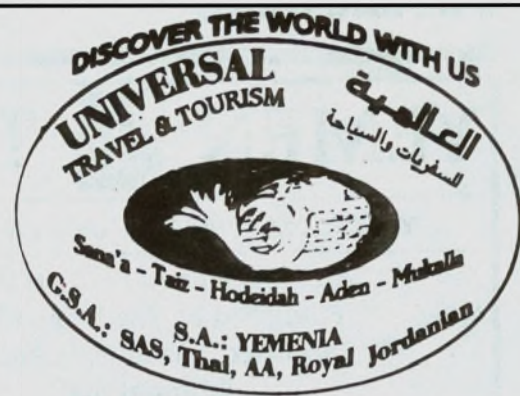




YEMEN TIMES



YEMEN'S ONLY ENGLISH - LANGUAGE WEEKLY

SANA'A; 28 AUGUST- 3 SEPTEMBER 1991; VOL I, NUMBER 26

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OUR VIEWPOINT LIVING BY THE LAW!



Many Yemeni officials and citizens stress the need to preserve our democracy and multi-party political system. It is unfortunate many of these individuals do not see the tie between a democratic system and living by the law. Respect for the law and the constitution is the basic element of a democratic system. It is not enough to clamour about the need for democracy while simultaneously breaking the law. Even those in power clamour and complain, while they are the first to break the law. It is the duty of all of us - those in power, those in opposition political parties, the media, the educators, the laymen, everyone has to promote the need to observe the law. Breaking the law is the first step in breaking the system. When the soldiers and officers who attempted the coup in the USSR failed, deep down in my heart, I had a glowing feeling of satisfaction. Not because I am apertial to this party or that in the USSR, but because I oppose, by nature, those soldiers and officers who usurp power and pretend to be doing it for the general good.

We in Yemen need to nurture within us the automatic inclination to respect the law. As citizens, we should respect the law, as businessmen, we should respect the law, as government bureaucrats, we should respect the law, and as leaders, we should respect the law. Living by the law is the other side of the coin called democracy. Let us help stop those citizens who break the law, let us help stop those bureaucrats who break the law, and let us be ready to stop our leaders when they break the law. This is the way to safeguard our freedom and to preserve our democracy.

The Publisher

CENTRAL BANK AUTHORIZES BCCI TO PAY ITS DEPOSITORS!

The Central Bank of Yemen announced on Monday, the 26th of August, 1991, that it has authorized the Bank of Credit and Commerce International - Yemen, to pay its depositors who come to seek their money. Payment will start effective from the 2nd of September, 1991. Depositors of Riyals accounts will be able to withdraw upto a maximum of 40% of their balance, while depositors in US dollar accounts and other foreign currencies will be entitled to withdraw upto a maximum of 25%. Small depositors (e.g., YR 5000) are exempted from such limitations. This announcement comes as a relief to many depositors who were left in limbo since the 5th of July when the CBY took over management of the bank.

The Central Bank of Yemen used the occasion to re-affirm its confidence in the financial standing of the BCCI-Yemen, and its confidence in the professionalism and honesty of the bank management. The announcement stated that the Central Bank of Yemen's inspections proved the bank to be in very good financial standing.

It is worth mentioning that the BCCI-Yemen deposits with the Central Bank of Yemen and the other banks in Yemen exceed 120% of the total deposits placed with it by its customers. Regarding the foreign exchange deposits, almost two-thirds of the total amount are also placed within Yemen. Therefore, the BCCI-Yemen, although suffering from the overall fall-out of the international BCCI drama, is expected to bounce back given its good financial standing and sound management.

The BCCI bank group is owned (77%) directly by H.H. Sheikh Zayed Bin Sultan Aal Nahyan, President of the United Arab Emirates. That fact alone, helped shore up the BCCI in light of the major international complications.

GORBACHEV IS BACK, BUT THE USSR IS GONE!

The coup of the USSR has failed and Mr. Mikhail Gorbachev is back as President of the USSR. The coup leaders are either dead or under arrest. The situation in Moscow, however, remains tenuous as the fragmentation of the USSR is fast becoming a fact. The USSR, referred to as "the Sick Man of Europe" in today's politics, has fallen prey to the on-slaught of the West. Several of the Soviet Republics, especially the Baltic republics of Latvia, Lithuania, and Estonia, have been able to obtain political recognition from many of the European countries. In a matter of weeks, they are expected to emerge as independent nations. The dessimination of the USSR, long a Western ambition and dream, has been achieved through the invaluable understanding and kind services of Presidents Mikhail Gorbachev and Boris Yeltsin. According to learned sources, the possibility of a civil war in the USSR is not remote.

In the meanwhile, the Communist party has been dissolved following the resignation of President Gorbachev from his position as Secretary General. The various Soviet Republics have taken custody of the dissolved party's possessions. In addition, the Soviet Supreme Parliament is also dissolved. Many senior officials in the army and government have been subjected to a purge, long awaited, and for which an excuse now exists, and for which local and international support also exists.

In the meanwhile, many countries have congratulated President Gorbachev for surviving the coup attempt. Many of the Western nations have pledged support and assistance that will be urgently shipped to Moscow. Yes Gorbachev is back, but the USSR is gone.

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PERSONAL VIEW**INSURANCE BUSINESS
IN YEMEN**

Aqeel A. Al-Saqqaf,
General Manager,
Mareb Yemen Insurance Company

Insurance started in Europe some 400 years ago. It would be surprising to find over there a property, a liability or a person who or which is not be adequately covered by an insurance policy. In Yemen the early seventies witnessed start of a modest insurance business. In spite of the important role that insurance can play in the development stride in Yemen, little attention is paid to this industry by the government. In a country suffering from a persistent deficit in the balance of payments, insurance can help a lot to improve this situation. It is exactly an import substitution service industry.

Local insurance companies recover claims paid through suitable reinsurance treaties. For example in one single claim Mareb Yemen Insurance Company paid this year around 100 million rials which was recovered from re-insurers in the European market. I think our government to assist by doing the following:

- 1) To complete the necessary legislation governing the Insurance Industry.
- 2) To prevent and stop insuring Yemeni properties (whether imports, construction or otherwise) outside the country and to require local insurance coverage.
- 3) To restrict the age of vessels carrying imports to Yemen to a maximum of 20 years or more preferably to 15 years so as to prevent maritime fraud and to safeguard our national wealth.
- 4) To define clearly the government agency which is responsible for supervising the insurance industry. (It is noted that this agency is the Ministry of Industry in the northern governorates and the Ministry of Finance in the southern governorates.)
- 5) To issue and implement the by-laws of the Motor Compulsory Act which was issued on 10/4/1991 and which is awaiting implementation by the Ministry of Interior.

