



YEMEN TIMES



YEMEN'S ONLY ENGLISH - LANGUAGE WEEKLY

SANA'A; 10 - 16 JULY 1991; VOL I, NUMBER 19

**I
N
S
I
D
E**

Al-Kibsi and Al-Tarib Speak of Administrative Reform in Yemen.
pp. 2, 3, 6



QAT - A Problem Yemen has to contend with. p. 4

- **Yemeni-German Talks.** p. 2
- **Dr. Waheeba Far'e Reflects on Exams.** p. 9
- **BCCI Falls in Disgrace.** p. 11

OUR VIEWPOINT



THE GOVERNMENT SENDS NEW MESSAGES!

Last week brought with it a lot of hope. Hope that the government is finally tackling its duties seriously. Yes, the government has finally put its foot down. The message - the law has to be respected. There were many indicators to this new government attitude.

First, the Ministry of Defense put away the old payroll rosters and made new ones. In one military camp alone, the new list has about 2800 fewer names. The savings to the government treasury were in the millions. The message - no favoritism. Second, many of the officers and prominent individuals who had broken the law were brought to justice. In one instance, a military officer who had shot dead a civilian was hanged. The message - the law is the law, and everybody was equal in the eyes of the law. Third, the government simply took away any government or army vehicles which were mis-used or without proper documents. It so happens that many of the cars that carried military numbers were private cars. The owners simply scribbled some military-like number on them to make believe they were military vehicles. These people now have to pay customs duty and vehicle taxes, and they have to obtain appropriate licence plate numbers. The message - the law has to be obeyed. Fourth, the government has put together a major reform package to help rectify many of the socio-economic ills of the bureaucracy. The message - the government cannot ignore inefficiencies and malpractice anymore.

These are all indicators and signs of hope. We press on the hands of the government and totally support its efforts. It is in the interest of all of us that the government pursues this line, and succeed in its endeavors. In this light, two points are important to raise. First, it is my sincere hope that the government's enthusiasm does not fade away in the face of the obstacles it is bound to meet. I hope that this is not another spontaneous reaction, but a sustainable line of action. Second, reforms and respect for the law are demands of all of us, not just the government. So, all citizens should assist in these efforts. Together we can make it!

The Publisher

Saleh: *Hand in hand we will build this country together*

The Fifth General Congress of the People's General Congress started its five-day meetings on Sunday, July 7th. In a major policy speech inaugurating the sessions, Lt-General Ali Abdullah Saleh, Chairman of the Presidential Council and Secretary-General of the PGC, called on all factions and segments of society to chip in and play a role in the construction of the country. "I call on every Yemeni to actively participate in building this country."



The Fifth PGC Conference attains special importance because it will allow the evolution of the the PGC from an umbrella organisation encompassing Yemenis of all orientations, to a regular party that has its own specific goals and objectives. In this light, the Conference delegates will study and ratify the PGC's new by-laws and political work program. Attending the conference were members of the Presidential Council, Members of Parliament, the Cabinet, and prominent Yemenis as well as the PGC members.

AL-ATTAS PRESENTS REFORM PLAN

Mr. Haider Abubakar Al-Attas, Prime Minister, presented to his cabinet his proposal of the needed reform in Yemen. The vast document was re-hashed into a fifty-five page summary, and of which Yemen Times obtained a copy, is presently being discussed by the cabinet. Once approved, it will then go the Council of Deputies for further discussions, and hopefully, approval and ratification.

Yemen Times promises to provide a full-fledged analysis of the document in the next issue. The main thrust of the reform is to clearly define the responsibilities and authorities among the Presidential Council, the Government, and the Council of Deputies as well as over-lap among the various ministries and organisations. The document frankly speaks of mis-use of authority and government funds, mal-practice, and basic inefficiencies. The document vacillates between broad generalities and objectives and detailed steps regarding the work plan for the remainder of the transition period and beyond. In the final analysis, the Prime Minister has a message to deliver: his message- he country badly needs serious reforms without which the troubles will grow and the situation will be beyond redemption.



THE BEST CHOICE

RETAIL PRICE PER COPY = 10 Y.R.

ANNUAL SUBSCRIPTIONS (INCLUDES POSTAGE/DELIVERY AND HANDLING): YEMEN = US\$80, MIDDLE EAST = US\$150, ELSEWHERE = US\$ 250.

YEMEN TIMES

YEMEN'S ONLY ENGLISH-LANGUAGE WEEKLY

An Independent Political Weekly
Published by Yemen Times
Publisher : Abdulaziz Al-Saqqaf

Editorial & Management Staff:
Chairman and CEO: Abdulaziz Al-Saqqaf
Editor-in-Chief : Abdul-Rahman Al-Haideri
Sports page: Gilbert SJ Maano
Typesetting: Yahia Yusuf Hudeidi
Photography: Faisal Al-Qirby
Accountant: Abdul-Rahman Ahmed Naji

Editorial & Management Address:
P. O. Box 2579, Sana'a, Republic of Yemen.

Telephones : 236434/35

Advertising to be agreed upon with management.

PERSONAL VIEW

THE CHANGE THAT IS NEEDED!



Dr. Abdulaziz M Al-Tarib,
Advisor, Ministry of Civil Service
and Administrative Reform

There are many changes that are needed in Yemen today to achieve a major shift in our system and society. The first major change is one of attitude- our attitude towards work, towards responsibility, towards the law, and towards a lot of other things. We have to teach ourselves to love our work, and to love the machines and tools with which we work. We have to tell ourselves that we are all partners, and that we share in the failures and successes.

A second change has to do with training and re-training of our manpower. As demand for trained technicians becomes continuously more acute, the demand for people who push paper-work will continue to fall. I can foresee a time when reknowned families would be proud to give out their daughters in marriage to expert mechanics or skilled electricians or other professionals from the vocations. I can also foresee the time when the pay-check of these professionals will be much higher than the salaries of senior government officials.

Another change that is needed has to do with the number of working days. We have too many holidays. Even our working days are interrupted as people leave their posts to "participate" in a march to condemn this action/country or to support that one; or to welcome this person or to bid that one farewell. We should respect the working hours and make sure that employees stay at their work post for the full period of working hours.

A fourth change needed is to simplify the procedures involved in our administration. The paperwork that pervades our activities is a major source of frustration.

All in all, we have to note that dictatorships breed poverty and destroy nations; democratic values and human rights are essential for prosperity and success.

YEMENI GERMAN RELATIONS GROW

Yemeni German talks and consultations continued over the last few days with the aim of evaluating the going cooperation program, and with an eye to future cooperation. According to Mr. Gert-Robert Liptau, Ministerial Counselor and Head of the Middle East Division at the Ministry of Economic Cooperation, and Head of the German negotiation team, the discussions are progressing very smoothly. "We have met Yemeni officials in various ministries, and made field visits to several sites, notably Al-Mahweet province." In a special statement to the Yemen Times, Mr. Liptau expressed interest in helping finance small dams that will help harness rain-water, thus increase agricultural output. He also indicated that they are considering financing a container harbor at Aden seaport.

On the same issue, Dr. Mutahhar Al-Saedi, Vice Minister for Planning and Development expressed satisfaction with the talks and mutual cooperation. "The Yemeni and German sides are in complete agreement, and the agreed minutes of the talks will be signed tomorrow (Thursday, July 11th)," he said. In summary, the Vice Minister described the Yemeni-German relations as "unique".

At another level, a German parliamentary delegation is visiting the Republic of Yemen, this being the second group visiting here since the unity. According to one of the delegates, Yemen and Germany share certain feelings and thoughts which are an out-growth of their unification achievements. "We are interested in learning how Yemen has tackled unity issues, and we will share our experience," he said. Finally, the German Ambassador in Sanaa, Dr. Kurt Messer, told Yemen Times that Yemeni-German relations continue to grow steadily, not hindered by any international political considerations.

FREE ZONES OFFICIALS STUDY EXPERIENCE OF OTHER COUNTRIES

The Executive Chairman of the Free Zones Authority, Mr. Abdul-Qader Bajammal, and the Vice Chairman, Dr. Mohamed Ahmed Al-Saidi, left Sanaa yesterday (Tuesday July 9th) on a ten-day fact-finding mission to Jordan and Syria. During the visit, the four-man delegation of the Free Zones Authority will meet several officials of the free zone authorities in Jordan and Syria in an attempt to learn from their experiences. At another level, Dr. Al-Saidi told Yemen Times that the authority has started receiving communication and requests for information and clarifications from parties interested in investing in the free zones.

SHEDDING OFF DEAD WOOD IN PUBLIC SECTOR

Yemen Times has learnt that a special task force responsible for evaluating government plantations and farmlands has finished its report and presented it to the Minister of Agriculture and Water Resources. The task force found that out of about six government plantations in the southern governorates, only six were profitable. The task force recommended that the government shed off the plantations by auctioning them off to the private sector. An Agriculture Ministry source informed Yemen Times that one of the causes of the failures is the over-staffing of such projects. "In one instance, there were over 460 employees and workers in one farm," the source added. When asked how will the government dispense of the workers and their compensations, the source added that one of the alternatives is to parcel out the land and give it to the workers. The farms which have agricultural infrastructure (water pumps, irrigation network, etc.) will be converted into cooperatives in which the workers would own certain pieces of land, the source concluded.

