide quality support to our representatives and agents abroad. To achieve such consistently high results, SATEC has access to:

- A Permanent Representation to the major International Organisations, including the European Development Fund, the World Bank, the African Development Bank and the Asian Development Bank.

- A global network of Agencies and Local Offices, located in Albania, Armenia, Bangladesh, Benin, Belorus, Bolivia, Bulgaria, Burkina Faso, Cambodia, Cameroon, Chad, ComorosIvory Coast, Croatia, Djibouti, Estonia, Ethiopia, Gabon, Georgia, Guinea, Haiti, Hungary, Indonesia, Kenya, Latvia, Lithuania, Madagascar, Mali, Morocco, Niger, Peru, Philippines, Poland, Romania, Russia, Salvador, Sao Tome et Principe, Senegal, Swaziland, Ukraine, Uruguay, Yemen...

- A recently opened Liaison Office in New Delhi (India) and in Tokyo (Japan).

- A Library and Documentation Centre to provide up to date scientific and technical information to our engineers and technicians. The library holds and manages all the studies and reports produced for the group and maintains detailed country-files. The Centre ensures the internal circulation of selected technical documents, periodicals and newsletters from the 250 publications to which we subscribe. The library also maintains a computerised database of bibliographic references and provides on-line access to major information and database systems.

- An Operative Support Unit providing specialised advice with regard to project administration, financial management and legal matters to local teams overseas.

- A Publishing and Editing Unit, responsible for producing all internal and external documentation using the most recent software (Coreldraw, PageMaker, QuarkXpress, Illustrator, Photoshop, Applescan, Omnipage, PowerPoint).

- A Computer Services Centre that provides staff with technical support on request and manages the Intranetware network using a Prime EXL7363 running UNIX.

- An on-site Travel Agency to handle all our travel needs, prepare Visit Tours and provide tickets instantly.

SATEC is committed to the highest standards, and employs the services of the group's specialised professional training unit for on-going staff training and skill enhancement (courses held in a variety of languages including English, French, German, Spanish, Russian, Chinese,

SATEC DEVELOPPEMENT
INTERNATIONAL

Sectors of Specialisation

Our main areas of expertise are:

- extension services
- training and dissemination
- communication
- administrative and financial management
- human resources management
- economy
- marketing
- privatisation
- sociology
- environment
- pedology
- cartography
- hydrology
- hydrogeology
- hydro-agriculture
- agro-economy
- agro-pastoralism
- agriclimatology
- veterinary care
- zootechnology
- animal breeding
- meat production
- dairy production
- fruit, meat, cereals, sugar and milk storage and processing

Taken together, these activities represent the three fields in which SATEC excels:

Agriculture, Livestock and Agribusiness:

Agricultural production:

- Analysis of existing agrarian systems, farms and plantations
- Research into optimal soil potential
- Definition of production programmes: food crops, intensive cereal production (rice, wheat, maize, sorghum), oilseeds (groundnut, soya, sunflower), cotton, etc.
- Development of small and large-scale production programmes for rain-fed or irrigated crops
- Balancing activities in rural areas
- Initiation of operational phase

Livestock and fishery:

- Assessment of cattle, sheep and goat production systems
- Improvement of genetic potential
- Improvement and management of feed resources
- Combining agriculture with livestock
- Animal nutrition

- Inventory of fishing resources
- Assessment of fishing techniques
- Definition of fishing methods suited to existing potential
- Aqua culture
- Enhancement, packaging, processing and marketing of fishing produce

Hydro-agricultural development:
- Use of water resources: surface and ground waters
- Research into optimal water resources usage: integration into agrarian systems, setting up of new farmers
- Selection of irrigation and drainage development schemes and systems: small irrigation perimeters, gravity-fed, sprinkler and drip-feed irrigation systems

Equipment and Mechanisation:
- Seed banks
- Grain sorting and transfer
- Processing units (flour-mills, rice-processing plants...)
- Maintenance workshops
- Agricultural equipment (for irrigation, livestock...)
- Conventional light machinery (medium to high power)
- Use of renewable energy sources (solar, wind, biomass)

Agribusiness:
- Primary processing, packaging and storage of agricultural produce: wheat, maize, rice sorghum, soya, ground nut, sunflower, cassava, cane and beet, fruit and vegetables
- Slaughtering and processing units
- Dairies and cheese factories
- Animal feed

Environment and health:

Environmental inventory and protection:
- Surface and ground water resources
- Plant and animal resources
- Other natural resources
- Agricultural potential
- Protection of the natural environment: rivers, coastal areas and forests
- Development of the natural environment: soil protection and reclamation, conservation and improvement of existing vegetation, rural renovation
- Impact studies: hydro-agricultural development schemes, agri-industry zones

Forestry:
- Surveying
- Improving forestry methods for better conservation of natural resources
- Forestry development

Health:

- Situation assessment
- Disease prevention
- Sanitation
- Nutrition
- Food aid

Institutional Support:

Management:

- Technical and financial management of rural development projects
- Accounting systems, financial analysis
- Assistance with legal and fiscal matters
- Monitoring and assessment methods (survey, operational investigation, system computerisation)
- Management of agro-industrial units
- Maintenance (computerised management of spare part stocks)
- Initiatives involving producer groups and co-operatives (creation, operating procedures, organisation of credit to farmers)
- Organisation of visit tours, seminars at local, national and regional levels

Training and dissemination:

- Elaboration of training programmes as part of rural development programmes
- Development of training modules
- Design and establishment of training centres suited to rural development (institutes, technical establishment, rural centres)
- Organisation of training periods in France and abroad
- Extension services
- Documentation
- Communication

Studies:

- General studies at national and regional levels, planning
- Master plan studies
- Socio-demographic, economic and financial studies
- Institutional, social and health studies
- Market surveys, marketing of agricultural produce

Restructuring, Privatisation:

- Definition and implementation of policies in the agricultural livestock and agribusiness sectors
- Credit and banking systems
- Financial packages
- Self-sufficiency plans
- Privatisation studies

SATEC DEVELOPPEMENT
INTERNATIONAL

General Experience in ACP Countries

SATEC has an experience in Africa, the Pacific, the Indian Ocean, Latin America an the Caribbean :

Location	Countries
Middle East and North Africa	Algeria, Egypt, Iraq, Lebanon, Libya, Mauritania, Morocco, Oman, Saudi Arabia, Sudan, Tunisia, United Arab Emirates, Yemen
West Africa	Benin, Burkina Faso, Cap Verde, Ghana, Guinea, Ivory Coast, Mali, Niger, Nigeria, Senegal, Togo
Central Africa	Angola, Burundi, Cameroon, Central African Republic, Chad, Congo, Equatorial Guinea, Gabon, Rwanda
East Africa & Indian Ocean	Botswana, Comoro Islands, Ethiopia, Kenya, Madagascar, Malawi, Mozambique, Somalia, Zimbabwe
Latin America and the Caribbean	Dominica, Ecuador, French Guyana, Grenada, Guadeloupe, Haiti, Honduras, Mexico
Pacific Island Countries	New Caledonia, Vanuatu

SATEC DEVELOPPEMENT
INTERNATIONAL

Breakdown of Permanent Technical Staff Working Overseas

NAME	*DISCIPLINES*	*YEARS OF EXPERIENCE*
Mr BARBUAT (De) Guy Livestock Specialist	✓ Livestock ✓ Equipment and mechanisation ✓ Projects management ✓ Training and dissemination ✓ Restructuring and privatisation	30 years
Mr BARLOY Bernard Financial Specialist	✓ Financial and administrative management or projects ✓ Accountancy ✓ Restructuring and privatisation	34 years
Mr BELLVER-GALLENT Manuel Veterinarian	✓ Health care of livestock ✓ Planification and carrying out of projects aimed at the control and eradication of contagious diseases ✓ Formulation and evaluation of projects oriented towards the improvement of livestock health and productivity ✓ Analysis of zoosanitary situations ("Veterinary Intelligence") ✓ Identification of veterinary inputs needs ✓ Veterinary legislation	35 years
Mr BLOND Paul Agronomist	✓ Agricultural production ✓ Hydro-agricultural development ✓ Equipment and mechanisation ✓ Environment ✓ Projects management ✓ Training and dissemination	33 years