**PRIME MINISTER
PUSHES FOR
DATA BASE**

Prime Minister Haider Abubakar Al-Attas, in a major drive to secure an accurate and proper planning for the country's economic activities, asked for a strong data base. In his visit to the Central Organisation for Statistics, the Prime Minister met with the Minister of Planning and Development, Dr. Farag Bin Ghanem, the Finance Minister, Mr. Alawi Salami, the Vice Minister of Development and Planning, Dr. Mutahhar Saedi, the Vice Minister of Civil Service and Administrative Reform, Mr. Abdul-Salam Al-Haddad, and many other officials. During the visit, the Prime Minister was briefed on the efforts exerted to secure a strong and accurate data base which will allow sound policy measures and appropriate and prompt decisions.

In a major policy directive, the Prime Minister urged the Ministry of Planning and Development to play a visible role in coordinating the activities of the various ministries and organisations. He specially pointed to the efforts being exerted in preparation for the "Investment Program in 1992". It is worth mentioning that a round-table is currently being planned for local and international experts to discuss the investment program.

"The planning process is the base for all successful efforts," the Prime Minister said. "Therefore, we should all give due attention and importance to the planning aspect of our efforts." Planning must be based on accurate data which needs to be presented in a sensible and well-tabulated manner, he told the officials. "Good information and a proper understanding of what they really mean are the first steps in the planning process," he added. Finally he concluded that the development process is of strategic concern to all segments of society.

The Prime Minister was then briefed on the various activities of the Central Organisation for Statistics, in particular, and the Ministry of Planning and Development, in general. Dr. Farag Bin Ghanem also explained the preparations under way for the upcoming investment program round table.

**LOGISTICAL & SUPPLY BASE
COMPANY ESTABLISHED**

Furnet Petroleum Services Co. signed an agreement with the Yemen Company for Investment in Oil and Mineral Resources to establish the Yemen Logistical and Supply Base Company Ltd. The new company will address the material movement of the petroleum industry in the country. Yemen Times learnt that the new company, whose agreement was signed on 23/6/1991, will start providing its services as from October 1991. It also seeks to provide its services to the petroleum sector "effectively and cost-efficiently, it was further learnt."

The Yemen Company for Investments in Oil and Mineral Resources, the investment and operating arm of the Ministry of Oil and Mineral Resources, and established under Law No. 1 of 1989 (the formerly joint investment zone between the two Yemens), aggressively pursues a strategy of joint ventures with petroleum-related companies with the goal of securing the transfer of petroleum technology and know-how to Yemen. Furnet Petroleum Services Co., on the other hand, is a young company established by Yemeni expatriates who have considerable management skills and experience gained from work overseas. Yemen Times was told that Furnet Petroleum Services Co. aims to become the principal player involved in investments and services in the petroleum sector of Yemen.

It is worth mentioning that the Yemeni oil and gas sector has witnessed a dramatic growth over the last few years. There are today over forty oil companies and their subcontractors working in Yemen. The additional discoveries of new oil and gas fields is expected to lead to more business in this sector. In this light, the establishment of the Yemen Logistical and Supply Base Company comes at a very opportune moment.

**YES Gearing Up to Its
General Assembly Conference**

The Preparatory Committee of the Yemen Economic Society (YES) held a decisive meeting on Sunday, August 25th. In this meeting, the committee listened to the reports of the various subcommittees in preparation for the general assembly conference. The Preparatory Committee decided that the general assembly conference will take place during 19-20/9/1991. The main items on the conference's agenda are the discussion and ratification of the YES laws and regulations, and the election of the board of directors. All economists (those who hold at least a B.A. in economics) are eligible for membership in the YES. The Preparatory Committee calls upon all interested individuals to complete registration procedures, which can be done until the very day of the conference.

YEMEN Congratulates Gorbachev

President Ali Abdullah Saleh and Vice President Ali Salem Al-Beedh jointly received the USSR Ambassador in Sanaa on Thursday August 22nd, 1991. On the occasion, the Yemeni leadership affirmed its support for President Mikhail Gorbachev, and declared its refusal to deal with illegal and unconstitutional usurping of power. President Ali Abdullah Saleh had earlier wired a cable of congratulations to President Gorbachev for surviving the coup attempt.

**PRESIDENT SALEH URGES JUDICIARY
TO STAY OUT OF POLITICS**

President Ali Abdullah Saleh chaired the first meeting of the Supreme Judicial Council on Saturday, August 24th. In the meeting, the President urged the Council's members and other judicial officials to urgently withdraw from any political affiliation, in compliance with the law. The President also asked the Council to push forward all the necessary measures to achieve more firm and just judicial procedures and formalities. It is worth mentioning that the law requires that the judicial authorities refrain from any political affiliation.

SPECIAL

Mr. Milad Al-Faqhi:

"LIBYA AND YEMEN ENJOY STRONG RELATIONS."

Interview with H.E. Milad Husain Al-Faqhi, the Secretary of the Popular Committee of the Libyan Brotherhood Office in Yemen on their national day.

Q: Your Excellency, what is your introductory statement on your country's national day?

A: I would like to use this occasion to send my congratulations to my countrymen and our esteemed leadership. I would also like to salute all the free men of the world who struggle to achieve a dignified life free from any tyranny or subjugation.

Q: How do you assess the Yemeni-Libyan relations?

A: It is visible that our two countries have a very cordial relationship based on a complete understanding between the leaderships and peoples of the two countries. The level of our cooperation in politics, economics, and many other fields continues to grow. Our two countries have worked tirelessly for the unification of the Arab homeland. Yemen has given us an example by achieving the unification of the Yemeni land. In the same way, Libya has secured special levels of cooperation at the Arab Maghreb level, relations with Egypt, and Sudan. Our two countries are bound together in the bondage of Islam, Arab nationalism, and our common struggle against today's oppressive forces. I am given to believe that our two leaders have much respect and admiration for each other.

Q: Today is Libya's Revolution Day. What has this revolution given to the Libyan people?

A: The First of September Revolution was a saviour to the Libyan people. We had oil, but we were a poor country. The revolution came to build schools, hospitals, universities, to pave roads, to construct houses, and of course, massive development projects in industry and agriculture. As you may know, today, the first phase of the Great Man-



Made River has been inaugurated by our leader, Colonel Qaddafi in the presence of several heads of state and high-ranking dignitaries. This project by itself is sufficient as an achievement of the Revolution. But above all, the revolution has given our people their dignity and their freedom. You will kindly note that in Libya today, the people govern themselves by themselves. This is done through the popular committees. We do not believe in political representation as that would mean that people have to deputize someone to speak for them and decide for them. The question is why don't people decide for themselves directly. We in Libya are giving the rest of the world a model which may be replicated by other nations.