AIRLINES MERGER:

Yemenia and Alyemda have finally taken the final bow towards merger. According to an earlier cabinet decision, the two national airlines have until the end of this month to finalize their merger under the name of "Yemenia". There have intense bargaining between the two airlines in order to secure the best of terms for the managements of both companies and their employees, and to accurately evaluate the assets of the companies. The 49% Saudi ownership share in Yemenia was also the source of additional complications for the merger plans. However, with cool heads and a lot of patience, the two managements have come through. Yemen Times learnt that the merger and the unification of the routes will be officially announced early in August.

ARAB YOUTH SUMMER CAMP IN SANAA:

The Second Arab National Youth Camp, an annual event organized by the Center for Arab Unity Studies, will take place in Sanaa during July 23-August 8, 1991. The camp will be home for the 250 Arab youth to be gathered from through-out the Arab World. The two-week program includes a number of cultural, sports, and social events. The Yemeni government will cover the room and board costs of the program while the center covers the travel expenses. According to Ma'an Bashoor, the coordinator, the program's objectives are to bring Arab youth together in an effort to help promote inter-Arab understanding, appreciation and cooperation.

FIRST PSYCHOTHERAPY TRAINING PROGRAM IN YEMEN: 7/7-21/7/1991

In collaboration with World Health Organization, the Rehabilitation Practice and Physiotherapy Center is holding the first training program in this field.

According to Colonel Ahmed Hamood Al-Saqqaf, General Manager, fifteen trainees from different parts of the country are attending the two-week program.

Mutahhar Al-Kibsi:

"Respect for the law leads to a better administrative system."

Most people would agree that the most serious problem facing economic activity in Yemen today is bureaucratic inefficiency. Bottlenecks are prevalent at all levels. Starting from basic support services, such as typing and

in 1963 with the establishment of the Institute for Public Administration and Secretariat (IPAS), as it was then called, until 1970. During this period, the institute was almost dormant due to lack of qualified professional



filing, to more complicated issues such as the hierarchy of responsibilities and duties and to issues of procedures, the bureaucracy of Yemen has become a nightmare. Yemenis as well as foreigners complain. To complete any one job, one usually needs tens of signatures, spend a long time, and incur a lot of costs. For example, to clear goods from customs, one needs some seventy eight signatures that take between roughly three weeks (the record speed) to ten years. Another example, a fresh graduate wants a job, he/she finds an opening with the government. If all the papers are straight, he/she will need to get over a hundred signatures and spend four-to-five months with steady daily paperwork. Why? Nobody knows how we got into all of this. To find answers to some of these questions Yemen Times went to speak to the Vice Dean of the National Institute for Administrative Sciences, Mr. Mutahhar M. Al-Kibsi. Excerpts of the meeting follow:

Q. Your organization was established to help improve the efficiency of the administrative apparatus of the government. Could you describe some of your major programs?

A. We started in a modest way in the mid-1960s. Our institute's programs have gone through three stages and now we are in stage four. The first stage began

staff, resources shortage, and the civil war conditions. The second stage goes until 1981. During this period, the institute, whose name in 1974 was changed to the National Institute for Public Administration (NIPA), began to play a visible role in manpower training. It also linked up with regional and international organizations to benefit from their expertise and financial support. The third stage spans the years 1981-90, which we call the growth years. It was during this period that NIPA was reorganized, and its activities were expanded to include both short and medium-term training. Thus we started nine-months, twelve-months, and two-year training programs. We started technical mid-level training for high school graduates, and higher-level diploma programs for university graduates. We started branches in Taiz, Hodeidah, and Ibb. The unification of the country brought the fourth stage. We and our counterpart in Aden merged, and our new name today is the National Institute for Administrative Sciences.

We are looking forward to contributing in a major way to the country's needs. You see, the merger of the various organizations and institutions places a big demand on administrative adjustments, institutional restructuring, redistribution of duties and responsibilities and training employees accordingly, etc. I think, we have a big role to

play during the bureaucratic, administrative and structural adjustment years. Our programs are many. We have programs that aim to equip the trainees with specific skills such as typing, filing, book-keeping, budget preparation, financial control, library/school/office management, and languages (English, French, Russian and German). There are programs that are policy oriented which aim to give the participant an overview of how to make decisions and how to approach issues and problems. These take the form of seminars, medium level and higher studies, crash programs, etc.

Q. But why have your programs in the past played no major role in administrative improvements in Yemen?

A. Many people do not appreciate the major contribution we have made to the administrative apparatus of the country. But the people we train for one purpose, end up doing something else, thus our efforts do not show. We have trained thousands of people, but because of the high rate of turn-over in jobs, they are not at the posts for which they were trained. To follow up on this matter, we did a survey. We took lists of people we trained as archive personnel, and went to the various ministries and government organizations to make on the spot inspections. We found that most of the people we trained as archive personnel were already directors and general managers, and in a few cases deputy ministers. The same is true of people we trained as typists, accountants, etc. That is one reason why the impact is not very visible.

Another reason is that training is not perceived as

a chance to achieve more output, it is seen as a vehicle for gaining a better position (higher salary). So, if a program leads to a certificate which is recognized by the Ministry of Civil Service and Administrative Reform, thus leading to a promotion or at least an additional allowance, then trainees will be more motivated. If the programs are only intended to improve productivity, without a directly attached incentive, then trainees will not be forthcoming. There are many other reasons which limit our effectiveness. In any case, our impact is there, although it may not be very visible, and I think we did make a major contribution to the administrative structure and efficiency of the country.

Q. Does the NIAS coordinate the training programs of the various ministries and organizations in the country?



A. We coordinate most of them. At the request of different parties in government and the public sector. We execute over a hundred training programs each year on themes covering a wide range of issues such as financial planning, secretarial services, municipal administration, nursing and hospital business, budgeting and book-keeping, etc.

But, sometimes, it happens that certain ministries or organizations directly approach foreign parties to carry out their training programs. We always point out that the return to the country from such direct contacts are minimal. At the least, we ask such ministries to keep us in the picture, we can help obtaining a better deal, a more focussed program, and in the final analysis, we can achieve a transfer of knowledge and technology so that we can independently re-execute the same program for the same ministry in the future.

Q. Do you have your own training staff?

A. Yes, over the years, we have developed our own teaching/training staff. We also request the services of the lecturers at Sanaa and Aden Universities, senior government experts, as well as experts from outside, from time to time.

Q. Let us talk at more a general plane. What is wrong with our bureaucracy? It does not seem to work!

A. You see, for the bureaucracy to work well, there are three levels of interaction. First, there is the macro-framework which is laid down in the laws and

Continued on p. 6

NUMBER OF TRAINEES/PARTICIPANTS IN NIAS PROGRAMS

Year	Language Programs	Seminars/ Workshops	Higher Studies	Technical Diploma	Long-Term Training	Short-Term Training	Total
1980	234	82	21	-	-	375	712
1981	235	336	42	-	-	494	1007
1982	470	364	57	135	-	494	1420
1983	313	763	61	151	95	178	1561
1984	340	596	222	190	96	240	1684
1985	374	418	209	198	85	281	1565
1986	342	91	41	279	119	424	1296
1987	352	220	52	250	211	443	1528
1988	356	74	120	221	172	477	1420
1989	350	684	142	343	224	353	2006

QAT: A PROBLEM YEMEN HAS TO CONTEND WITH

A. Background:

QAT - that word carries so much to the Yemeni people. It is a green leaf to which an ever growing number of Yemenis are becoming addicted. It is a source of worry to development planners as well as educators and psychoanalysts and sociologists.

The original home of Qat, is said to be the Ethiopian mountains from which it spread to the surrounding regions. It exists today in Djibouti, Ethiopia, Kenya, Malawi, Mozambique, Somalia, South Africa, Sudan, Tanzania, Uganda and Yemen. Although there is no consensus, it is believed that qat came to Yemen about 700-800 years ago.

B. THE QAT TREE

The scientific name of qat is *Cathaedulis Forsk* even though it is referred to by other names by different writers. Qat is a perennial tree, almost a shrub, which ranges in height from (70) cms. to nearly two meters. It can live to about one hundred years, and is known to be resistant to many insects and pests which haunt other trees. It is spread through its seeds, or it could be planted by seed-lings. The farmers do not need to wait the full gestation period, as they are interested in the leaves rather than its flowers (fruits). Therefore, the picking may start as early as within the first year of planting. Although the availability of water makes it grow faster and thicker, it can withstand drought circumstances without any problem.



Area of Qat Growing in Yemen:

Area in Hectares	Year of Estimate	Estimating Party
8,400	1972	Japanese Team Report
40,000	1978	Fadhle Ahmed Fadhle *1
90,000	1983	Abbas Fadhil Assa'adi *2
126,000	1991	Yemen Times' estimate

*1 = Al-Wa'ey Al-Zira'yi Magazine, 1978.

*2 = Abbas Fadhil Assa'adi, *Qat in Yemen: A Geographic Study*, (Kuwait University, 1983).

C. QAT IN YEMEN

There are almost seventy varieties of qat in Yemen, depending on the criteria of classification. The three most often used methods are shape (of leaves), size, and effect on consumer.

Estimates vary on the land area allotted to growing qat. However, there is agreement that this area is growing rapidly at the expense of other trees, notably coffee. The following table gives some of the estimates of the qat area in Yemen.