NAME	*DISCIPLINES*	*YEARS OF EXPERIENCE*
Mr CHATELLIER Georges Economist	✓ Projects management ✓ Monitoring and assessment methods ✓ Training and dissemination ✓ Studies ✓ Restructuring and privatisation	30 years
Mr DAM Jean Civil Works Specialist	✓ Hydro-agricultural development ✓ Equipment and mechanisation ✓ Environment inventory and protection ✓ Health ✓ Projects management ✓ Training and Dissemination ✓ Studies	27 years
Mr HERVE Yann Agronomist	✓ Agricultural production ✓ Livestock ✓ Equipment and mechanisation ✓ Projects management ✓ Integrated development ✓ Participatory approach ✓ Training and dissemination	31 years
Mr LACHARME Marc Agronomist	✓ Agricultural production ✓ Seeds production ✓ Equipment and mechanisation ✓ Projects management ✓ Training and dissemination ✓ Studies ✓ Restructuring and privatisation	16 years
Mr LEFAY Olivier Agronomist	✓ Agricultural production ✓ Livestock ✓ Equipment and mechanisation ✓ Projects management ✓ Integrated development ✓ Participatory approach ✓ Training and dissemination	16 years
Mr PORTES Patrick Economist	✓ Projects management ✓ Micro-projects development ✓ Training and dissemination ✓ Economic studies in the fields of agriculture and livestock ✓ Restructuring and privatisation ✓ Micro-credit	10 years

NAME	*DISCIPLINES*	*YEARS OF EXPERIENCE*
Mr REMY Christian Economist	✓ Institutional support ✓ Projects management ✓ Studies ✓ Rural development economy ✓ Restructuring and privatisation	35 years
Mr SOLLOGOUB Constantin Veterinarian	✓ Livestock ✓ Animal health care ✓ Equipment and mechanisation ✓ Training and dissemination ✓ Studies ✓ Restructuring and privatisation of veterinarian services	39 years

SATEC DEVELOPPEMENT
INTERNATIONAL

Breakdown of Permanent Technical Staff Working in the HQ

NAME	*DISCIPLINES*	*YEARS OF EXPERIENCE*
Mr CORNIC Gilles Manager	✓ Management and marketing	31 years
Mr DEBEAUFORT Gérard Executive Manager Engineer in Horticulture	✓ Agricultural production ✓ Horticulture ✓ Equipment and mechanisation ✓ Management of agro-industrial complex ✓ Technical, financial and administrative management of projects ✓ Studies	33 years
Mr COLSON François Livestock Specialist	✓ Livestock economy ✓ Farm management ✓ Projects management ✓ Projects monitoring and evaluating ✓ Training and dissemination ✓ Studies ✓ Restructuring and privatisation	29 years
Mr HONEGGER Joël Projects Co-ordinator Engineer in Agriculture	✓ Agricultural production ✓ Livestock ✓ Equipment and mechanisation ✓ Projects management and co-ordination ✓ Rural development ✓ Training and dissemination ✓ Studies	14 years
Mr SEGALA François Projects Co-ordinator Engineer in Agriculture	✓ Agricultural production ✓ Natural resources management ✓ Rural development ✓ Participatory approach and farmers strategy identification ✓ Projects management and co-ordination ✓ Studies (projects identification and evaluation)	14 years

NAME	:	**CORNIC Gilles**
NATIONALITY	:	French **DATE OF BIRTH :** 19/06/1949
PROFESSION	:	Manager of SATEC since 1998
FAMILY STATUS	:	Married
LANGUAGE CAPABILITIES :		FRENCH Mother tongue ENGLISH Fluent
EDUCATION	:	**1972 : Graduate of Ecole Supérieure du Commerce Extérieur (International Business School) - France**

PROFESSIONAL EXPERIENCE :

Since 1998	:	Manager of SATEC DEVELOPPEMENT INTERNATIONAL
1973 to date FRANCE & ABROAD	:	BCEOM, French Engineering Consultants Foreign Relations Department, then Business Development Department.
1973	:	National Service - Translator/Interpreter (English, German) at the staff headquarters of the Army in Paris.
1972	:	Internship at BCEOM's Foreign Relations Department.
1968	:	Many internships of which one at Bank Worms (5 months), with the division in charge of relations with foreign countries.

NAME : **DEBEAUFORT Gérard**

NATIONALITY : French **DATE OF BIRTH :** 27/08/1941

PROFESSION : Engineer in Horticulture

SPECIALISATION : Fruit and vegetables production, agronomy, agricultural engineery

FAMILY STATUS : Married

LANGUAGE CAPABILITIES :

FRENCH	Mother tongue
ENGLISH	Fluent

EDUCATION : **1966 : Graduated as Engineer in Horticulture - Ecole Nationale Supérieure d'Horticulture of Versailles - France**

PROFESSIONAL EXPERIENCE :

Since July 1995 : SATEC DEVELOPPEMENT INTERNATIONAL
FRANCE & ABROAD Managing Director. Technical, administrative and financial management of the company.

1991-1995 : SATEC DEVELOPPEMENT/ATI
FRANCE & ABROAD Director of the Rural Development Department. Member of Directory. Management of firm's projects and contracts.

1986-1991 : SATEC DEVELOPPEMENT
FRANCE Head Engineer. Commercial prospects and management and monitoring of projects in Gabon, Oman & Abu Dhabi, Haïti, Saudi Arabia, Oman, Irak, and in Yemen.

1982-1983 : SATEC
LIBYA Site Manager of Irrigated farming project North SARIR. Technical, administrative and financial management. Control of subcontractors. Outside relations.

1978-1982 : SATEC
ALGERIA Institut National de l'Arboriculture Fruitière. Technical Advisor to the "Coopérative Régionale de production de plants fruitiers et de services". Tadmat Tizi Ouzou.

1975-1978 : SATEC
ALGERIA Institut National de l'Arboriculture Fruitière. Technical Advisor to the "Coopérative Régionale de production de plants fruitiers et de services". Tadmat Tizi Ouzou.

1972-1975 : SATEC
ALGERIA Agriculture management agency, Wilaya in Great Kabylie. In charge of the fruit-tree development scheme.

1968-1972 : COMAGRI (Compagnie Marocaine de Gestion des Exploitations Agricoles, Rabat)
MOROCCO Head of the Tree Nurseries and Orchards Department. Supplying, production and management.

1966-1967 : Ministry of Agriculture, Rabat
MOROCCO Agricultural Activities Department. Engineer.