Our World Leader and International Revolutionary, Colonel Muammar Qaddafi has allowed the people to rule themselves. This model of political organization is now being studied in different countries with the aim of applying it in those countries.

Q: Are you referring to the Third Theory or Alternative propagated by the Green Book?

A: Yes. The Green Book is not the brainchild of Colonel Qaddafi. It is the fruit of accumulation of human history and experience. It is not a Libyan product, it is a human product which has seen application through Libya, and hopefully the experience will be shared with other nations. We are willing to help the other countries see light and follow this example.



sas for Arabs of any country. You don't even need a passport to enter into Libya as long as you carry an Arab identity card. We have been at the forefront in defending Arab rights and sovereignty against any foreign domination and aggression. We have vehemently opposed Israeli colonization of Palestine, and continue to support Palestinian struggle to liberate the whole of Palestine.

It is our belief that the Arab countries have to be united. As we have seen through the experience of the USSR, Yugoslavia, and other countries, shows they are a combination of heterogeneous nations. In other words they have no common binding base. Thus, race and religion are the most important blocks in making nations. As a result, we can say that the Arab and Islamic components in our region are the basic elements for our unity and nationhood.

Q: Any last words?

A: I repeat my congratulations to all on this occasion which is celebrated by all Arabs, Muslims, and all freedom loving peoples. I salute our leader Col. Muammar Qaddafi and the Libyan people.

Q: Libya has always said it is pan-Arabist. What are your contributions in this regard?

A: We have always supported pan-Arab cooperation and gatherings. We were the first to congratulate Yemen on its unity, we always intervene to mend fences among Arab brothers, we push forward inter-Arab unity. Libya is the only Arab country that demands no entry or exit vi-

PAKISTAN-YEMEN SCHOOL, SANA'A

The prestigious Pakistan-Yemen School in Sana'a will re-open for the next academic session from the 1st of September, 1991. Admissions are open.

Being a pioneering English medium institution, it has rendered yeoman's service to the cause of education in the country.

There is no substitute for the experience the School has acquired and there is no replacement for its qualified, able and seasoned teaching staff.

The School provides educational facilities and academic environment according to the psychological needs of wards from Nursery to High School.

The School syllabi are oriented toward Yemeni and Arabo-Islamic culture while preparing the child to meet the challenges of the modern day scientific and technological world.

The hundred percent successful result of its first batch of Secondary School Certificate Examination 1991, from the Federal Board of Intermediate and Secondary Education, Islamabad is an eloquent testimony to its achievement. The School looks forward to upgradation to Higher Secondary School Certificate and diversification.

The School is profoundly grateful for the recognition accorded to its services at the highest level in the country.

**"REALIZE THE BEST OF YOUR
CHILD'S POTENTIAL"
EMBASSY OF PAKISTAN, SANA'A**

SPECIAL

LIBYA INAUGURATES THE GREAT MAN-MADE RIVER

BACKGROUND:

In 1974, the Libyan Arab Jamahiriyyah embarked on a project of colossal size - the Great Man-Made River which is to carry water from the depth of the Saharan Desert to the Mediterranean. The project, which was estimated to cost about US\$25 billion and which Libyan leader Colonel Muammar Qaddafi called the eighth wonder of the modern times, is executed in five phases, the first of which is the most important. The natural reservoirs are enough to supply the project with water for at least fifty years, and some estimates go for a century. Today Wednesday, August 28th, 1991, Colonel Muammar Qaddafi, Commander of the Libyan Revolution, inaugurated this first phase. Attending the ceremonies were many heads of states, senior dignitaries and a large number of guests. As Colonel Qaddafi said, "This event is a watershed in the modern economic history of Libya".

PHASE I:

The first phase extends from Tazirbu, about 1500 kms. into the desert (from the Mediterranean) and about 270 meters above sea level. The pipeline from Tazirbu will move northwards into Sarir and Ajda-biyah. From there on, one branch continues



northwards to Binghazi, while the other line extends westwards all the way into the capital city Tripoli. The wellfield at Tazirbu is composed of 108 production wells (and a number of piezometric observation wells) which yield one million cubic meters per day at a flow rate of 120 liters per second per well utilizing only 98 wells. The other wells remain on stand-by. The water gathering system leads into an off-line steel

Sarir onwards, located at 150 meters above sea level, the flow of water doubles. The wellfield at Sarir is made-up of 126 production wells (and a number of piezometric observation wells). Utilizing only 90% of the wells, one million cubic meters of water are produced daily at the rate of 102 liters per second per well. The main conveyance system from Sarir to Sirt, about halfway between Ajdabiyah and Tripoli along the Mediterranean coast, is made-up of four-meter diameter pipes. The wells, at both fields (Tazirbu and Sarir) are about 450 meters deep.

ENGINEERING:

The engineering work is in giant proportions as the project is the largest civil engineering work in human history. In Phase I alone, a quarter of a million pipes have been used, each 7.5 meters long, four meters in diameter and weighing 72



the permanent communications and control system which maintains continued surveillance over the whole system. Another example is the electric power generation system. This is used by the pumps, and the other machines and facilities. The first phase alone has a 65 megawatt power plant located at Sarir. Yet another example is the operation support and maintenance centers, of which phase One alone has 5 facilities.

WATER UTILIZATION:

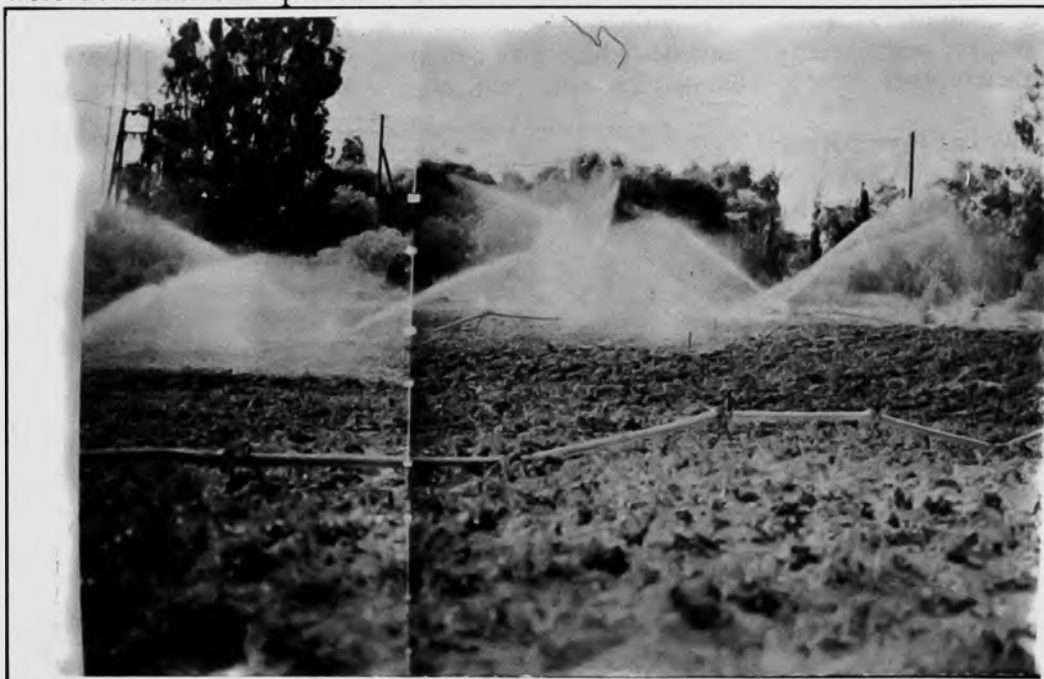
The Great Man-Made River plans to make fresh water plentiful and in economical prices to a desert country.