D. ECONOMICS OF QAT

On average, a hectare of qat field produces 2200 bundles of qat. A bundle of qat is a collection of about ten-to-fifteen sticks of qat branches tied together. Depending on the quality, a bundle of qat could fetch anywhere between thirty-five to five hundred riyals. If we assume the overall average at one hundred riyals per bundle, a hectare of qat would produce about YR. 220,000. In other words, the total income from qat

growing in Yemen is about YR.27,720 million. Engaged in qat growing and marketing are about 160,000 families. That is to say, the livelihood of over a million Yemenis depends directly on qat. The government collects roughly some YR2 billion as taxes on qat.

A cost-benefit analysis quickly reveals the pros and cons of qat growing in Yemen. Qat has been a major factor in channelling resources from the urban centers (the consumers) to the rural areas (the farmers) and thus it has served as an important redistribution function. This has enabled the qat growers to improve their standard of living very visibly. On the other hand, qat growing has taken away resources that would have been used to produce useful agricultural products, primarily food, for a country suffering increasingly from a food deficit.

E. OTHER QAT EFFECTS

Other problems associated with qat include the socio-cultural problems such as the power to drive its addicts to corruption, bribery, and careless/lazy attitudes to work and other responsibilities. Qat-addicts/users are edgy and can be easily irritated, specially in early afternoons and evenings. Qat also serves, however, as an useful socio-cultural function. In daily afternoon sessions, qat brings friends and relatives together to discuss various issues of general concern. It is believed that many of the government's decisions are taken, or at least developed in qat sessions. If they are wrong, you know who (or rather, what) is responsible.

Qat has become an integral part of Yemeni life. Thus each house, however small, must assign the best room, rectangular in shape, for the purposes of the qat sessions. The mafraj, as it is known, is probably the best furnished room in the house. Unfortunately, qat leads to major health problems. To start with, qat consumers have no appetite for food. Second, qat leads to many gastro-intestinal diseases either directly, or indirectly through the

diseases communicated in qat sessions through the common (shared) use of the facilities (hubble bubble and others). The exaggerated in-take of aerated drinks, the cloud of smoke in the room, and the necessity of breaking the qat after-effect with liquor (for some) all lead to additional health complications.

According to local and foreign socio-economic planners, Yemen's future prosperity will depend on how the country will rid



QAT LEAVES

closed, unventilated sessions in which it is carried out. Heavy qat addicts exhibit signs of short concentration spans, hyper-sensitivity and hyper reflexia, and even hypomania and depressive psychosis, in extreme cases. At the least, qat users suffer from the contagious

itself of this problem. At the moment, the problem seems to be gaining on us. Only by seriously attacking this problem can we hope to overcome it! The question, does society, and do officials perceive qat as a problem. If they don't, that by itself is another problem.

YEMEN TIMES

OFFICIAL ENGLISH TEXT OF CONSTITUTION AVAILABLE

YEMEN TIMES is publishing the officially approved English text of the Constitution. This will be available for US\$ 35 per copy. As the quantity under print is limited, orders will be met on a first come first serve basis. Interested parties are kindly requested to mail/fax their orders specifying the number of copies they require. Unfortunately no orders can be taken by telephone.

Mailing address: P.O. Box 2579, Sana'a;
Fax: 236434.

**HAVE YOU ORDERED YOUR COPY OF
THE ENGLISH CONSTITUTION YET?
COPIES ARE LIMITED!
MAILED OUT COPIES THIS WEEK..**

THE IMPORT DUTY (CUSTOMS) LAW: Part 5

YEMEN TIMES prints the fifth segment of its translation of the customs duty law:

Chapter Three: Mail Parcels:

Article (53): All imports or exports through mail parcels are done according to the Arab and international airmail agreements as well as according to the local laws in effects.

Chapter Four: Common Provisions:

Article (54): If several parcels are packaged together, they may not be stated by the content list (manifest) as one parcel. All containers and other storage facilities are subject to the laws issued by the Customs Authority.

SECTION SEVEN: STAGES IN CUSTOMS CLEARANCE:

Chapter I: Customs Documents:

Article (55): Whenever any commodity is being cleared from customs, even if exempted from customs and taxes, a detailed customs manifest has to be presented with all the information necessary to enable application of the

law in order to collect the customs duty and taxes, as well as for statistical purposes.

Article (56): The Chairman of the Customs Authority determines the structuring (organisation) of data, the number of copies of the documents, and the exceptions thereof. The detailed commodity manifest is recorded in an annual serialization after the necessary checking and reviewing for conformity with the stipulations of this chapter.

Article (57): One commodity manifest should not include goods in various shipments, except in the cases specified by the Customs Authority.

Article (58): If several parcels are packaged together, they may not be stated by the content list (manifest) as one parcel. All containers and other storage facilities are subject to the laws issued by the Customs Authority.

Article (59): The commodities details may not be altered following registration. But the party presenting the details may apply to make necessary corrections in quantity, measurements, weight, and value provided such

application is presented prior to the inspection of goods.

Article (60): The Customs Department has the right to cancel all the data recorded with it, if the customs duty amount is not paid or if the clearing process is not completed within fifteen days. At the request of the applicant, the Customs Department may cancel the registration if requested by the applicant so long as the taxes and duties are not yet been paid. If there are differences between the authority and the applicant, the registration may not be nullified unless such a difference is settled.

Article (61): The owner of the consignment or the representative thereof may inspect the goods, and take samples thereof if needed, provided that the customs department permits, and provided the inspection is done under its supervision.

Article (62): It is not allowed for other than the owners or their legal representatives to have access to the customs details of a consignment. Exempted from this are the judicial and relevant official authorities.

Chapter II: Inspection of Goods:

Article (63): Once a consignment is registered, the customs department may inspect the goods totally, partially, or not at all depending on the organizational by-laws issued by the customs authority.

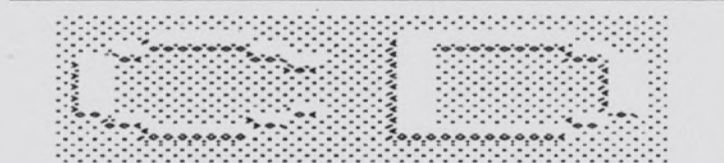
Article (64): All inspection of goods is done in the customs premises. It is not allowed to carry out an inspection outside the customs premises unless the nature of the consignment and the kinds thereof make it necessary, and at the expense of the applicant itself, and according to the regulations stipulated by the customs authority. The transportation of the goods to the location of inspection, the opening of the parcels and packages, and the re-packaging thereof, and all the steps needed in the inspection process are at the expense of the applying party and under its responsibility. The goods may not be removed from the location of inspection except with the approval of the department of customs. The workers who transport the goods and present them for inspection must be approved by the customs department. No person may enter the customs premises or storage area or the inspection locations except with the permission of the

customs department.

Article (65): The goods may not be inspected except in the presence of the owner or the legal representative thereof. If there is any shortage in the goods, the responsibility is defined as follows:
 1- If the goods were brought into the storage premises in an apparently good condition, responsibility lies with the packing company in the country of origin.
 2- If the goods were brought into the storage premises with apparent damage, then the agency responsible for the storage facility, alongwith the customs department and the transporting company have to document the damage in official minutes stating the weight, condition, etc. of the goods. In this case, the transporting company is responsible unless it can prove it had received the goods in those same conditions.
 3- If the goods were brought into the storage premises in an apparently good condition, and it is suspected that they were molested once they were inside the storage facility, then the company in charge of storage is responsible for any shortage or substitution.

Continues next week!

DIARY DIARY DIARY DIARY DIARY DIARY DIARY DIARY



EMBASSIES & CONSULATES

SANA'A		Palestine	217306/348
Afghanistan	217691	Qatar	217488
Algeria	247755/56	Romania	215579
Bulgaria	217244	Saudia Arabia	240429/30
China	275337/40/41	Somalia	208864
Cuba	217304	Sudan	265231/2
Czechoslovakia	247946	Syria	247750
Djibouti	265469	Tunisia	240458/9
Egypt	275948/9	Turkey	215478
Ethiopia	208833	U.A.E	248777/78
France	275995	U.K.	215630/33
Germany	216756/757	U.S.A.	238842/52
Hungary	216679	U.S.S.R	78272/203142
India	241980	Vietnam	216998
Iran	206945/948		
Iraq	216681/790	ADEN	
Italy	73409/78849	Czechoslovakia	32101
Japan	207356/208753	China	32604/30
Jordan	216701	France	32129/090
Korea (Dem)	232340	Germany	32162/011
Korea(Rep)	245959/60	India	53000
Kuwait	216317/319	Iran	31893/361
Lebanon	203959	Italy	31848
Libya	208815/6	Japan	32081/33282
Mauritania	216770	Palestine	32717/340
Morocco	247964	Saudi Arabia	32760/32526
Netherlands	215626/7/8	Somalia	41421/101
Oman	208933/4	U.K.	32711/12/13
Pakistan	248813/14	U.S. S.R.	32729/32625



AIRLINES

Aeroflot	74930
Air France	272895/6
Alitalia	273655
Alyemda	240896
British Airways	272247
Egypt Air	275061
Ethiopian Airlines	272435
Gulf Air	272551/49/677
Iraqi Airways	240091/240909
KLM78093/76968/270879	
Kuwait Airways	272503/4
Lufthansa	272583/667/678
Pakistan Int'l	240909/091
Royal Jordanian	275314/275028
Sabena	205865
Saudia	240958/9/60
Sudan Airways	272503/4/5
Syrian Arab	272543
Yemenia	
Hadda Office	204538/550
Zubeiry Office	260834/5
Abdul Moghni	274803/4
Shoab Office	250833
Head Office	232381-9
Airport	250868/831
Reservations	250800/1