NAME : **COLSON François**

NATIONALITY : French **DATE OF BIRTH :** 09/04/1947

PROFESSION : Engineer in Agronomy

KEY QUALIFICATION : Animal production - Agro-economy - Farm Management – Identification, preparation and evaluation of livestock development projects – Livestock sector review and master plan elaboration - Training and dissemination – Restructuring and privatisation of livestock sector

FAMILY STATUS : Married

LANGUAGE CAPABILITIES :

FRENCH	Mother tongue
ENGLISH	Fluent
SPANISH	Fluent

EDUCATION : **1970 : Graduated as Engineer in Agronomy – Institut National Agronomique of Paris – France – Specialisation in animal production**

PROFESSIONAL EXPERIENCE :

Since 1985 FRANCE & ABROAD : INDEPENDANT CONSULTANT AND TECHNICAL ADVISER OF SATEC
Livestock Specialist and part time Technical Adviser of SATEC in the fields of animal production. Countries involved: Europe (Greece, Romania, Russia, Yugoslavia) – Asia/Middle East (Iran, Iraq, Saudi Arabia, Turkmenistan, Uzbekistan) – Western and Central Africa (Benin, Cameroon, Cape Verde, Central African Republic, Congo, Chad, Gabon, Guinea, Guinea Bissau, Ivory Coast, Mali, Sao Tome, Senegal) – North Africa (Algeria, Libya, Mauritania, Morocco, Tunisia) – Eastern and Southern Africa (Burundi, Comoros, Madagascar, Malawi, Mozambique, Rwanda, Uganda. Short term assignments carried as Livestock Specialist in the fields of: **(i)** livestock development in Europe, Mediterranean countries and Africa, including animal nutrition, fodder crop production and farm system economics, **(ii)** identification, preparation, monitoring and evaluation of livestock development projects. (More than 20 projects : ADB, AFD, IFAD, TACIS, UNCDF, World Bank), **(iii)** livestock sector review and Master plan elaboration in RCA (1998), Cape Verde (1997), Tunisia (1995), Sao Tome (1994), Mozambique (1993), Guinea Bissau (1993), Chad (1990), Rwanda (1990), Iran (1976), **(iv)** Agricultural training for the World Bank (Mauritania 1998, Madagascar 1997), TACIS projects (Russia, Turkmenistan, Uzbekistan 1994-99), FAO (Cameroon 1989), French co-operation programmes (Algeria 1970 to 73

1981-1985 FRANCE & ABROAD : SODETEG, then SATEC DEVELOPPEMENT
Project Engineer - Co-ordination of studies and projects, technical assistance and training activities. Several identification and evaluation missions carried out. Countries involved: Congo, Tunisia, Mali and Libya.

1973-1980 FRANCE & ABROAD : ETUDES ET REALISATIONS AGRICOLES
Design Engineer – Many studies, identification missions, evaluation of projects in Algeria, Tunisia, Greece, Yugoslavia, Iran, Iraq, Saudi Arabia and France.

1972-1973 ALGERIA : TECHNICAL AGRICULTURAL INSTITUTE OF MOSTAGANEM
In charge of the Animal Husbandry Specialisation Department.

1970-1971 : RURAL DEVELOPMENT AUTHORITY – UPPER CHELIFF IRRIGATED AREA

NAME : **HONEGGER Joël**

NATIONALITY : French and Swiss **DATE OF BIRTH :** 03/08/1962

PROFESSION : Engineer in Agriculture

KEY QUALIFICATION : Agricultural production, livestock, equipment and mechanisation, projects management and co-ordination, Rural development, Training and dissemination, studies, applied research.

FAMILY STATUS : Married

LANGUAGE CAPABILITIES :

FRENCH	Mother tongue
ENGLISH	Fluent

EDUCATION : **1986 : Post-graduate Diploma in Agronomical Sciences (INPL) – France**
1985 : Engineer in Agriculture - ISTOM - France

PROFESSIONAL EXPERIENCE :

Since 1995 : SATEC DEVELOPPEMENT INTERNATIONAL
FRANCE & ABROAD
Projects Co-ordinator, in charge of: **(i)** preparing international tenders to be submitted to funding organisations such as the WB, the AsDB, the AfDB, the AFD, the EC..., **(ii)** managing and co-ordinating the projects and the teams of experts working abroad in SATEC's projects or carrying out short term missions, **(iii)** backstopping and monitoring the experts, **(iv)** organising study tours if requested, **(v)** carrying out missions for SATEC. Areas concerned: Africa, Eastern and Central Europe, Central Asia, Latin America and Caribbean countries

1993-1995 : SATEC DEVELOPPEMENT / ATI
FRANCE
Projects Co-ordinator. Management and co-ordination of projects and studies regarding agriculture and livestock production, as mentioned above.

1989-1992 : SATEC DEVELOPPEMENT/ATI
NEW CALEDONIA
In the framework of the Rural Development and Land Management Agency, team leader in Charge of the the creation of a food crops and rice production channel. Responsible for: (i) the technical and financial management of the project, (ii) the agro-economic analysis of the melanesian farming systems, (iii) the elaboration of a technical and economic references Data Base, (iv) the evaluation of agricultural investment projects, (v) the organisation of training courses, and (vi) the extension programme. Advice the territorial authorities (agricultural policy) and contribute to the agricultural applied research programmes.

1987-1988 : IRAT/CIRAD
MADAGASCAR
Researcher. Works realised on Pseudomonas fuscovaginae in the Frame of Rice Improvement Programme in the Upland.

1985-1986 : INPL/ENSAIA
FRANCE
Research on conservation in soil of Alternaria brassicae.

1984 : ORSTOM
IVORY COAST
Nematology Laboratory. Research on the Radopholus similis and Helycotilenchus multicinctus behaviour, nematodes of banana tree.

1983 : SWISS TECHNICAL COOPERATION
RWANDA
Study realised on technical problems generate by the improvement of potential genetic of the local goat race.

NAME : **SEGALA François**

NATIONALITY : French **DATE OF BIRTH :** 31/10/1961

PROFESSION : Engineer in Agriculture

KEY QUALIFICATION : Twelve years international experience in appraising, monitoring an implementing rural development projects and related policy and institutiona capacity building.

FAMILY STATUS : Married

LANGUAGE CAPABILITIES :

FRENCH	Mother tongue
ENGLISH	Fluent

EDUCATION : **1992 : FAO training on Project Formulation, Monitoring and Evaluation - Italy**
1984/87 : Post-graduate degree in Agronomical Sciences - INAPG - France

PROFESSIONAL EXPERIENCE :

Since 1998 : SATEC DEVELOPPEMENT INTERNATIONAL
FRANCE & ABROAD Projects Co-ordinator, in charge of: **(i)** appraising and submitting SATEC technical an financial proposals for international agricultural development project under tenders. **(ii** Follow-up and backstopping of operating projects under contract with SATEC. **(iii** Participating as expert in missions and/or studies.

1996-1997 : DATAR (French department for regional planning)
FRANCE Chief Technical Adviser. Regional planning and territorial management study for regiona governments. Recommendations to regional planners and decision-makers. Identification an design of interregional projects.

1995-1996 : French Ministry of Agriculture
FRANCE Technical Adviser. Evaluation of French rural development policies. Extensive review o policies concerned with rural environment : agriculture, environment, regional planning, rura districts...

1992-1995 : FAO Headquarters in Rome (Italy), Land and Water Development Division
Technical Officer. Co-ordinator for FAO's Special Action Programme for Land Conservatio and Rehabilitation and for developing regional frameworks in particular for Africa and Asia Assistance in the implementation of FAO and UNEP programmes for the formulation o national soils policies in Indonesia, Jamaica, Morocco. Formulation and/or evaluation mission of development projects in Sudan, Tunisia, Burkina Faso, Ivory Coast, Tunisia, Pakistar Jordan.

1989-1991 : French Ministry of Cooperation / AFD (former CCCE)
GUINEA Rural Development Specialist within a rice lowland development project : "Projet d'Appui au Actions Villageoises - volet Kapachez".

1987-1988 : INRA (French agronomic research institute)
NEPAL Agro-economist, member of a multi-disciplinary researchers team involved in a small farmer development project identification.