About 86% of the water is expected to be used for agricultural purposes. The remainder is to be used by the municipal bodies, households, and industrial plants. Libya intends to produce strategic agricultural products, such as wheat, barley, etc., and livestock products such as beef, mutton, milk, dairy products, etc. To make the water available to the final consumer, many small reservoirs have been constructed all over the country. The Great Man-Made River costed many billions of dollars, but it is money well-spent. It is a major investment to take Libya into the 21st century.

THE LIBYAN MAN-MADE RIVER IS DESCRIBED AS THE LARGEST CIVIL ENGINEERING WORK AND THE EIGHTH WONDER OF OUR TIMES!

header tank at Tazirbu, of 170,000 cubic meters capacity. From this tank, the water is directed, through the main conveyance system, to two similar header tanks in Sarir, 256 kms. north of Tazirbu. From

tons. Over 85 million cubic meters of earth were excavated, while 2.5 million tons of cement was used. The steel cylinder pipes cover a surface of 25 million square meters. In addition to the massive engineering features, many other exceptional works were done. An example is



**ON THE 3RD OF SEPTEMBER,
YEMEN HUNT OIL COMPANY WILL BE
TEN YEARS OLD.**

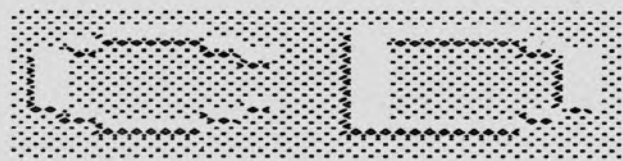
**THESE HAVE BEEN FANTASTIC TEN YEARS
FOR YEMEN AS WELL AS HUNT OIL**

ON THIS OCCASION,

**THE YEMEN TIMES SAYS HAPPY BIRTHDAY AND
MAY THE NEXT TEN YEARS BE EVEN MORE FRUITFUL**

**In next week's issue, the Yemen Times will publish a documentary
of the first ten years of YHOC. This will include
the assessments of the people in charge.
Wait for it!**

DIARY DIARY DIARY DIARY DIARY DIARY DIARY DIARY



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CAN WE PRESERVE SOUTH ARABIC?

It is a well-known fact that Yemen's ancient civilizations had a distinct language, often referred to as South Arabic. The language was used in the Sabaean, Qataban, Maenian, and the many other famous civilizations. Today, except for pockets in Al-Maharah and Socotra (in Yemen), and Dhofar in the Sultanate of Oman, where dialects of the ancient language are still spoken, the language is extinct. Even in those pockets where it is spoken, the government has no clear policy or vision as to what to do about it. Should we protect these enclaves and preserve the language? Should we push on with modern Arabic thus leading to the death of the ancient language?

South Arabic was the language of the ancient civilizations (Sabaean, Qatabanian, Maenian, etc). Most of what we know about this language is learnt from the writings on the walls, pillars and ceilings of the ancient buildings such as temples, palaces, markets, etc. In Yemen, the largest single piece of engraving discovered was the Annasr Stone which was discovered in Sarwah. This was South Arabic's Rosetta Stone. Specialists in this language are rare. Today, there are fewer than a dozen Yemenis who are experts in this language and maybe a few more among foreigners. Is it viable to preserve this language? It all depends on what we use to measure the viability. If the yardstick is direct economic return, then it is hard to justify any investments in this field, specially in light of the

pressing demand for resources in a developing country. But if the yardstick is based on the cultural, historical, and other factors of the nation's identity, then it may be viable. At the private level, individual Yemenis as well as foreigners should consider learning the language. If one were to learn this language, one would become a specialist among a select few in the world. To learn this language, however, one would need considerable resolve and commitment. But if there is any place in the world to learn this language, it is here in Yemen. One would need to think about it as a hobby. In a life that is so busy with responsibilities, and in an environment that offers very little outdoor activities and recreational facilities, taking on the hobby of learning an ancient language may be worthwhile. It has an aesthetic touch that not many other hobbies could offer. It may also lead to real growth in one's personality due to a better and fuller understanding of what the ancient South Arabian civilizations stood for. If one is interested enough, we would recommend you to get in touch with the people at the General Organisation for Antiquities, Manuscripts, and Museums, or the National Museum. Dr. Yusuf M. Abdullah is a perfect choice. This ancient language is part of our human heritage and thus it deserves to be preserved. Learning it is a very practical and direct way to preserve it. The truth is that there is a real worry that in one or two generations, the language will vanish.



THE ALPHABET OF SOUTH ARABIC

Phonetic English Modern Arabic South Arabic

a	a	ا	Ⲁ
b	b	ب	Ⲁⲗⲗ
t	t	ت	Ⲁⲗⲗⲗ
th	th	ث	Ⲁⲗⲗⲗⲗ
dj	g, j	ج	Ⲁⲗⲗⲗⲗⲗ
h	h	ح	Ⲁⲗⲗⲗⲗⲗⲗ
kh	kh	خ	Ⲁⲗⲗⲗⲗⲗⲗⲗ
d	d	د	Ⲁⲗⲗⲗⲗⲗⲗⲗⲗ
dh	th	ذ	Ⲁⲗⲗⲗⲗⲗⲗⲗⲗⲗ
r	r	ر	Ⲁⲗⲗⲗⲗⲗⲗⲗⲗⲗⲗ
z	z	ز	Ⲁⲗⲗⲗⲗⲗⲗⲗⲗⲗⲗⲗ
s	s	س	Ⲁⲗⲗⲗⲗⲗⲗⲗⲗⲗⲗⲗⲗ
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<p>SATURDAY</p> <p>MONGOLIAN BARBEQUE</p> <p>7.30 PM - 10.00 PM</p>	<p>MONDAY</p> <p>STEAK NIGHT</p> <p>7.30 PM - 10.00 PM</p>

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TAJ SHEBA HOTEL
SANA'A - YEMEN

Making Room for Corruption

By:
Mohammed H. Eamran
Sanaa



It is surprising that many unnecessary routines are still going on in the United Yemen. There are many nerve-racking procedures which serve very little purpose other than to create a situation from which corrupt officials can benefit. I will use an example to make my case.