HOTELS

Sana'a (02)	
Sheraton	237500/1/2
Taj Sheba	272372
Hadda	215214/5
Aden (0911)	
Movenpick	32947/32070
Gold Mohur	324171
Hodeidah (03)	
Bristol	239197
Ambassador	231247/50
Al Burj	75852
Taiz (04)	
Mareb	210350
Marib (063)	
Bilquis Marib	2666-2371
Sadah (051)	
Al Mamoon	2203/2459
COURIERS:	
Aramex	208887
DHL	275355
Life Express	207885
Skypack	77310



IMPORTANT NUMBERS

Emergency Police	199
Accident (Traffic)	194
Fire Brigade	191
Water Problems	171
Electricity Problems	177
Telephone Enquiries	118
Aljumphury Hospital	202192/3
Athawrah Hospital	246970/9
Kuwait Hospital	203282/4
Red Crescent	203131/3
Central Bank	274371/3
YBRD	271623/4
Banque Indosuez	272801/3
Government Offices:	
Foreign Affairs	202544/7
Interior Affairs	252701/7
Immigration	250761/3
Inter-city Bus Co	262111/3
TV Station	250001/03
Radio Station	200060/61
Tourism Ministry	271970/2

THE NEEDS OF A NEW ADMINISTRATIVE AGE!

by:
Dr. Abdulaziz Al-Tarib,
Advisor,
Ministry of Civil Service
& Administrative Reform



In the next few weeks, the Republic of Yemen will endorse its comprehensive reform program. All of us live in expectation and hope. It is unfortunate that we should have this long to come up with a reform package, yet this is the case of all developing countries which wait for the problems to occur, and seek remedies. At the international level, intergovernmental relations witness a dramatic change in structure as well as attitude and approach. The overall atmosphere is more relaxed, although the world was menaced by the Gulf crisis. We in the region were most affected as the fall-out of the Gulf war continues to shape our relations and attitudes to one another. We, more than any other country, need to study what happened and how it happened. We have

to divide the factors and variables into those which we can influence, and those we can't so that we may take the appropriate measures accordingly. Given my field of specialty, I find most appropriate to limit my discussion here to the administrative apparatus of the Yemeni society. Let me list below, what I think is the most visible characteristics of the coming epoch:

- Economic activity is being transferred from the government to the private sector.
- Responsibility and decision making is being transferred from collective basis to individual basis.

- Socio-economic structures are shaped more by user-friendly technologies rather than by complicated cumbersome technologies.
 - Attitudes and approaches are shifting from parochial/local perspectives to an international perspective.
 - The economic activities are moving from medium-size companies to either small highly specialized companies or to giant integrated companies.
 - The world is moving from traditionalist, static management to an innovative one.
 - Businesses are progressing from a one-market concentration to a multi market structure.
- While those characteristic apply at the general level, we find that at the administrative and management levels, there are certain specific changes which have already left their impact on the world. These include the following:

- The shift from a tradi-

tional management to an inter-active one.

- The shift from management, per se, to leadership.
- The shift from giving out order to giving directions.
- The decisions try to meet the needs of change rather than assumptions of things remaining the same.
- Management is based more on cooperation rather than outright competition.
- Administrative is moving away from depending on regulations and laws, to depending on personal and individual responsibility.
- Administrative hierarchy is changing from pyramidal in nature to flexible horizontal patterns.
- Procedures are moving from repetitive patterns to varied approaches.
- The shift from monopoly and control of information to information diffusion.
- The shift from risk-aversion to risk taking.
- The shift from isolation to openness.
- To put more value on the human resource as the key

variable in development. We have to work in these new realities, and we have, therefore, to prepare ourselves for them. This means the following:

- We have to face regional groups that are growing increasingly larger in size. Thus, we also have to create larger groups and by-pass our small entities.
- To let go of our capabilities and potential and allow individuals to achieve their utmost without much centralization and control.
- We have to lay down a clear-cut attitude and approach in our relations with international forces based on an overall Arab strategy.
- To attend to the technologic revolution which is the only vehicle for our growth. We need to transform our society from a consumer of technology to an interactor with it.
- To reform our educational and cultural systems to create a generation of professionals and specialists

Continued from page 3

M. Al-Kibsi, "Respect for the Law leads to a better administrative system."

objectives of each ministry and organization. This is achieved very easily. The second level are the executive by-laws and regulations - the detailed do's and don'ts and the procedures. This is supposed to be the step-by-step transformation of the goals and objectives into actions. The third level is the employee who is doing the implementation and execution, who in most cases is not capable of understanding the laws or their objectives. Let me use an example. The macro framework is the machine or car. The instruction manuals are the by-laws and regulations, and the operator or driver is the person in charge of execution. In Yemen, the macro framework is fine. We have beautiful goals and objectives to achieve marvellous things. The by-laws are often missing or unclear, and the person to carry them out is not qualified to do so. Thus, we have a near-breakdown of the system. There are two additional problems. Number One, the guys at the top of any agency are not interested in the rule of the law, which would limit

their ability to render favors by making frequent exceptions. So, they are the first to belittle the law, and then everybody else does the same. The boss cannot make his subordinates accountable to the law which he himself has belittled. Number Two, the lower echelons of bureaucracy cannot "read" and "understand" the laws (objectives and goals) because the by-laws and regulations are not clear. So, to implement anything at all, they can't go back to the law, they need instructions from the boss. Both sides are happy with this arrangement - the boss feels free to give any kind of instructions and orders which are implemented irrespective of what the law says, and the junior bureaucrats do not need to know what the law says and they are not "responsible" for breaking it because they acted on clear orders. The end result of this system is that one man's orders (the boss) carry more weight than the law. The constitutionality of our laws is important. We cannot enact laws and then go ahead and break

them. This leads to disrespect for the law. If you are unhappy with a certain law, repeal it. Don't leave on the books and neglect it. One final point, the relationships between our various organizations and ministries are not clear. If a ministry does something and presents it to another one, it is not taken as something that has been dealt with and finished, but the whole thing is re-hashed as if there is no confidence in what the first ministry has done. For example, a teacher is to be employed by the Ministry of Education, Sanaa Office. The person goes through a maze of bureaucracy over there. Then, the Ministry of Education's head office re-does the paperwork. The whole file is then moved to the Ministry of Civil Service and Administrative Reform, which does the same. Then the file is moved to the Ministry of Finance which does the same. Trust among the various ministries and organizations is very low.



Q. How do you see the Yemeni administration by the end of the century (which by the way is only eight years away)?

A. The government and society must perceive training as an on-going process.

Every several years, people must come back for more and up to-date training. Many people think that the government is over-staffed, that there is disguised unemployment. I say this statement is wrong.

The main thing is to give the employees work to do. For fourteen million inhabitants, the 250,000 or so government employees are not too many. For example, how many people work in the health sector - 2000? These are not enough to provide adequate

medical services. How many people work in education, municipalities, etc? The numbers are not large when taken as a ratio to the population base they are supposed to serve. The issue is that they do not serve, that is why they idle around, and we get the impression they have nothing to do. In the future, we need to re-structure our organizational hierarchy to match our needs, and to define the duties/responsibilities and authorities of each post. If that is done, then we will know when someone is not doing his/her job. At the same time, there must be at least a minimum of delegation of authority. Everybody cannot simply refer everything to the boss. Thirdly, we have to seek a proper distribution of services and activities through-out the Republic.

We at NIAS have a plan that goes until 1996. In collaboration with the World Bank, we have plans to expand our services (programs), totally indigenize our staff, and open new branches, like the one we have planned for Mukalla in Hadhramaut.




بنك اندوسويس

BANQUE INDOSUEZ

ESTABLISHED IN 1880

BANQUE INDOSUEZ IS OPERATING IN YEMEN SINCE 1951 AS A FULL BRANCH OF BANQUE INDOSUEZ, A FRENCH COMPANY INCORPORATED WITH ITS HEADQUARTERS IN PARIS.
TOTAL ASSETS = SIXTY SEVEN THOUSAND MILLIONS OF U.S. DOLLARS

We provide:

- All domestic Banking services,
- The support of an international network,
- Our experience and expertise

Addresses in the Republic of Yemen:

Sanaa Branch: Al-Qasr Al-Jumhuri Street; **Hodeidah Branch:** Al-Katheeb Street,
P. O. Box 651, Sanaa **Telephone:** 217106.
Telephones: 272801/3 **Taiz Branch :** Al-Mugamma Street,
Telephone: 210568

BANQUE INDOSUEZ - A WORLD OF OPPORTUNITIES

بنك إندوسويس

تأسس في فرنسا في عام ١٨٨٠ كشركة فرنسية مقرها الرئيسي في باريس .
إجمالي حجم الأصول = سبعة وستين ألف مليون دولار أمريكي

يعمل في اليمن منذ ١٩٥١ ، ويقدم لزيائنه:
- جميع الخدمات المصرفية المحلية
- شبكة دعم دوليه
- خبرات ومكانة وسمعة مرموقة


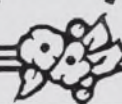
عناوين فروعنا في الجمهورية اليمنية:

فرع صنعاء: شارع القصر الجمهوري
ص ب رقم ٦٥١ ، صنعاء
تلفون : ٢٧٢٨.١/٣

فرع الحديدة: شارع الكتيب
تلفون : ٢١٧١.٦

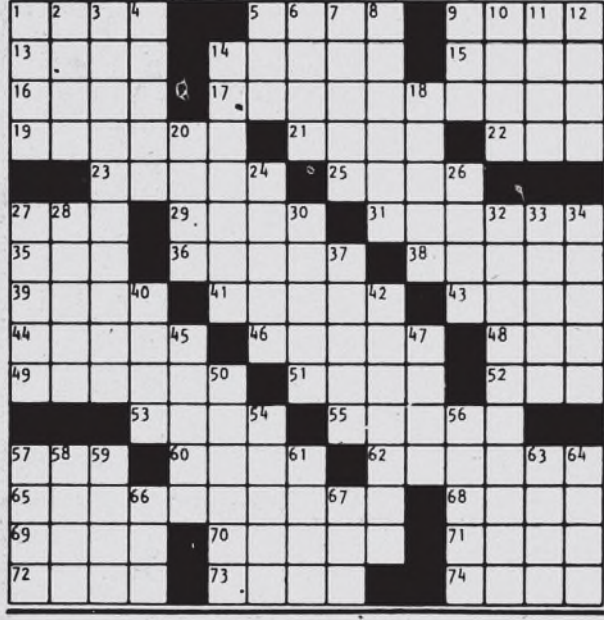
فرع تعز: شارع المجمع
تلفون : ٢١.٥٦٨

بنك إندوسويس = عالم من الفرص والإمكانيات

★ CROSSWORD PUZZLE ★

- ACROSS**
- 1 Antler
 - 5 Flip
 - 9 Metal money
 - 13 Opera melody
 - 14 Feel
 - 15 River in Italy
 - 16 Come ashore
 - 17 Review of the past
 - 19 Gasoline motor
 - 21 Rescue
 - 22 That woman
 - 23 Facade
 - 25 Seeger or Rose
 - 27 Slalom
 - 29 Beehive
 - 31 Pliant
 - 35 Decimal number
 - 36 Wanderer
 - 38 Skin openings
 - 39 Units of work
 - 41 At no time
 - 43 Perches
- DOWN**
- 1 Healthy
 - 2 City in Algeria
 - 3 Certain digit
 - 4 Lowest point
 - 5 Shoe tip
 - 6 Baseball plays
 - 7 Discarded metal
 - 8 Thrusts
 - 9 After night or white
 - 10 Metallic minerals
 - 11 Move slowly
 - 12 Short letter
 - 14 New Jersey city
 - 18 Organization
 - 20 Name word
 - 24 Domestic work
 - 26 Grandiose work
 - 27 Kind of bath
 - 28 County in Ireland
 - 30 Refugee
 - 32 Sleuth



MAGICWORD

HOW TO PLAY: Read the list of words. Look at the puzzle. You'll find these words in all directions — horizontally, vertically, diagonally, backwards. Draw a circle around each letter of a word found in the puzzle, then strike it off the list. Circling it will show a letter has been used but will leave it visible should it also form part of another word. Find the big words first. When letters of all listed words are circled, you'll have the given number of letters left over. They'll spell out your MAGICWORD.

ELLIS ISLAND (Sol.: 9 letters)
 A-Aliens, America, Ancestors, Arrive; B-Boat, Brave; C-Center, Chance; D-Dreams; E-Enter; F-Faith, Family, Foreign, Future; G-German; H-Harbor, Haven, Historical, Hope; I-Irish, Italian; L-Land; M-Manhattan, Monument; N-New York, New World; O-Opportunity; P-Polish, Poor, Port; R-Remote; S-Scared, Station, Statue of Liberty; T-Travel; V-Voyage; W-Welcome, Wonder

© 1991, Tribune Media Services

NEVAHRKNAI LATI Y
 FAITHORREDNOWST
 ONTITBOSCAREDTR
 RCRTRRYHSI LOPAE
 EEEMA AWHOPECTB
 I STVVHEHSI RIMI I
 GTNOEI NEVI RRAOL
 NOEYLI MAF EFDPNF
 ARCAITNEMUNOME O
 MSGGRBOATARBWE
 RDREAMSULTARTWU
 EHI STORICALAOOT
 GRETNECNAHCVMRA
 YTI NUTROPPOEELT
 EMOCLEWNTPOORDS

Unscramble these four words, one letter to each square, to form four ordinary words.

APITO

ROODE

DRIFOL

GLENET

Answer here: -



Now arrange the circled letters to form the surprise answer, as suggested by the above cartoon.

Words of Wisdom

The fewer the words, the stronger the message. ***
 You can't change the world without changing yourself first. ***
 If there is anything better than to be loved, it is loving. ***
 Knowledge of what has been done in the past prepares one for knowing what must be done in the future. ***
 Those who waste time predicting catastrophes are forced to suffer through them twice. ***
 Ambition is a lot like love — there is no tolerance for delays or rivals. ***
 Conscience and passion are at constant war because the first is the voice of the soul, while the second speaks for the body.

Would You Believe.....

Big Ben in London actually isn't a clock. It's a bell that's in a clock tower atop Britain's House of Parliament.

There are now more domestic cats in the United States than dogs.

The gunfighter Bat Masterson had a habit of hitting troublemakers over the head with his cane. That's where his nickname "Bat" comes from — he would bat them with his walking stick.

During the Prussian siege of Paris of 1870-71, residents of that city of culinary delight devised exotic recipes using horse, rat and dog meat, among other creatures.

 A man named Thomas Parr, who was born in 1483, reportedly lived to be 152 years old in England of the 15th, 16th and 17th centuries. He was a servant whom folks called "Old Parr."

The sun actually gets a little brighter when sunspot activity is calm. It's just one-tenth of 1 percent more bright, though.

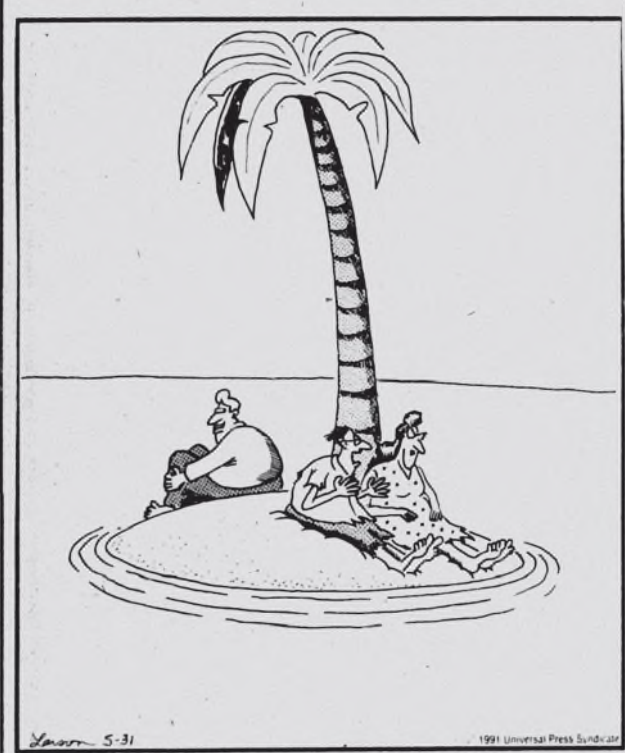
ALL ANSWERS ARE ON PAGE TWELVE. GOOD LUCK!!

SLAPSTIX

MORE DIETS BEGIN IN DRESS SHOPS THAN DOCTORS OFFICES

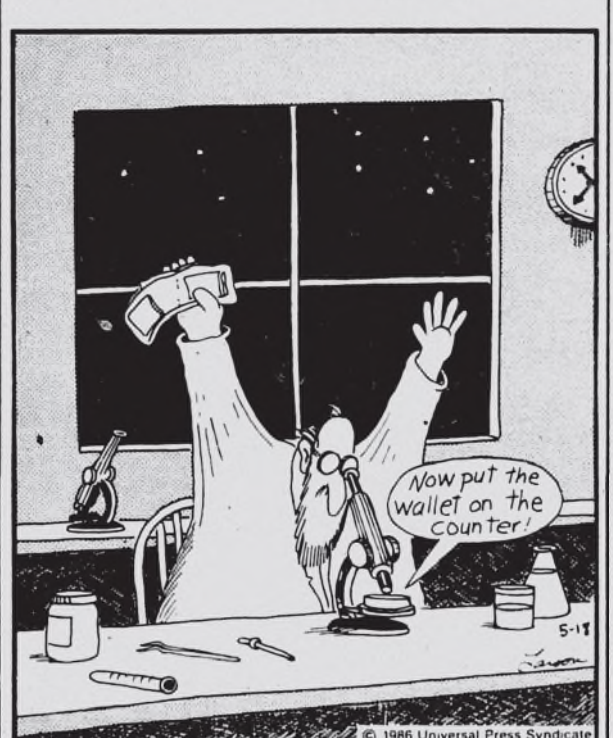
©1991, Tribune Media Services

THE FAR SIDE By GARY LARSON



©1991 Universal Press Syndicate

THE FAR SIDE By GARY LARSON



©1986 Universal Press Syndicate
 Working alone, Professor Dawson stumbles into a bad section of the petri dish.

THIS WEEK'S HOROSCOPE

By Joyce Jillson

Weekly Tip: Venus and Mars blend their plus and minus energies in a most provocative way.