/ELOPPEMENT
NATIONAL

Breakdown of Other Skilled Person

	AREAS OF SPECIALISATION	*COUNTRIES WORKED*	*YEARS OF EXPERIENCE*
:an Economist	✓ Livestock economics ✓ Identification and feasibility studies ✓ Ranching sytems analysis ✓ Livestock channel studies ✓ Livestock development strategy and policy design ✓ Commercialisation and marketing of animals and animals' production ✓ Supervision, monitoring and evaluation of livestock development projects and programmes at local, national and regional level ✓ Master plans and national and/or regional livestock production planning ✓ Reorganisation of animal health care services ✓ Socio-economic studies dealing with animal resources	Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Ethiopia, Gabon, Gambia, Guinea, Ivory Coast, Madagascar, Mali, Mauritania, Niger, Nigeria, Senegal, Togo	42 years
ET Jean-Roch 1	✓ Veterinarian and food legislation and regulations ✓ Elaboration of business plans and strategies ✓ Co-ordination of geographical and technical departments	Africa, Caribbean, Eastern and Central Europe	

LET J. R. (Cont'd)	✓ Institutional development - privatisation - sanitary inspection - procedures and regulations Economical studies - management of technical assistance and projects ✓ All the field of research in Veterinary and Food sciences ✓ Regional policies in agriculture and research ✓ Sanitary and veterinary inspection, procedures and regulation ✓ Slaughtering and meat processing ✓ Management of Technical Assistance Projects ✓ Animal production in general		
SEFF Vsevolode Specialist	✓ Livestock ✓ Equipment and mechanisation ✓ Agribusiness ✓ Projects management ✓ Projects monitoring and supervising ✓ Training and dissemination ✓ Studies ✓ Restructuring and privatisation	Ivory Coast, Chad, Cameroon, Madagascar Russia, NIS, Irak, Iran, Liban	46 years
NE Antoine Specialist	✓ Livestock ✓ Animal nutrition and feeding ✓ Range management and fodder crops ✓ Equipment and farm mechanisation ✓ Projects management ✓ Training and dissemination ✓ Studies	Cape Verde, Cameroon, Sao Tome e Principe, Somalia, Kenya, Burundi, Tanzania NIS, China	27 years

Z Gérard ε Communication Specialist	✓ Projects management ✓ Business management ✓ Training and Dissemination ✓ Communication ✓ Studies ✓ Restructuring and privatisation	Algeria, Tunisia Senegal, Chad, Cameroon, Ivory Coast	38 years
RANDI Catherine n and Communication	✓ Information and Communication for projects promotion ✓ Training of trainers in Information and Communications skills ✓ Video programmes production ✓ Training of trainers in design, production and use of audiovisual material ✓ Organisation of multimedia centres	Benin, Cape Verde, Senegal, Seychelles	18 years

Documents on Experience

Document 9

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Feasibility Study on Development of Animal Production in Southern Angola	**ANGOLA**

Project Location Within Country :	*Professional Staff Provided by our Company :*
Namibe, Huila and Cunene Provinces	No. of staff : 5 No. of man-months : 20

Name of client :	*Financing :*
Ministry of Agriculture and Fisheries	**AFD (French Development Agency)**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
08/1989	**05/1990**	**270,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*
SOGREAH	10

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

D. De La METTRIE, Studies Director

Detailed description of the Project and the Services Provided by our Company :

Breeding is the natural and most important resource of the semi-arid provinces of Namibe, Huila and Cunene.

This sectoral study examined the possibility of reviving breeding in the three provinces (60,000 sq. km) and followed on from the 1986 Regional Master Plan. The study required experts in the fields of economics and socio-economics, pastoralism, hydrogeology and water supply, meat and dairy processing, livestock marketing, livestock transport and dairy cow breeding.

The feasibility study consisted of three parts:

1. Water supply for cattle:

- defining an urgent water point rehabilitation programme (according to the zones of highest concentration, transhumance roads and optimal usage criteria),
- selecting the means to be used (material and human) and organising work programmes
- managing watering points and determining maintenance conditions,
- providing a detailed costing of the rehabilitation programme.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Framework Contract (ASAP): Feasibility Study of the Development of the Dairy Sector	**BURKINA FASO**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National territory	No. of staff : 2 No. of man-months : 4 (+ 3 m/m local experts)

Name of client :	*Financing :*
Ministry of Agriculture and Livestock	**European Commission (EDF)**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
09/1992	**11/1992**	**65,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

J. TYC, Team Leader, Economist
M. LESCANNE, Agro-industry Specialist

Detailed Description of the Project and the Services provided by our Company :

The study was carried out with a view to implementing the National Dairy Development Programme which the State wanted to include in the Agriculture Structural Adjustment Programme.

SATEC's two experts, assisted by three national experts:

1) Analysis of the present situation with regards to:

- the livestock sector,
- the dairy sub-sector,
- imports,
- consumption,
- agricultural production systems (charcterisation),
- prices,
- dairy production constraints.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Framework Contract (ASAP): Feasibility Study of a Programme to Strengthen the Livestock Sector	**BURKINA FASO**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National territory	No. of staff : 3 No. of man-months : 8.6

Name of client :	*Financing :*
Ministry of Agriculture and Livestock	**European Commission (EDF)**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
1993	**1993**	**175,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

J. TYC, Team Leader, Livestock Economist
M. LESCANNE, Dairy Expert
J. VERDURMEN, Rural Infrastructures Expert

Detailed Description of the Project and the Services provided by our Company :

In the framework of the Agriculture Structural Adjustment Programme, the Government of Burkina Faso entrusted SATEC DEVELOPPEMENT with a feasibility study of a programme to strengthen the livestock sector.

The different components of this programme were:

- institutional strengthening,
- applied research,
- range management,
- dairy industry development.

SATEC DEVELOPPEMENT's experts paid particular attention to the following areas:

- identification of needs with regards to institutional strengthening,
- feasibility study of the creation of a national milk sector,
- evaluation of needs with regards to range management,

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Mid-Term Review of the Livestock Sector Technical Assistance Programme	**BURKINA FASO**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National Territory	No. of staff : 4 No. of man-months : 5

Name of client :	*Financing :*
European Commission	**European Commission (EDF)**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
02/1997	**05/1997**	**87,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*
HUNTING Technical Services (contract bearer)	

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

B. DUHEM, Agro-economist, Team Leader
A. VOUILLOT, Economist
K. HUBL, Veterinary
J. VERDUMEN, Rangeland Specialist

Detailed Description of the Project and the Services provided by our Company :

Acting as sub-contractor, SATEC DEVELOPPEMENT was responsible for the mid-term review of the Livestock Sector Technical Assistance Programme (PSAE).

The main objective was to assess the need for reorienting the programme on the basis of the results obtained during the first two years of implementation.

Firstly, the pertinence of the objectives and the effectiveness, impact and durability of the interventions in relation to the project objectives were assessed.

Recommendations were then made on the basis of this evaluation, and the budget adapted to incorporate the proposed changes in the implementation of the programme's second phase.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Strengthening of Veterinary Services for Livestock Disease Control	**BHUTAN**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National territory	No. of staff : 2 No. of man-months : 2

Name of client :	*Financing :*
European Commission	**European Commission**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
03/1995	**04/1995**	**43,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*
DANGROUP	1

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

M. BELLVER-GALLENT, Team leader, Veterinarian
G. MEUNIER, Agro-economist

Detailed Description of the Project and the Services provided by our Company :

This mid-term review mission was aimed at evaluating the project.