As we all know, most of our needs are imported from abroad. Let us say commodities arrive at Hodeidah or Aden port. Immediately the importer starts processing customs clearance. He approaches the officer in charge of evaluating the prices of the goods to whom he hands over the documents. The officer immediately something out of order. Often he tells the importer that the price quoted in the invoice is not actually the real price. He therefore will have to increase the invoice value by say 60%. Of course the importer starts shouting refusing the increment. After a discussion with the officer regarding the bribe the merchant will pay, the officer agrees to increase the invoice value only with about 20%. Finally after settling the customs duty, the goods are loaded on trucks on their way to their destination, say Sanaa. Upon arrival at the last check-point near Sana'a, the trucks are stopped by customs representative who is always at the check-point for this purpose. The representative after checking the customs declaration, usually dispatched with the driver, instructs the driver to pull aside. He then tells the driver to either go directly to the customs office accompanied by one of the officers or he has to call the owner of the goods to negotiate "something" and to strike a deal. The owner, upon arrival, as usual will start shouting and quickly settles down to negotiate with the officer. If the owner accepts to pay an acceptable sum to the officer, the truck is allowed to proceed to the owner's warehouse. If not, the truck has to proceed to the customs head office. Upon the truck's arrival at the customs office in Sana'a, the truck will remain in custody until the owner finishes his problem with the customs. The process in Sana'a is the same as in Hodeidah. The customs officer after looking at the declaration and the duty paid thereof, will ask the importer to pay more duty because, actually the price of the invoice including the increment applied at the Hodeidah customs is still not the real price. This way or the other, the importer will pay some money to the customs officer and a little bit to the customs authority. The truck finally proceeds to the warehouse. This time, the driver refuses to proceed unless the importer pays him extra allowance for the one or two days delay, spent under customs custody. Finally after all these expenses are paid, the goods arrive at the importer's warehouse.

Of course all the expenses which are paid by the importer, are actually paid by the consumers who buy these goods. The importer simply carries over all expenses and adds them to the price of the goods. Often, the merchant adds some margin to cover his headaches and heartburns which arise out of the various situations. Every week the cabinet holds a meeting chaired by the Prime Minister. The first topic is always "the high price of imported commodities" and they always conclude that the importers are greedy because they seek high profits. But what about the government officials who use their authority as government officials to extract bribes so openly? Why do we need two customs points one in Hodeidah and the other in Sana'a? Could it not be possible to finalize customs formalities in Hodeidah so that the goods can directly proceed to the owner's warehouse without further expenses? Or is this done purposely so that customs officers at Hodeidah, Sana'a and other check points can be bribed?

MEASURING HUMAN RESOURCES: A NEW APPROACH

By Yemen Times Staff:

Dr. Abdul Aziz Tarmoom, of the College of Economics and Commerce at Sanaa University published a book on the techniques of measuring the costs of human resources. The following is a summary of it.

Even though there is an ever increasing use of electronic and mechanical devices in our industrial organisations, the importance of the people who are expected to use these devices and run the show is being increasingly recognised. Human resources are regarded as an important asset by all professionally managed companies.

Human resources accounting has been defined as "the measurement and reporting of cost and value of people as organisational resources". It involves accounting for investments in people and their replacement cost as also accounting for the economic value of people to organisations.

The existing accounting models do not take into account the investment made by employees and hence fail to provide a correct picture of the value of human resources. Dr. Abdul Aziz Tarmoom developed a Human Resource Total Cost Accounting (HRTCA) model which removes the deficiencies in the existing human resource cost models. The model conceives human investment in an organisation as consisting of two components:

(a) The employer's investment in organisational human resources measured as the costs the organisation incurs in acquiring its employees, developing their skills and maintaining their social growth and medical fitness.

(b) The employees' investment in organizational human resources measured as the costs incurred in themselves prior to or after joining the organisation to obtain resources such as formal education, health services, labor market information, experience and general training.

The HRTCA model amends the two basic deficiencies in the existing human resource cost models. First, it extends the owners (employer's) investment in organisational human resources to include human growth and health care ex-

penses. Second, it incorporates employees' investment in organisational human resources as part of the total investment in business organisation.

While it is possible for the employer to know the components of the investment in human resources, mentioned above, one fails to understand how to compute the costs borne by the society, in providing, say, health services, subsidized transport and other facilities which are needed to support the facilities provided by the employer (whose cost may be ascertainable). Since the cost of employees' investment in organisational human resources does not fall within the information normally generated by the organisation, and cannot be easily ascertained, I have used the discounted future salary earnings of the employees as a surrogate measure for the value of their investment in human capital.

It is possible that two persons with almost similar family background and education, etc., may get similar types of jobs with two, different employers and over the years their salary earnings may differ considerably for the simple reason that one works for a highly profitable multinational company and the other works in the unorganised sector. The HRTCA model indicates that the employees working in the unorganised sector would be undervalued due to no fault of their own, but because the labor market is imperfect as they can not find better jobs.

The HRTCA model is developed over seven chapters. Chapter one gives the conceptual framework. Chapter two traces the development of the economic concept of human capital at the macro-level. It examines the origin of this concept in economic thought as well as its recent development. It then discusses the various processes and activities involved in the formation of human capital at macro-level including formal education, health services, training, acquisition of labor market information and human migration. It indicates methods and procedures employed at the macro-level to measure the cost and value of each of these forms of human in-

vestment as well as its implications for macro-economic concept of human capital with the accounting concept of human asset.

Chapters three-to-six give the core of the model. The main objective of the third chapter is to develop a new model because the existing human resource accounting models are not good enough. The next chapter provides a framework for the application of the HRTCA model. Methods and procedures have been devised to measure the costs of both the employer's and employees' investments in organisational human resources. Classification, collection and allocation of the costs to the employer have been discussed.