Aries (March 21-April 19) What a week! Only way you can fail is by flying off handle. Approach a new love interest.

Taurus (April 20-May 20) Family life is marvelous, with possible exception of certain overbearing in-laws.

Gemini (May 21-June 21) Get out and meet charming new people, or welcome guests to your home. Next weekend go somewhere.

Cancer (June 22-July 22) A garage sale can be a big winner. You discover a valuable answer, probably by accident.

Leo (July 23-Aug. 22) You rule when Venus and Mars in your sign give you irresistible charm. Avoid indiscretion.

Virgo (Aug. 23-Sept. 22) It's necessary to spend some money to solve the problem. Resist urge to lecture a child.

Libra (Sept. 23-Oct. 23) Strong friendships can turn to the most rewarding love partnerships of all. Spend time with kids.

Scorpio (Oct. 24-Nov. 21) Write and call near and far, but find out what you want to know. You may be challenged.

Sagittarius (Nov. 22-Dec. 21) Get an early start on fun. A surprise expense is not so bad. Extra money comes midweek.

Capricorn (Dec. 22-Jan. '19) Strong feelings dominate the week. An ex may call to say they've never forgotten.

Aquarius (Jan. 20-Feb. 18) One you love is receptive, so don't be shy about declaring your feelings.

Pisces (Feb. 19-March 20) Meet kids' friends and don't jump to conclusions if they are a bit precocious. Strong moon influence throughout week.

LETTERS TO THE EDITOR, LETTERS TO THE EDITOR, LETTERS TO THE

DEFENSE MINISTER
TO THE RESCUE!

It was 5:30 just after dawn one morning several days ago. A distinguished-looking man escorted by several soldiers was sitting at one of the many popular restaurants deep in Souq Al-Milh. He was busy eating away on his kebabs (Yemeni meat-balls). Saleh Al-Khowlani, the restaurant owner, cook and waiter (it is one of those one-man businesses) was trying to catch up with demand, as the man and his escorts were demanding dish after another. All of a sudden there was a fire which centered around the cooking stove. Mr. Al-Khowlani thrust himself outwards as flames were shooting out of his clothes. The soldiers jumped to assist him. They took the fire extinguisher and attempted to put out the fire. It did not work, but they managed to put out the fire, anyway. In the meanwhile, Khowlani was in trouble.

The distinguished-looking man jumped to the rescue. He grabbed the sheet that was covering an old lady that was passing by, held Khowlani to the ground, rapped him up with the sheet, rolled him over a couple of times, and put out the fire. In two minutes, the situation was fully under control.

The man and his escorts left the scene as more and more gathered, and Khowlani was rushed to the hospital to treat his burns. Who was that man? It was none other than the Defense Minister, Colonel Haitham Qassim Taher.



Yemen Times went to speak with Mr. Khowlani, who is already back in business. How do you feel? I feel fine, except for the lingering wounds in a few spots in my body. "I am appreciative of the (Defense) Minister," he told Yemen Times. "I feel comfortable knowing that our Defense Minister has a cool head and a clear mind, even under conditions of distress, emergency and chaos." Many people still do not believe the Defense Minister would go to such very busy and popular places and order one of Yemen's most famous and cheapest dishes. YEMEN TIMES takes this occasion to wish Khowlani a quick and full recovery, and to thank the Defense Minister for his help.



Saleh Al-Khowlani and his restaurant

LOOKING DEEP INTO OUR EDUCATIONAL SYSTEM!

by: DR. WAHEEBA
GHALIB FAR'E,
Vice Dean,
College of Education,
Sanaa University.

General examinations are frightening to the students as well as their folks, as we all know because most of us have passed through this experience. But the question all of us face, specially us educationists is whether our present examination system actually measures accurately the level of our students, and whether these exams are viable at all.

It is not a secret that our exams are geared to measure how much our students memorize by heart, and not how well they can think and whether they can use their data and information to derive relevant/logical conclusions. Moreover, our general exams (at the end of each educational level; i.e., primary, preparatory, secondary) are oriented towards the last year of the level only; and they are theoretical in nature giving no weight to applications and the practical side of education.

There is one more issue here - the psychological factor. Students know that there is no other to



progress except through high marks in their results. So they do all they can to get those high marks - they cheat, try to buy exam questions ahead of time, and of course, they exhaust themselves in the last few days before examination time. In addition, our educational system is like a mechanical frame which produces the same product - no varieties. The relative shortage of technical/vocational institutes has exacerbated this problem by limiting the choices of students dramatically.

The fact that we have opted for "free education for all" according to our egalitarian principles, makes our other objective - providing superior and high quality education a difficult task to achieve. The financial and resource re-

quirements are immense, specially in light of the ever-rising student body. What is the answer? First we have to change our method of evaluation of students. Instead of waiting until the end of the year to given final exams and evaluate students on this sole basis, we have to adapt an evaluation system that is based on the whole year. Thus, grades must be awarded for participation in class, for regular assignments, and for periodic quizzes, etc. Second, over and above such arrangements, the final exams must incorporated all the material learnt during all the previous years in the educational level or stage. Third, we have to diversify the programs so that we do not create a one-track mind among our students. Diversity will be an important component of our development, specially if we are to avoid major bottlenecks in unemployment, which is inevitable with people who share the same skills. Finally, we have to fight all those trends that lead to stagnation in our system and way of thinking. Let us start with re-structuring our examination system!

NEW SALES MANAGER AT TAJ SHEBA HOTEL

Mr P.K. Mathew (refer to picture) took over from Mr. Abhi Thakur as the new Sales Manager at the Taj Sheba Hotel in Sana'a on July 8th. Mr. Mathew, who holds an M.B.A., has a wide and varied experience in Sales and Marketing. Mr. Abhi Thakur concludes a successful tenure in Yemen and moves on to greater responsibilities at the Taj group's prime property - the Taj Palace Intercontinental in New Delhi. YEMEN TIMES takes this opportunity to welcome Mr. P.K. Mathew to Yemen assuring him of our cooperation, and to wish Mr. Abhi Thakur more success in his new assignment.



The Sanaa Office would like to announce that it has moved to larger premises. The new location is at Zubeiri Street.

Telephone: 275355,
Facsimile: 274150,
Telex: 2746 MAS DHL YE,
P. O. Box 10473,
Sanaa, Republic of Yemen

**DHL - THE FASTEST WAY
TO SEND YOUR PARCELS**

ANNOUNCEMENT:

REPUBLIC OF YEMEN
MINISTRY OF OIL & MINERAL RESOURCES

For the past ten years a programme of active exploration for metallic mineral resources has been carried out in both southern and northern Yemen with the assistance of the United Nations Development Program (UNDP), the United Nations Department of Technical Cooperation for Development (UN/DTCD), Arab Fund for Social and Economic Development, Kuwait through sub-contracts and bilateral assistance from Germany, USSR, France, Romania, and Holland. As a result various important metallic and non-metallic prospects have been identified such as Al Jabali zinc/lead/silver deposit, Al Hamurah gold and base metal sulphides, Saadah gold deposit, and Madden, Shulah and Madanah gold deposits in southern Yemen as well as various targets for gold, zinc, silver, platinum group, copper and nickel as well as non-metallic mineral targets such as ornamental stones and construction materials, marble, clays, gypsum, barite, which may yield more rapid returns.

H.E. Ali Jabr Alawi, Deputy Minister, Chairman of Mineral Exploration Board of Yemen, stated that the Government of Yemen is interested in Mineral Development. For this purpose, the Government with the assistance of UNDP/DTCD and IDA prepared a Mine and Quarry Law to encourage local and foreign investment. The Government has also agreed with the World Bank for International Development Assistance (IDA) Credit for determination of potential at Jabali lead-zinc-silver and Saadah gold deposits for future development and mining. UNDP approved a project to coordinate activities in the mining sector, and to prepare programmes and plans for the development of mineral resources as well as manpower development.

The OPEN HOUSE Presentation should be held in Sana'a during 7 - 12 September 1991 to present some of these data to the mining community with a view to attracting domestic and foreign investments. Topics to be aired will include:

- Yemen's New Mining Law
- Investment Policy
- The Jabali Pb-Zn Occurrence
- The Madden Gold Region
- The Geophysical, Geological & Hydrogeological Outputs of the Natural Resources Project.