The specific tasks of SATEC's consultants included:

- ⇨ collecting and analysing all existing documents,
- ⇨ field visits,
- ⇨ auditing project activities on both technical and financial fronts,
- ⇨ checking project accountability,
- ⇨ analysing project strengths and weaknesses and proposing remedial actions or measures to maximise project efficiency,
- ⇨ determining the level of integration of the project within the Livestock Department in order to guarantee the sustainability of the project within the local institutional system,
- ⇨ analysing possible needs for additional TA inputs and technical support,
- ⇨ defining potential needs for additional technical support,
- ⇨ performing any other duties required by the PMU.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Livestock Marketing Development Project	**BOTSWANA**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National territory	No. of staff : 2 No. of man-months : 60

Name of client :	*Financing :*
Ministry of Agriculture	**European Commission (EDF)**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
03/1992	**01/1995**	**1,000,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

J. EZAN, Team Leader, Livestock Marketing Officer
J. BEGASSE, Transport and Logistics Officer

Detailed Description of the Project and the Services provided by our Company :

Since 1983, the Botswana Co-operative Union (BCU) has acted as marketing agent for the Small Stock Unit (SSU) of the Ministry of Agriculture. In return, the SSU provided the small stock (sheep, goats) transport system for both the Co-operatives and the Small Stock Groups.

In order to revitalise the Project, SATEC DEVELOPPEMENT was asked to develop a small stock transport unit, to be integrated into the BCU's Marketing Division.

SATEC DEVELOPPEMENT provided two experts for the project:

1/ The Livestock Marketing Officer headed the Project and worked within the Department of Co-operative Development. His main tasks were :

- to liaise with the Chief Agricultural Economist of the Ministry of Agriculture and keep him updated on the project's progress
- to collect and compile information to write reports on problems and progress,
- to purchase the project vehicles and arrange the fitting of double decking on the small stock lorries,

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
National Livestock Development Programme	**CENTRAL AFRICAN REPUBLIC**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National territory	No. of staff : 5 No. of man-months : 190

Name of client :	*Financing :*
Ministry of Rural Development	**EDF**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
1989	**1993**	**2,500,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

P. GAULLIER, Team Leader, Livestock Expert
R. LALLEMAND, Livestock Expert
G. ROMIER, Livestock Expert
V. BRUZON, Livestock Expert
G. DEMERSON, Finance and Administration Officer

Detailed Description of the Project and the Services provided by our Company :

The National Livestock Development Programme concerned the technical and institutional organisation of livestock activities throughout the country. As part of the institutional organisation, Pastoralist Interest Groups (GIP) and Agro-Pastoral Action Zones (ZAGROP) were created, and the National Livestock Department's administration along with the National Federation of Central African Breeders (FNEC) were reorganised. The technical assistance provided training to breeders and National Livestock Department staff.

SATEC's team were responsible for:

- identifying favourable zones for cattle breeding,
- defining livestock zones and agricultural zones,
- organising an agro-pastoral service (creation of 18 ZAGROPs),
- creating new access roads (1,600 km) in the ZAGROPs, restoring and maintaining existing ones (200 km),
- establishing 20 cattle markets,
- reducing shifting-cultivation and introducing a programme of strictly supervised bush fires,
- administrative and financial management of the National Federation of Central African Breeders,
- supporting the input distribution system.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Livestock Development Programme (Phase II)	**IVORY COAST**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National Territory	No. of staff : 2 No. of man-months : 18

Name of client :	*Financing :*
Ministry of Agriculture and Animal Resources	**African Development Bank**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
03/1998	**03/1999**	**212,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*
TDS (CI)	6

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

G. CHATELLIER, Monitoring & Evaluation Expert
A. ACHAMAN, Training Expert

Detailed Description of the Project and the Services provided by our Company :

In the context of the second phase of the "Livestock Development Programme", the SATEC/TDS consortium provided specialised technical assistance.

Main tasks of the Monitoring & Evaluation expert:
- design, implementation and supervision of the M&E system,
- extensive inventory by means of a survey of 10,000 breeders regarding the state of animal production in the Ivory Coast,
- implementing a livestock database (adaptation of Winstat software), and entering survey data onto it,
- training staff responsible for surveys and for data processing,
- training project staff in charge of the M&E system.

Specific tasks of the Training expert:
- promoting new farmer groups and professional agricultural organisations,
- developing inter-professional organisation at national level,
- designing specialised training curricula for farmer organisations and project staff.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Livestock Sector Restructuring Project	**GUINEA**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National Territory	No. of staff : 1 No. of man-months : 40

Name of client :	*Financing :*
Ministry of Agriculture and Animal Resources	**AFD**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
1987	**1991**	**460,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

A. JARRY, in charge of the Supply Department

Detailed Description of Actual Services Provided by our Company :

The Livestock Sector Restructuring Project aimed to reorganise the Livestock Services and revitalise this sector throughout the country.

The overall project objective was to launch a privatisation process by:
- establishing 30 breeders' associations,
- creating a Central Supply Organisation for producing, purchasing and commercialising livestock inputs.

The project was also concerned with strengthening livestock services.

SATEC's technical assistant was responsible for establishing and running the Central Supply Organisation for Veterinary Products (CAVET). He was in charge of:

⇨ Evaluating needs in terms of veterinary products, taking into account the evaluations of both veterinarians and breeders:
- selecting the product range,
- researching product information and producing documents for extension work related to animal health,
- evaluating purchasing forecasts for breeders, associations, veterinarians, etc.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Financing of livestock department	**GUINEA**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National territory	No. of staff : 1 No. of man-months : 2

Name of client :	*Financing :*
Ministry of Agriculture and Animal Resources	**IBRD**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
05/1991	**06/1991**	**30,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

J. SARNIGUET, Financial analyst

Detailed description of the Project and the Services provided by our Company :

The purpose of the study was to provide a system for financing the Guinea Livestock Department, balancing expected expenses and income in the breeding sector.

The analysis covered the following points:

Costs:
- identifying the various categories of expenses incurred by the livastock services,
- defining the respective roles of the State and of beneficiaries in meeting these costs.

Returns:
- identifying the various categories of income,
- proposing the cost of taxes and services adapted to the financial needs of the livestock services and the breeders' means,
- making proposals for the rational distribution of revenue between the different actors,
- possibility of integrating livestock loan repayments into a fund to cover the service's costs,
- analysing the possibility for gradually transfering the cost of obligatory disease prevention measures to the breeders.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Feasibility Study for a Livestock Development Programme	**GUINEA**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National Territory	No. of staff : 2 No. of man-months : 2.5

Name of client :	*Financing :*
Ministry of Agriculture and Animal Resources	**IDA**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
03/1993	**05/1993**	**75,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

J. TYC, Livestock Economist
M. REVOL, Training Expert

Detailed Description of the Project and the Services provided by our Company :

SATEC's experts were asked to devise a programme of actions to ensure the continuation of a previous programme.

the aim of the study was to clarify:

- the project's objectives,
- the actions to be carried out and the means required to do so,
- the functional and administrative organisation of the programme, integrating on-going and new regional livestock programmes,
- programme costs,
- needs in terms of technical assistance,
- expected project outputs with regards to herd productivity and breeders' income.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Study of Animal Commercialisation and Abattoir Infrastructures	**GUINEA**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National Territory	No. of staff : 2 No. of man-months : 3

Name of client :	*Financing :*
Ministry of Agriculture, Livestock and Forestry	**World Bank (IDA)**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
11/1994	**12/1994**	**70,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

J. TYC, Livestock Economist
J. DUC, Expert in Abattoir Infrastructures

Detailed Description of the Project and the Services provided by our Company :

The study analysed the whole cattle marketing network in Guinea along with existing abattoir infrastructures. Working with the relevant services, SATEC's team of experts paid particular attention to the following areas:

1) Marketing:

- ⇨ description of existing distribution channels (including export),
- ⇨ evaluation of sales figures (by breed, quantity and season),
- ⇨ analysis of commercial transactions,
- ⇨ study of current legal statutes, including fiscal statutes,
- ⇨ recommendations for establishing a permanent system of reliable observations relating to the volume and value of commercial sales at all stages,
- ⇨ proposals for designing and producing statistical reports,
- ⇨ assisting the Studies and Planning Department staff with the methodology and techniques for analysing studies carried out on the cattle marketing sub-sector.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Pan-African Rinderpest Campaign (PARC) Guinea - Phase 1	**GUINEA**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National Territory	No. of staff : 1 No. of man-months : 40

Name of client :	*Financing :*
Ministry of Agriculture, Livestock and Forestry	**European Union**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
02/1996	**02/1999**	**560,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*
HUNTING Technical Services Ltd	

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

M. BELLVER-GALLENT, Team Leader, Veterinarian

Detailed Description of the Project and the Services provided by our Company :

The project financed by the European Union aimed to provide assistance to the programme of rinderpest eradication on the African continent.