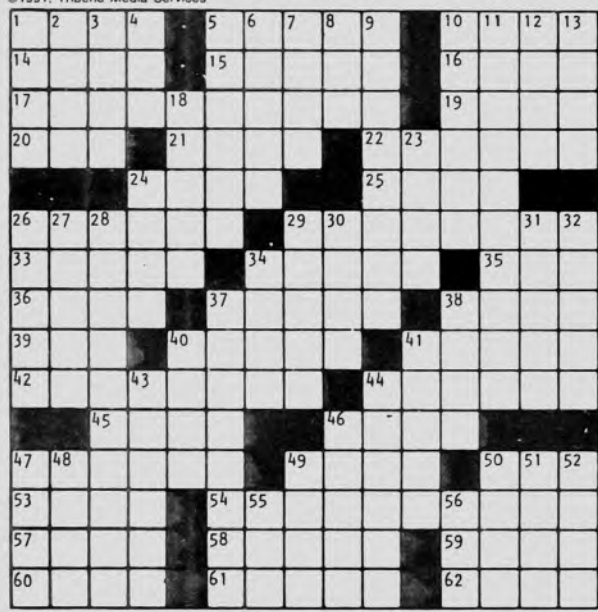
In chapter five an attempt is made to relate the broad concept of inflation accounting to the HRTCA model. Since some of the costs are historical costs and others are current costs, it becomes necessary to know the impact of price changes on the value of human resources of the organisation. This chapter contains examples to demonstrate methods of adjusting the employer's as well as the employees' human investments for price changes under the three alternative methods of accounting for inflation.

A human resource depreciation system is presented based on concepts borrowed from various disciplines of the behavioral sciences including psychology, sociology and economics, in the sixth part. The human depreciation, it is pointed out, is determined by a set of socio-economic variables like absenteeism, strikes, lock-outs, skill obsolescence, labor turnover and shop floor accidents.

The last chapter presents conclusions and discusses policy implications of the HRTCA model. Limitations of the model as well as the subjective elements in the study. The basic assumption that the value of a human being can be measured in terms of money is itself not very sound. The second assumption that an employee's salary earnings are the right measure of investment is also questionable particularly because there are innumerable workers in almost all organisations. However, the book represents a solid addition to the accounting profession.

★ CROSSWORD PUZZLE ★

- ACROSS**
- 1 At sea
 - 5 Holding
 - 10 For ever — day
 - 14 Territory
 - 15 Food from heaven
 - 16 Salty drop
 - 17 Cleaning implement
 - 19 Reign
 - 20 Flap
 - 21 Mr. Cassini
 - 22 Eye inflammation
 - 24 Snick and —
 - 25 Journey
 - 26 Desert plant
 - 29 Prayer start
 - 33 One of the Three Musketeers
 - 34 Outspoken
 - 35 Untruth
 - 36 Cut short
 - 37 World Wonders count
 - 38 Costa —
 - 39 Lunch meat
- DOWN**
- 1 Endure
 - 2 Killer whale
 - 3 Man from Belgrade
 - 4 Greek letter
 - 5 Walks leisurely
 - 6 Eastern garment
 - 7 Tight
 - 8 Abstract being
 - 9 Pacific islander
 - 10 Old Roman room
 - 11 Destroy the effectiveness of
 - 12 Surrealist painter
 - 13 Olympian
 - 18 Premium
 - 23 Bun
 - 24 Halt
 - 26 Hidden supply
 - 27 Reference book
 - 28 Simian
 - 29 Shanty
 - 30 Scored in tennis
 - 31 Gadget for a cook
 - 32 Irish poet
 - 34 Actress Miles
 - 37 Roofing pieces
 - 38 Sacrament
 - 40 Recite metrically
 - 41 Midler
 - 43 Shaw's Doo-little and others
 - 44 Impaired
 - 46 Aesop's offering
 - 47 Sacred bird of Egypt
 - 48 Not covered
 - 49 Taunt
 - 50 All right
 - 51 Flowerless plant
 - 52 Complimentary
 - 55 Physicians' org.
 - 56 Fitting



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.

THE WORLD OF SCIENCE (Sol.: 9 letters)
A-Acoustics, Analyze, Anatomy, Apply, Atomic;
B-Biology, Botany; **C-**Cause, Cells, Classify, Complex, Cure; **D-**Data, Discover; **E-**Earth, Ecology, Energy, Explain; **F-**Fact; **H-**Heat, Help; **I-**Idea, Investigate; **K-**Knowledge; **M-**Math, Matter, Measure, Medicine; **N-**Nature, Nuclear; **O-**Observe, Optics; **P-**Plants, Progress, Projects; **R-**Research; **S-**Study, Solve; **T-**Test, Theory

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ENERGYFISSALCME
 RAELCUNCOMPLEXN
 YLPPARETTAMAYTI
 GEGDELWONKSDEEC
 OOBSEVECUUSAAL
 LRPLANTSRTTHTRD
 OEOLINVESTIGATE
 CVPESUACBOSEDHM
 EOTCAFIBIOLOGYE
 ZCI MOTAHEATVMMX
 YSCSSERGORPAETP
 LISUPROJECTSNI L
 ADOERUTANHELPYA
 NCRESEARCHAEDI I
 ANATOMYROEHTYRN

ANSWERS ON PAGE TWELVE
 GOOD LUCK!

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

ROCKA
 HASAW
 ENFLOY
 MURBEN



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

Print answer here: A "O O O O O O O O"

WORDS OF WISDOM

Our futures are shaped mostly by the way we live the present and how we remember the past.

Jealousy and greed feed upon each other until hatred devours them both.

Why is it so hard to be happy, yet so easy to be sad?

Great leaders have great timing.

One of the most dangerous things to ponder in this world is the notion of what might have been.

No matter how powerful or famous you become, it always makes sense to remember to treat people with dignity and courtesy. You never know when you will need their help.

SLAPSTIX

NUDISTS ARE FOLKS WHO GRIN AND BARE IT

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THE FAR SIDE

By GARY LARSON



Roommates Elvis and Salman Rushdie sneak a quick look at the outside world.

THE FAR SIDE

By GARY LARSON



"Oh, my God, Rogers! ... Is that? ... is that? It is! It's the MUMMY'S PURSE!"

WOULD YOU BELIEVE

Lorne Greene was a TV broadcaster in Canada during World War II before he became an actor.

Baltimore Orioles shortstop Cal Ripken Jr. recently played in his 1,500th straight major-league game. That's more than nine full seasons without missing a contest.

The U.S. government says there is about \$240 billion in paper currency in circulation these days.

Larry Gelbart (creator of "M*A*S*H") and Woody Allen were both staff writers on "The Pat Boone-Chevy Showroom" variety TV show, which ran from 1957 to 1960.

The running of the bulls in Pamplona, Spain, has killed 52 people since 1591, with 11 deaths since the mid-1920s when Ernest Hemingway saw it for the first time.

THIS WEEK'S HOROSCOPE

By Joyce Jillson

Weekly Tip: An eventful week full of numerous (and probably) humorous events.

Aries (March 21-April 19) Satisfying accomplishments at work throughout the week. Excellent social opportunities.

Taurus (April 20-May 20) Share what you have. Best career accomplishments come Tuesday and Wednesday.

Gemini (May 21-June 21) Make sure you are rested as you start the week. More focus on home life.

Cancer (June 22-July 22) Amazing success when you trust hunches. Love with Capricorn. Think of your long-term future.