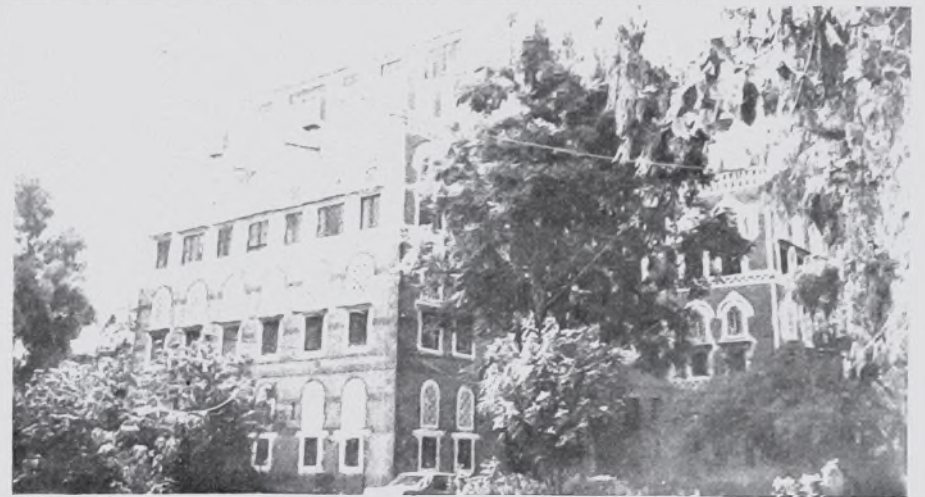
Any individuals, companies and/or institutions interested in attending this presentation are cordially invited to contact the following for additional information:

Mr. Ali Jabr Alawi, Chairman
Mineral Exploration Board
Ministry of Oil and Mineral Resources
Sana'a, Republic of Yemen
Tel: 967-2-252255/58 Fax: 967-2-251624

Ms Beatrice Labonne, Chief
Mineral Resources Branch
UN/NRED/DTCD
1 United Nations Plaza
Room DC1-864
New York, N.Y. 10017
Tel: 212-963-8790 Fax 212-963-4340

**AL-HALALI HOUSE TO BECOME
A TOP-CLASS YEMENI-STYLE HOTEL**

UNIVERSAL Travel & Tourism is putting the final touches on the majestic-looking Halali House (former USA Embassy) near Tahree Square in order to convert it into a top-class hotel. The University of Florence in Italy is collaborating with Yemeni tourist, cultural, and educational groups in order to achieve a smooth conversion of the building and its annexes. Once fully refurbished, this facility will add one more alternative to a comfortable stay in Sanaa within a classic Yemeni atmosphere. Mr. Alwan Shaibani, whose brainchild this project is, has been sponsoring and organizing many tourist-related projects in the country. Another of his ideas is the the Al-Urj Tourist Village in the Tihama. His company is also working on an idea for Mukalla in the Hadhramaut.



**FOR YOUR BUSINESS
AND ENJOYMENT,
STAY AT
SHERATON-SANAA**



FOR YOUR COMFORT, SHERATON-SANAA features 300 rooms and 18 suites. All with color TV, in-house movies, direct international calls, mini fridge, 24-hour service, heated outdoor swimming pool, children's pool, gymnasium, sauna, two floodlit tennis courts, plus Al-Rawdha Coffee Shop, Nour Al-Negoum Supper Club, Lobby Lounge with Live Entertainment, Oasis Poolside Snack Restaurant, Tandoor Indian Restaurant, the Chinese Palace Restaurant, and Al-Mandhar Piano Bar. FOR YOUR BUSINESS, SHERATON-SANAA provides the Grand Conference Ballroom with simultaneous translation facility, meeting rooms, office/business services, etc.



فندق شيراتون صنعاء
Sheraton Sana'a
H O T E L

P. O. Box 2467, Sanaa, Republic of Yemen
Fax: 251521, Tlx: 2222, 2644 SHSAN YE

ITT SHERATON. THE NATURAL CHOICE.

BCCI FALLS IN DISGRACE

It is one of the most serious developments in the history of modern Arab banking. The Bank of Credit and Commerce International has fallen in disgrace. Investigators have spent more than two years following the elaborate paper trail spread by the BCCI group, which at its height, had offices in more than seventy countries. A special unit has been set up at the Bank of England to mastermind global efforts to identify those responsible for any wrongdoing and take appropriate action. Finally, there was

In Yemen, the BCCI has two branches - one in Sanaa and the other in Hodeidah. The Central Bank of Yemen has decided to exercise direct control over the bank. It has replaced the bank's management by a team from the Central Bank headed by Mr. Abdullah Al-Olufi. The Central Bank team has seized all bank documents and ledgers, and has started a full scale investigation to verify the validity of the ledgers and to stock-take of the bank assets. In a statement to Yemen Times, a



sufficient evidence to implicate the bank in a worldwide network in which millions of dollars of drug money were being laundered. In one example, General Noriega controlled nine BCCI accounts in London to which his "slush fund" was being funnelled from the bank's Panamanian subsidiary. The money was then transferred to Luxembourg. The money trail then led to Germany, then Switzerland, and back to London, as clean money. Between 1982 and 1986, deposits totalled US\$37.8 million, and earned more than US\$4.1 million in interest.

The Bank of England finally decided, as part of a world swoop by bank regulators, to liquidate the (25) BCCI branches in the UK. Last month, the BCCI had pleaded guilty at a Florida (USA) court to laundering US\$82 million and paid a fine of US\$15 million. At another level, the Panamanian government has filed a suit against BCCI over money deposited in London bank accounts which has disappeared. The Luxembourg-based BCCI group is owned primarily (77%) by His Excellency Sheikh Zayed Bin Sultan Aal Nahyan, the President of the United Arab Emirates. Of course, Sheikh Zayed is not directly responsible for the bank's violations as he has left full control to the bank management, composed mainly of Pakistanis and Arabs.

Central Bank source said that the Yemeni BCCI branches seem to be in good shape, and there is no worry regarding deposits with them. It is expected that depositors will have access to their account balances within one week. In Yemen Times' estimate, once depositors get access to their funds, they will most probably shift them to banks with better management and standing such as Indosuez, Arab Bank Ltd., and others.

In the meanwhile, Yemen Times asked Prof. Abdulaziz Al-Saqqaf, Yemen's highest ranking professional in finance, to comment on the implications of this development to the banking sector, and the lesson to be drawn from it. He said, "Of course, this will lead to increasing doubts, but the permanent impact is marginal as the BCCI represented less than 3% of total deposits and credit in the economy." But, the depositors need to be protected. "At the immediate level, the Central Bank should make the banks, specially foreign branches, to increase their capital. Paid up capital is, of course, the first line of defense in case of fraud and such violations. Second, the Central Bank should make sure that paid-up capital and provisions do not fall below 10% in capital-asset ratios. In the longer run, we have to think of a system of deposit insurance to reduce the risk to depositors."

BRITISH PRESS REPORTS CONTINUED ISRAELI SETTLEMENTS!

Richard Beeston for the Times in Jerusalem reports that Israeli officials have drawn up plans to colonise large areas of the occupied territories in a bid to increase tenfold the Jewish population in some parts. Beeston declares the potentially embarrassing scheme was revealed in documents obtained by the "Peace Now" movement. Apart from incurring the displeasure of the international community, and especially America, the plans would, says the Times, exacerbate the volatile relationship between the settlers and Palestinians in the occupied territories. In another report in the Times (24/6/91), Richard Beeston reports that "Israel's military hierarchy came under intense criticism yesterday for breaking its secrecy rules after television viewers watched 'unprecedented footage' for the second night running undercover military operations against Palestinians in the occupied territories. The film is said to have revealed for the first time the secret war being waged against leaders of the 'intifada', who were seen being arrested by (Israeli) soldiers disguised as Arab men and women. According to Michael Sheridan in the Independent, the disclosures have caused a 'furious row'. Sheridan had reported on 23/6/1991 (the Independent) "official admissions that the Israeli army operated undercover squads to apprehend or shoot (Palestinian) suspects". On July 1st, Ian Black, filing for the Guardian, from Jerusalem, reported that thousands of Soviet immigrants arrived in Israel over the weekend.. Mr. Black reports that charter flights brought in 9000 immigrants. "Young couples arriving said that older Jews in the Soviet Union would wait..." During June 1991, the 100,000 Jewish immigrants arriving during 1991 landed on a flight from Hungary.

THE HORN OF AFRICA HEADED TOWARDS NORMALCY

The Horn of Africa is headed towards normalcy. In Ethiopia, the leaders of the various factions which fought against the former regime of Mengistu Haile Mariam, have successfully convened a conference to discuss the future of Ethiopia in light of the system they have chosen for the country. A seventy-seven person council was formed from among the leaders and elders representing all the factions in the country. This council is to become the reference of authority in the country. Some of its explicit responsibilities are to elect the president, approve the cabinet, draft the constitution and laws of the country, and supervise the full-scale elections planned in two and a half years, and define inter-faction relations. The council has already agreed to give Eritrea the right to secede from Ethiopia if the people choose so according to a referendum to be supervised by the UN.

In Somalia, the various factions, following the Djibouti conference, are working towards restoring the country's unity in light of lack of support for any secessionist group. H.E. Mr. Hassan Gouled, President of Djibouti, arrived in Yemen on Monday (8/7/1991) on a short visit to brief the Yemeni leadership on the steps taken in this regard, and the way things are evolving. Earlier, Dr. Nathan Shamwera, the Foreign Minister of Zimbabwe, had visited Yemen to discuss bilateral cooperation as well as to study the means to resolve the problems of the Horn of Africa within the Organization of African Unity auspices.

SUBSCRIBE

to YEMEN TIMES

Fill in the form below and get an uninterrupted delivery of Yemen Times anywhere in the world.

■ YES, I WOULD LIKE TO SUBSCRIBE TO YEMEN TIMES FOR ONE YEAR.

Name:.....
Company:.....
Address:.....
City:.....
Country:.....

Please check one:

- Yemen: US\$80
- Middle East: US\$150
- Rest of the world: US\$250

Prices include first class mail delivery

Mail to: YEMEN TIMES, Subscriptions,
P O Box 2579, Sana'a, Republic of Yemen.