The main objectives of the PARC project in Guinea were:

- to improve animal health,
- to improve pastoral conditions.

the actions undertaken as part of the programme were to achieve the following results:

- Increased incomes for rural households and better quality of life for breeders.
- Promoting private initiative and participation within the community in order to revitalise animal production.
- Managing production systems in order to preserve natural resources and ensure their rational use.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Arid and Semi-arid Lands Livestock Development Programme	**KENYA**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National Territory	No. of staff : 2 No. of man-months : 60

Name of client :	*Financing :*
Ministry of Livestock Development	**European Commission (EDF)**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
10/1991	**12/1994**	**600,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

J.J. VAN LEEUWEN BOOMKAMP, Regional Planning Officer
S. ARIGA, Finance and Administration Officer

Detailed description of the Project and the Services provided by our Company :

SATEC DEVELOPPEMENT provided technical assistance over a three year period to the Programme Management Unit (PMU), based in Isiolo.

The PMU undertook the following tasks:

- identifying, planning, implementing and monitoring all programme activities through District Development Committees and the relevant Ministry of Livestock Development Departments,
- co-ordinating research (NALREC, Kiboko) and the various development programmes, and co-ordinating these programmes among themselves,
- receiving and managing EEC funds for approved programme activities,
- maintaining up to date financial accounts for all programme activities,
- preparing general and annual work programmes, budgets and reports as necessary,
- formulating requests for services and supervising specialist consultancies as required to assist with, identify, plan, implement and monitor programme activities,

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
National Livestock Census	**KENYA**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National Territory	No. of staff : 1 No. of man-months : 20

Name of client :	*Financing :*
Ministry of Livestock Development	**European Commission (EDF)**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
02/1992	**12/1993**	**660,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

J.P.N. DAMEN, Census Co-ordinator

Detailed Description of the Project and the Services provided by our Company :

The National Livestock Census was one of the five components of the Arid and Semi-Arid Lands Livestock Development Programme.

The objective was to accurately determine the national livestock resource base, to provide an accurate review of its condition and to apprehend its desirable and realistic development prospects.

The Census Co-ordinator, provided by SATEC DEVELOPPEMENT, used two strategies for the census:

- a census based on aerial photography for cattle in low density regions,
- a census based on fieldwork and enquiries in high density zones,

The Census specialist was in charge of:

- creating the census questionnaires,
- recruiting and training census officers,
- acquiring equipment (vehicles, materials, etc.),
- collecting, recording, analysing and disseminating census data,
- institutionalising the national livestock census by establishing a permanent census system.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Improved Animal Health Services in Low Potential Areas of Kenya	**KENYA**

Project Location Within Country :	*Professional Staff Provided by our Company :*
Low potential areas of Kenya	No. of staff : 1 No. of man-months : 3

Name of client :	*Financing :*
Ministry of Finance	**European Union (EDF)**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
02/1998	**06/1998**	**40,000 Euros**

Name of associated firm, any :	*No. of Man-months of professional staff provided by associated firm(s) :*
BCEOM	

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

K. HÜBL, Veterinary Expert

Detailed description of the Project and the Services provided by our Company :

It was recommended that a Consultancy be commissioned to examine the current situation with regard to government, private sector and NGO activities with regards to animal health service provision in low potential areas, including a brief review of existing legislation and policy framework. The Consultancy had to gather views and address key issues affecting the development of the private sector and partially privatised veterinary initiatives in low potential livestock raising areas of Kenya through discussions with involved and interested parties, and by convening a Workshop. It had to comment on the form, sustainability and effectiveness of existing public and privatised animal health services for arid and semi-arid lands (ASAL). On the basis of the information gathered and the outcome of the Workshop, the Consultancy had to make recommendations on :

1) the most appropriate systems for improving animal health delivery in low potential areas involving both pastoralist and small scale farming systems, and

2) any additional support that may be required to ensure the sustainability of these improved systems, including strengthening government services such as training, certification and registration of animal health professionals and revision of legislation or private sector start-up initiatives.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Quality Management in the Dairy Industry	**LITHUANIA**

Project Location Within Country :	*Professional Staff Provided by our Company :*
Vilnius	No. of staff : 12 No. of man-months : 80

Name of client :	*Financing :*
Government of Lithuania	**EU - Phare Programme**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
04/1998	**10/1999**	**400,000 Euros**

Name of associated firm(s), if any :	*No. of Man-months of professional staff provided by associated firm(s) :*
AETS - APAVE SUD	14
SATEC	4
Local expertise	25
Support staff	37

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

J-M. LACAZE, Team Leader
C. PEYREBONNE, Project Director

Detailed description of the Project and the Services provided by our Company :

Establishing quality control monitoring in 10 dairies.

The Lithuanian dairy sector wished to improve its international status in terms of market shares and to see its products accepted on the European market.

The project mainly concerned the implementation of quality management procedures, hygiene procedures (HACCP, staff hygiene, dairy cleansing and disinfecting), benchmarking and moving towards ISO 9002 certification. The project also included a calibration campaign and an analysis of Lithuanian dairy products.

The AETS/SATEC consortium provided the Project Manager and the resident Team Leader, specialised in quality control procedures, along with Hygiene and Quality specialists.

The consortium organised a two-day guidance seminar, a one-week training session for trainers, on-site technical assistance to the 10 dairies and a study trip to the Aquitaine region in France.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Equipment Supply to a Livestock Sector Project	**MALI**

Project Location Within Country :	*Professional Staff Provided by our Company :*
Bamako	No. of staff : No. of man-months :

Name of client :	*Financing :*
Ministry of Environment and Livestock	**USAID**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
05/1992	**06/1992**	**200,000 Euros**

Name of associated firm(s), if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

Detailed Description of the Project and the Services provided by our Company :

Purchase, transport and on-site delivery of veterinary products and laboratory equipment for a Livestock Sector Project in Bamako.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Rural Development and Land Management Agency (ADRAF)	**NEW CALEDONIA**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National Territory	No. of staff : 1 No. of man-months : 40

Name of client :	*Financing :*
ADRAF	**ADRAF**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
12/1988	**12/1992**	**450,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

J-L. MICHELLAND, Manager of the Rural Development Department

Detailed description of the Project and the Services provided by our Company :

As Manager of ADRAF's Rural Development Department, SATEC's expert managed 180 staff (international experts, extension agents and rural organisers) working in the following areas:

- Coffee sector: interventions aimed at enhancing New-Caledonian coffee production. The measures taken included: providing a support network for farmers, monitoring professional organisations (trade unions, co-operatives, etc.), providing services such as input supply, crop treatment campaigns, assisting with harvesting and establishment of processing micro-units. A related research programme was conducted with the IRCC/CIRAD at the research station and in the field.

- Deer sector: a specific programme to develop semi-intensive breeding of the indigenous Rusa deer with the assistance of the IEMVT/CIRAD was formulated. The programme resulted in the establishment of a few dozen herds for both local consumption and export (meat and reproduction).