Leo (July 23-Aug. 22) More investment activities keep you busy early in the week. Love with Sag is likely.

Virgo (Aug. 23-Sept. 22) Go beyond wishful thinking and work to make your dreams come true. Prophetic insight.

Libra (Sept. 23-Oct. 23) Optimism colors this week's events. Stay free of stifling obligations. Social fun.

Scorpio (Oct. 24-Nov. 21) Take steps to increase personal income. Business and finances tend to stabilize.

Sagittarius (Nov. 22-Dec. 21) An excellent start to the week; give it everything you've got. Love with Aries.

Capricorn (Dec. 22-Jan. 19) The more you prepare for the coming week the better you do. Business can prosper.

Aquarius (Jan. 20-Feb. 18) Call upon your friendly connections to open the doors. Major relationship developments.

Pisces (Feb. 19-March 20) Try to solidify your position at work. Humanitarian activities are worth your time.

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

WHAT IS WRONG
WITH HOME?

I am one of those who departed the Gulf because of the crisis.

Before I came here, my friends warned me of poverty. They said that most of the people are trying to go back. But I came because of my faith and belief in my country.

I believe our government's position in the Gulf War was correct. It was not right to support Desert Storm for the sake of money or out of fear of poverty. We the people and the government have to bear the consequence of this position. We may suffer for some time, but in the long run, our self respect will exist forever, and will make up for any temporary inconveniences.

To minimize the suffering as least as possible, cooperation between the people and the government is needed badly. Most of us are used to working for 12 hours or more in hot weather, and are ready to do the same in our country. But is the government ready to reciprocate this feeling honestly and fully? They say that the country has received about one million immigrants or returnees, then what? What did the government do for us, whatever our number? To the contrary, it confuses us with unclear rules, improper implementation and spontaneous actions. The customs system for cars is a case in point. These are the very reasons which force the Yemeni people to think of going back to the Gulf, whatever the hardships and humiliations. My friends should not have warned me of poverty, but of a bad system, confused policies, and malpractice.

by: Abdullah Al-Duraibi,
English Department,
College of Art,
Sana'a University.

THEY DON'T DIFFERENTIATE
BETWEEN
SHAMPOO & CHAMPAIGNE

After twenty five years of life abroad, I felt badly homesick. I needed to come to Yemen. In the back of my mind, I still the image of the old days - Yemen as a poor and undeveloped country - no schools, no hospitals, no roads, no modern facilities. I was never hesitant to ask about my native Yemen. Everybody assured me things were different, and that the country has seen a lot of progress.

I boarded the plane with a very high level of expectation. Just to be on the safe side, I brought with me some of the delicacies of modern Western life, specially things pertaining to the bathroom.

I arrived at Sanaa International Airport. The customs officers asked me where I came from. "I was an immigrant in the USA," I told them. They told me to open up all my bags. I complied. They did not make me I was welcome back to my native country, but I did not feel I needed a red carpet treatment. In one of my bags, the officer took out a large shampoo bottle and started to shout "He has liquor! He has champagne!" I intervened to explain to him it was not. It was a long struggle. It took a full half an hour to make him, and his colleagues see light, to differentiate between shampoo and champagne. For the material progress I witnessed in the country, the civilizational attitudes are still badly underdeveloped. It takes more than owning a few things to become a modern society. It takes a modern culture, which Yemen does not yet possess.

by: Khalid Nasher,
Al-Qasr Street,
Sanaa.

A TOUR OF YEMEN

Around Yemen together we will tour
Which will be so exciting I'm sure
From Sana'a we will start the trips
To places to be revealed with tips
A truth one can't believe when he hears
That Sana'a's age is three thousand years
Even though it is expanding over the plains
Its old history and culture still remains
We descend down to the Red Sea Bride
That's Hodeidah keep it in mind
Zabeed although a small village
Was the source of lots of Knowledge
Taiz, the center of our trade and industry
Is the core of the country's mystery
That Ibb is our greenest province
Now no one I need to convince
Marib is the land of old Civilization
Nurtured today after the dam's reconstruction
In Aljouf, experts have found
A sea of fresh water underground
Aden similar it is to Sana'a in nature
Will be Yemen's busiest city in the near future
Shibam Hadhramaut with skyscrapers so high
Reflect a beauty one cannot deny
Its buildings are tall and very old
The world's first skyscrapers we are told
The climate of Mukalla as a poet once said
Is better than any medicine man has made
An Island lying in the the Indian Ocean
Socotra so natural and free of pollution
Shabwah now rich with its Black Gold
A place in the oil market it will hold
The areas I have mentioned here are just a few But
there are many others in a long queue
To mention them all will take ages
As they can't be told in a few pages
The rest I will leave you to find about
And you will be fascinated, no doubt.

by: Esam Nouman El-Duais,
Faculty of Medicine
Sanaa University.

الأخ عبد الجليل علي أحمد... المقيم بولاية ميتشجن بالولايات المتحدة الأمريكية.. والمتواجد حالياً بالوطن.. تم في الأسبوع الماضي زفاته اليمون بمدينة تعز.. كل الأصدقاء والأحباء يتقدمون بأحر التهاني القلبية الى الأخ عبد الجليل وعروسه المصون ويتمنون لهما حياة زوجية سعيدة وبالرفاء وبالبنين..

Friends and relatives express their congratulations and felicitations to Mr. Abdul-Galeel Ali Ahmed, a resident of Michigan in the USA on his marriage recently.
WE wish him a happy family life

The Gift of Writing

by:
Kuddaf Hassan
Saddeeq
Zabid.



Writing is a gift as well as an acquired skill. It is a great responsibility towards oneself, and the reader. Writing requires several prerogatives - some methodological and others factual. The methodological requirements pertain to the relations between the writer and the facilities in terms of moral values, references, and the data base on which the writer depends for doing the writing. The factual element in writing deals with the level of faithfulness and straightforwardness in documenting the material being written. Once one decides to write, he or she places him/herself under the scrutiny of the readers. Thus, a writer immediately chooses to expose his/her inclinations and ideas to the reader.

Thus writing becomes a big responsibility and liability, a fact which makes many potential writers shy away from it. Those who proceed to write do so due to the recognition and prestige it endows to the writer.

THE PASSAGE OF TIME

by: Yara Amin

We see the days pass by and yet we learn almost nothing from them. We expected new values to come to us and elevate us to reach high with the expectations placed on us by the unification of the country. The installation of a democratic system based on a multi-party political structure is a major improvement in our life. Yet, the political changes have not been coupled with socio-cultural improvements. Not many have learnt that the language of interaction among us are today is by means of dialogue. One person's ideas and positions are as important only as they are able to win over others by convincing them. The days of dictatorships and the time when one person tells others what to do and what not to do are over.