FOR DELIVERY TO YOUR OFFICE,
PLEASE CONTACT OUR DISTRIBUTOR:

YEMPACK, Phones: 208897/98,

P. O. Box 10076, Sanaa. Or visit them at
Southwestern Ring Road, next to the gas station.

Make cheque payable to YEMEN TIMES



THE SUPPORTERS OF ALI NASSER MOHAMMED PRESENT DEMANDS TO PRESIDENT ALI SALEH

Last Saturday, about one thousand supporters of ex president Ali Nasser Mohamed representing the southern governorates organised a peaceful march from Al Sabaen Square to the Republican Palace. They demanded the closure of files pertaining to the bloody events 13th January, 1986 and the abrogation of the death sentence passed by Aden court against ex President Ali Nasser and five of his colleagues. Members who took part in the march included cabinet members of the previous government in Aden, such as Abdulla Ghanem, Minister of State for Cabinet Affairs, Lt Col Mohammed Abdulla Al Batani, Minister of Interior, Suleiman Nasser Masoud, Head of the National Command for Popular Defence, Ali Mansour Rasheed, Deputy Minister for State Security, Salem Abdul Wahid, Member of the Central Committee of Yemen Socialist Party, Member of the Unions Executive Council and Mohammed Salem Akoosh,

Minister of Fisheries. The march also included several senior persons in the community, such as Ali Sheikh, member of the Council of Deputies, Ali Mohammed Al Qufaish, Member of the Permanent Committee, Mohammed Ali Mohsin Al Ahwal, Member of the Permanent Committee and other tribal sheikhs from Marib, Qaifa, Shabwah, and Aden. Forty leaders of the march met with President Ali Abdulla and presented him with a written memorandum describing the responsibility of the 13th of January events as the responsibility of the then ruling party and that all the files on those events should be closed. They assured the president that their "adherence to Yemeni Unity has put an end to the tragedies of our people due to political struggles and divisions". The delegation also called for burying the hatchet in order to build up a united Yemen which is high in spirit of magnanimity. YEMEN TIMES has learnt

that the Presidential Council has discussed last Thursday this issue as well as other important matters. President Saleh has assured the delegation that the Presidential Council, will soon pass several resolutions on pending matters including the demands presented by this group. It is known that President Nasser left Yemen in May 1990 and he presently lives in Damascus while his five colleagues are living in Sana'a. The delay in granting pardon to ex-president Ali Nasser is interpreted by political circles as the result of differences in opinion among members of the Presidential Council and Cabinet. At another level, Al Mustaqbal weekly reported that the government has not discussed granting pardon to Ali Nasser Mohammed and his five colleagues who face a death penalty, issued by the Aden Court. The paper also refuted the news item published last week by another Al Mithaq.

YEMEN INTERNATIONAL LANGUAGES INSTITUTE
ANNOUNCES A LANGUAGE COURSE IN ARABIC AND FRENCH FOR NON-NATIVE SPEAKERS.
COURSES START WITH EFFECT ON 27th JULY, 1991.
COURSE DURATION (60) HOURS. 2 HOURS A DAY, 6 HOURS A WEEK.
FOR MORE INFORMATION CONTACT: 206917

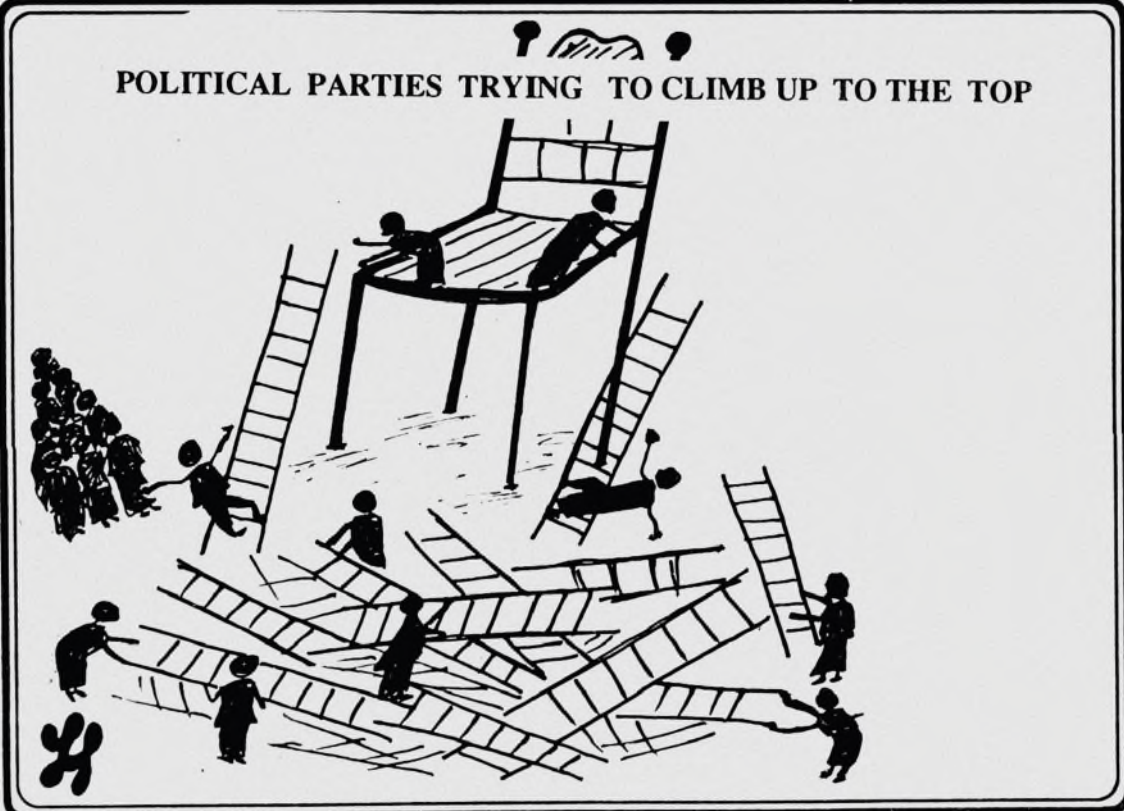
ANSWERS TO THE LEISURE PAGE QUIZES

MAGIC WORD
IMMIGRANT

JUMBLES
PATIO RODEO FLORID GENTLE
What those greyhounds were at the end of the race—DOG-TIRED

CROSSWORDS

HORN	TOSS	COIN
ARIA	TOUCH	ARNO
LAND	RETROSPECT	
ENGINE	SAVE	SHE
FRONT	PETE	
SKIT	UTAH	SUPPLE
TEN	NOMAD	PORES
ERGS	NEVER	SITS
AREAS	DEMUR	VIA
MYRIAD	NOME	ANY
	DRAM	SMART
AHA	GLEF	AMIRNS
COMPELLING	FEAT	
MOIL	AERIE	TYPE
EDDY	SEEP	SEEM



The COMPUTER CORNER

by Dr. Abdul-Raheem As-Salwi

COMPUTER COMPATABILITY, p. 2

THE DECISION TO ACQUIRE A SYSTEM (Cont'd.)

OPERATIONALLY COMPATIBLE:
These computers should be able to run the top-selling software intended for the IBM PC. Their degree of software compatibility can be determined by the number of the three interface areas implemented (display, keyboard, and sound) and the correctness of the implementation. They should be able to use add-on boards designed for the IBM PC and read and write IBM PC disks (single/double sided high/low density).

FUNCTIONALLY COMPATIBLE:
These computers can not run software intended for the IBM PC because of significant variations in their implementation of the three interface areas. Instead, the manufacturer or software publisher separately packages a different version of the top selling IBM PC programs. This means that they can read/write process information for IBM disks. The machines cannot use IBM add-on boards.

DATA COMPATIBLE:
These machines do not run top-selling software intended for the IBM PC, nor has the manufacturer separately packaged its own version of the top IBM PC software. Add-on boards designed for the IBM PC cannot be used. These machines can read or write IBM disks (sometimes), but in most cases, nothing can be done with the data transferred.

INCOMPATIBLE:
These machines cannot exchange data disks with the IBM PC. Even if they could, they do not run the top selling software available on the IBM PC. These machines use Intel 16-bit micro processors, and some have implemented 'MS DOS'. Even with machines which are claimed to be operationally compatible with the IBM PC all programs may not run. To be 100 percent compatible with the IBM PC the real thing must be purchased. However, there may be times when an operationally compatible IBM PC has additional features at lower cost and

all the software you need will operate properly. This may then be the better purchase. Thus, to maximize the flexibility of personal computer hardware and software, serious consideration should be given to manufacturers with proven track records. And for 100% compatibility with IBM PC check whether the BIOS (basic input output system is either from Phoenix, Award or AMI). Finally, standard operating systems, standard interfaces, open architecture, and software which meets your needs will be the major considerations in building a cost effective system.

DOS COMMAND TIPS
COMMAND is an internal DOS command which invokes a secondary command processor.
FORMAT: COMMAND [d:][path][/P][/C string]
REMARKS:
d:path - specifies the drive and directory to be searched for the command processor.
/P - causes the secondary command processor to become permanent in the memory.
/C string - passes the command "string" to the new command processor for execution.
The new command processor will inherit the environment of the old processor. You can return to the previous command processor by issuing the special command, EXIT.

COMPUTER JARGON
Console: The keyboard and screen are called the console. The computer user interacts with the computer through the console. The user communicates to the computer through the keyboard and the computer uses the screen to display its responses.

Current Directory: The directory of a disk that DOS will use by default. Since DOS lets you create multiple directories, you must indicate which directory you wish to work with. If you do not specify a file's directory in a DOS command, the current directory is used by default. The CHDIR or CD (Change Directory) command changes the current directory.