- Fruit sector: New Caledonia has a lot of potential regarding fruit production. A programme to develop and restructure this sector was instigated that resulted in a better support network for farmers, and the emergence of professional organisations responsible for inputs, collecting the fruit, sorting/packaging or processing them (fruit juice) and commercialising the produce (local and export markets). A related research programme was set up at the research station in conjunction with the IRFA/CIRAD.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Animal feed improvement - St Petersburg	**RUSSIAN FEDERATION**

Project Location Within Country :	*Professional Staff Provided by our Company :*
St Petersburg	No. of staff : 2 (+ short-term experts) No. of man-months : 60

Name of client :	*Financing :*
European Commission	**European Commission (Tacis)**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
04/1994	**01/1996**	**1,500,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*
DANAGRO	30

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

J. WOOD, Team Leader, Animal Feed Expert
B. HOURDIN, Livestock and Poultry Nutritionist

Detailed description of the Project and the Services provided by our Company :

The project aimed to improve the availability and quality of locally produced livestock products, to improve the efficiency and incomes of producers and, particularly, to overcome constraints in relation to the availability and quality of animal feed - a major factor limiting livestock production.

Project activities included:

- carrying out an Animal Feed Sector Study and drawing up a master plan for the development of the animal feed industry. The master plan identified procurement requirements within the Oblast, and at regional and international level; transport, production, packaging, distribution, marketing, future technological needs and facilities required to match supply to demand,
- improving the quality and reducing the cost of animal feed through better formulation methods,
- introducing a monitoring system for raw material supply and feed usage,
- developing the technical and managerial capability of those involved in the feed industry, especially in the private sector,
- improving the technical and economic efficiency of mill operations,
- assisting with the introduction of high protein and high energy rations made locally,
- supplying laboratory equipment,
- training counterparts on the job and in western Europe.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Rinderpest campaign - PARC Programme	**RWANDA**

Project Location Within Country :	*Professional Staff Provided by our Company :*
Kigali	No. of staff : 2 No. of man-months : 16.5

Name of client :	*Financing :*
Ministry of Planning	**European Commission / EDF**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
06/1992	**04/1994**	**195,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

N. DENORMANDIE, Veterinary Surgeon, Expert in Organisation
M. BELLVER GALLENT, Veterinary Surgeon, Legal Expert

Detailed description of the Project and the Services provided by our Company :

In the framework of the PARC Rwanda project, SATEC provided:

- the organisation, follow up and supervision of a national rinderpest inoculation campaign,
- the co-ordination of PARC project activities,
- the feasibility study of the privatisation of breeding, and particularly veterinary, services.

Expert 1: (expert in organisation)

- defined product and equipment requirements in order to organise the programme and to prepare the tender documents,
- organised, followed-up and supervised the inoculation campaign,
- trained local personnel,
- trained the personnel and prepared the means for estimating project results.

Expert 2: (legal expert)

- co-ordinated and supervised project activities,
- drew-up a detailed work programme,
- provided a feasibility study for the creation of a company dealing in the supply and distribution of veterinary products,
- identified conditions for the development of a self-financing breeding system.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Pilot Project on Improvement of Livestock (Cattle and Sheep)	**TURKMENISTAN**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National Territory	No. of staff : 10 No. of man-months : 188

Name of client :	*Financing :*
European Commission	**European Commission (Tacis)**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
04/1998	**04/2000**	**1,375,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*
SOPEX (B)	0.5

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

G. DE BARBUAT, Team Leader
A. SWENNE, Forage and Feed Specialist
V. GOUSSEFF, Project Director

Detailed description of the Project and the Services provided by our Company :

The project aimed to improve animal production. Based around two livestock farms (cattle and sheep) selected for their national representativeness, SATEC's experts identified and analysed the various constraints facing livestock production in Turkmenistan, and devised demonstration activities in the following fields:

- Livestock infrastructure (rehabilitation of a dairy stable, a feedlot and a treatment room),
- Animal health (methods for administering care, purchase of veterinary supplies and medicines),
- Livestock equipment (purchase of small livestock machinery and equipment, training on the equipment),
- Animal feed (introduction of new forage crops, ensilage, forage crop storage, establishing feed rations),
- Genetic selection (animal selection and sorting, introduction of artificial insemination),
- Livestock farm management (training courses in management and accounting),
- Improving meat and milk yields.

SATEC's experts established a Livestock Training Centre on one of the farms to demonstrate and disseminate the various recommended techniques to a large number of private breeders, so as to ensure the continuation of the actions initiated by the team.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Framework Contract (ASAP): Feasibility Study of a Programme to Strengthen the Livestock Sector	**BURKINA FASO**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National territory	No. of staff : 3 No. of man-months : 8.6

Name of client :	*Financing :*
Ministry of Agriculture and Livestock	**European Commission (EDF)**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
1993	**1993**	**175,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

J. TYC, Team Leader, Livestock Economist
M. LESCANNE, Dairy Expert
J. VERDURMEN, Rural Infrastructures Expert

Detailed Description of the Project and the Services provided by our Company :

In the framework of the Agricultural Structural Adjustment Programme, the Government of Burkina Faso entrusted SATEC DEVELOPPEMENT with a feasibility study of a programme to strengthen the livestock sector.

The different components of this programme were:

- institutional strengthening,
- applied research,
- range management,
- milk sub-sector development.

SATEC DEVELOPPEMENT's experts concentrated particularly on the following areas:

- identification of needs with regards to institutional strengthening,
- feasibility study of the creation of a national milk sector,
- evaluation of needs with regards to range management,
- identification of the most urgent research programmes required to find solutions to the technical

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Planning of Small Scale Rural Development Projects	**CAMEROON**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National territory	No. of staff : 2 No. of man-months : 60

Name of client :	*Financing :*
FONADER	**IBRD**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
1987	**1990**	**122,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

J. DELION, Agro-economist, Planning Expert
P. CORNUEJOLS, Agro-economist, Planning Expert

Detailed Description of the Project and the Services provided by our Company :

In the context of the second FSAR Project (Special Funds for Rural Activity) SATEC two experts were in charge of strengthening the services by the Ministry of Agriculture's Study and Planning Department. They participated in the identification, elaboration and evaluation of Small Rural Development Projects.

- institutional strengthening: the planning of small projects was totally integrated into the existing development structures. This required team work and systematic collaboration with technicians, the Development Bank and the Ministry of Rural Development.

- project identification: analysis of constraints and adjusting the aims of the various small rural development project promoters.

- project elaboration: the experts drafted model proposals used in the elaboration of small rural development projects. These models contained project realisation schedules, descriptions of the techniques to be employed and investment estimates along with public revenue office and operating account forecasts.

- evaluation: a system to monitor and evaluate financial and technical results was implemented.

- regional budget planning: financial, technical and commercial indicators were established, on the basis of

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Poverty Alleviation Project	**EQUATORIAL GUINEA**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National Territory	No. of staff : 3 No. of man-months : 100

Name of client :	*Financing :*
Ministry of Planning and Economical Development	**African Development Bank**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
05/1997	**05/2001**	**1,400,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

P. PORTES, Project Co-ordinator, Micro-projects Analysis Specialist
C. REMY, Economist
B. BARLOY, Financial Advisor

Detailed Description of the Project and the Services provided by our Company :

The project's main aim is to create and institutionalise a national capacity for planning, managing and co-ordinating poverty alleviation actions, by:

- encouraging methods for developing new incomes,
- creating stable employment with low investment costs,
- structuring the micro-enterprise sector.

SATEC was responsible for managing the project, and provided technical assistance with:

- creating micro-projects that generate income for the poorest social groups both in urban and rural settings,
- supporting and developing company associations and co-operatives, particularly local women's associations,
- strengthening the institutional capacity of the project organisations, implementation of a micro-enterprise financing system that will be able to finance itself after the end of the project,
- implementing methodologies to guide actions for alleviating poverty on a permanent basis.

Reference of SATEC DEVELOPPEMENT

Project Name :	*Country :*
Reinforcement of management capabilities	**LAO PDR**

Project Location Within Country :	*Professional Staff Provided by our Company :*
National Territory	No. of staff : 1 No. of man-months : 1

Name of client :	*Financing :*
Ministry of Economy, Planning and Finances	**UNDP**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
10/1989	**11/1989**	**16,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

M. RAYNAUD, Team Leader, Economist

Detailed Description of the Project and the Services provided by our Company :

The project aimed to provide an overview of the organisation of the public sector in the Popular Democratic People's Republic of Laos.

In this context, the SATEC's senior economist provided a three pahse analysis:

- evaluating the management capacities in the public and private sector,
- definig a global strategy for strengthening national management abilities,

devsing an operational programea and setting it up.

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Institutional Support to the Government of Rwanda	**RWANDA**

Project Location Within Country :	*Professional Staff Provided by our Company :*
Kigali	No. of staff : 4 No. of man-months : 180

Name of client :	*Financing :*
Ministry of Planning	**European Commission / EDF**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
01/1994	**02/1998**	**1,950,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

L. PAGACZ, Team Leader, Economist
M. HUYEZ, Agricultural Economist
J-P. FICHAUX, Civil Engineer
M. NODET, Computer Scientist

Detailed description of the Project and the Services provided by our Company :

The project aimed provide the Rwandan Government with institutional support by giving technical assistance to the Ministry of Planning – the national European Development Fund organiser – and to the various technical Ministries involved in the Lomé IV community help programme.

The objectives of the technical assistance were:

- ⇨ to set up and the manage the Lomé IV Programme and any other actions financed by the European Community, in collaboration with local project staff,
- ⇨ to train local staff.

SATEC's provided experts for the following activities:

Economist: (Ministry of Planning)

- general co-ordination of the institutional assistance,
- advising different Ministries in the field of organisation, management and control of development

SATEC DEVELOPPEMENT Reference

Project Name :	*Country :*
Institutional Support to the Government of Rwanda	**RWANDA**

Project Location Within Country :	*Professional Staff Provided by our Company :*
Kigali	No. of staff : 4 No. of man-months : 180

Name of client :	*Financing :*
Ministry of Planning	**European Commission / EDF**

Start Date (month/year) :	*Completion Date (month/year) :*	*Approx. Value of Services :*
01/1994	**02/1998**	**1,950,000 Euros**

Name of associated firm, if any :	*No. of Man-months of professional staff provided by associated firm(s) :*

Name of Senior Staff (Project Director/Co-ordinator, Team Leader) involved and functions performed :

L. PAGACZ, Team Leader, Economist
M. HUYEZ, Agricultural Economist
J-P. FICHAUX, Civil Engineer
M. NODET, Computer Scientist

Detailed description of the Project and the Services provided by our Company :

The project aimed provide the Rwandan Government with institutional support by giving technical assistance to the Ministry of Planning – the national European Development Fund organiser – and to the various technical Ministries involved in the Lomé IV community help programme.

The objectives of the technical assistance were:

- ⇨ to set up and the manage the Lomé IV Programme and any other actions financed by the European Community, in collaboration with local project staff,
- ⇨ to train local staff.

SATEC's provided experts for the following activities:

Economist: (Ministry of Planning)

- general co-ordination of the institutional assistance,
- advising different Ministries in the field of organisation, management and control of development

SATEC DEVELOPPEMENT Reference (continued)

Detailed description of the Project and the Services provided by our Company (continued) :

Computer scientist: (Ministry of Planning)

- design and maintenance of a general and budgeting accountancy computer system, in liaison with the operational monitoring of development programmes and projects financed by the European Development Fund.

Agricultural economist: (Ministry of Agriculture)

- general co-ordination of rural development activities, particularly those financed by the European Community.

Civil engineer: (Ministry of Public Works)

- general co-ordination of road maintenance activities financed by the European Development Fund (Lomé IV programme).

Annex 1:
Reports of the Auditors-
Hunting Technical Services

We have audited the accounts on pages 20 to 39, which have been prepared under the historical cost convention and on the basis of the accounting policies set out on pages 24 and 25.

Respective Responsibilities of Directors and Auditors

The directors are responsible for preparing the Annual Report including, as described on page 19, the accounts. Our responsibilities, as independent auditors, are established by statute, the Auditing Practices Board and by our profession's ethical guidance.

We report to you our opinion as to whether the accounts give a true and fair view and are properly prepared in accordance with the Companies Act. We also report to you if, in our opinion, the directors' report is not consistent with the accounts, if the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if the information specified by law regarding directors' remuneration and transactions with the company is not disclosed.

We read the other information contained in the Annual Report, including the corporate governance statement, and consider whether it is consistent with the audited accounts. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the accounts. We are not required to form an opinion on the effectiveness of either the company's corporate governance procedures or its internal controls.

Basis of Audit 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 group'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 and of the group as at 31 March 1999 and of the profit of the group for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Ernst & Young

ERNST & YOUNG REGISTERED AUDITOR
Manchester
5 July 1999

Report of the Auditors

to the members of Genus plc

We have audited the accounts on pages 20 to 36, which have been prepared under the historical cost convention and on the basis of the accounting policies set out on pages 24 and 25.

Respective Responsibilities of Directors and Auditors

As described on page 18 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.

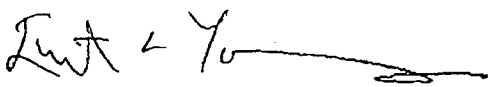
Basis of Opinion

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 group'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 and of the group as at 31 March 1998 and of the profit of the group for the year then ended and have been properly prepared in accordance with the Companies Act 1985.



Ernst & Young
Chartered Accountants
Registered Auditor
Manchester

29 June 1998

Company law requires the directors to prepare accounts for each financial year which give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing those accounts, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts on the going concern basis unless is inappropriate to presume that the Company will continu in business.

The directors are responsible for keeping proper accountir records which disclose with reasonable accuracy at any tim the financial position of the Company and to enable them ensure that the accounts comply with the Companies A 1985. They are also responsible for safeguarding the asse of the Company and hence for taking reasonable steps f the prevention and detection of fraud and other irregularitie

TO THE MEMBERS OF GENUS LIMITED

We have audited the accounts on pages 18 to 29, which have been prepared under the historical cost convention and on the basis of the accounting policies set out on page 21.

RESPECTIVE RESPONSIBILITIES OF DIRECTORS AND AUDITORS

As described above 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 ar adequately disclosed.

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

OPINION

In our opinion the accounts give a true and fair view of th state of affairs of the Company as at 31 March 1997 and its profit for the year then ended and have been proper prepared in accordance with the Companies Act 1985.

Ernst & Young
Chartered Accountants
Registered Auditor
Manchester

30 June 1997

Statement of Directors' Responsibilities

Company law requires the directors to prepare accounts for each financial year which give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that year. In preparing those accounts, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the accounts comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Report of the Auditors

We have audited the accounts on pages 11 to 22, which have been prepared under the historical cost convention and on the basis of the accounting policies set out on page 14.

RESPECTIVE RESPONSIBILITIES OF DIRECTORS AND AUDITORS

As described above 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

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 1996 and of its profit for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Ernst & Young
Chartered Accountants

report

of the auditors

To the members of Genus Limited

We have audited the accounts on pages 12 to 25 which have been prepared under the historical cost convention and on the basis of accounting policies set out on page 15.

respective responsibilities of directors and auditors

As described on page 10 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 at 31 March 1995 and of its profit for the period then ended and have been properly prepared in accordance with the Companies Act 1985.

Ernst & Young
Chartered Accountants
Registered Auditor