It is unfortunate that some of us have yet to understand and absorb these new realities. These persons represent the most serious danger to us. Some of the political parties fall in this category. What has been the contribution of the political parties other than criticizing the government, whether right or wrong? We need to change from within!



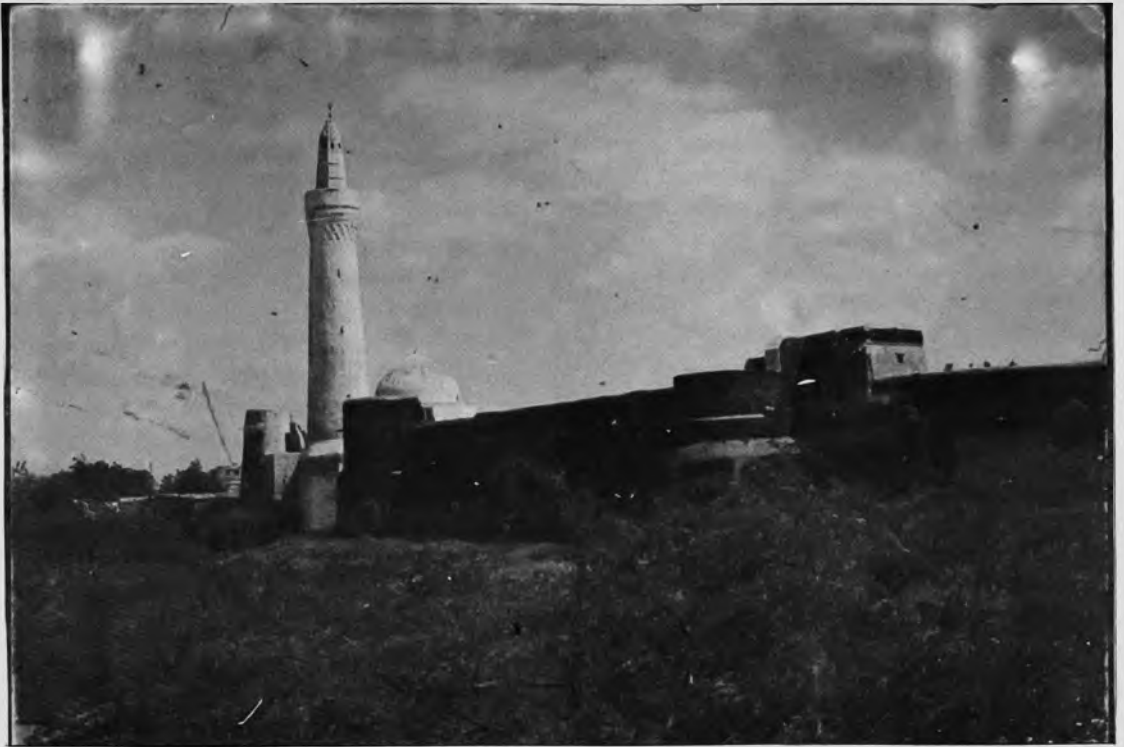
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ZABID - the Jewel of the Tihama!

Zabid, a town of about twenty five thousand residents, is located at about halfway along the main highway connecting Taiz and Hodeidah. The town has a long history dating back to pre-Islamic times. With the coming of Islam, the town attained new significance. A delegation, headed by Abu Musa Al-Ash'ari and representing the people went to declare its conversion to Islam and its support for the Prophet Muhammad in spreading his message. On this occasion, the Prophet said, "Faith comes from Yemen.

And wisdom comes from Yemen." He told his followers to expect a lot from the people of Yemen. Since then, Zabid became the center of theology, and later on of the sciences and general knowledge. Situated on the bank of Wadi Zabid and at about 16 kilometers from the Red Sea, Zabid was the seat of learning during the early days of Islam. Mr. Abdul-Rahman Abdullah Al-Hadhrami, a native of Zabid and the reknowned historian and thinker, told the Yemen Times reporter in Zabid that the city harbored the world's very first



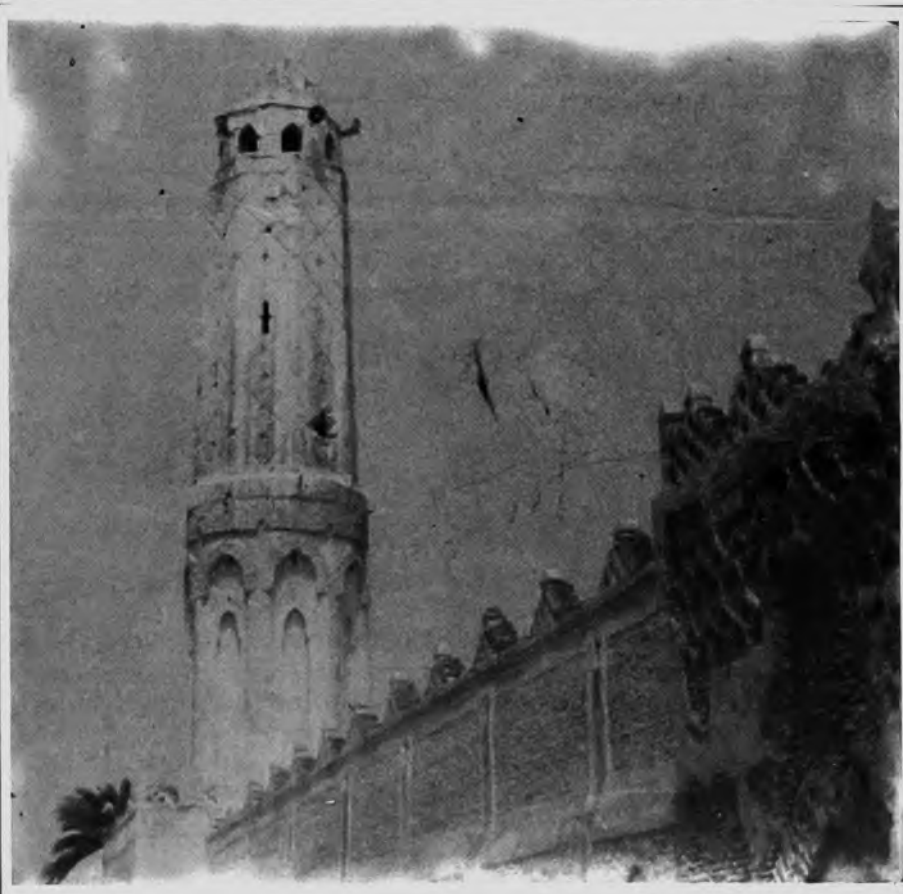
"university" known as the madrasah.

The city's fortunes, however, saw a major decline until the coming of the Ziyadi dynasty. In 820 AD, Muhammad Ibn Ziyad, the representative of the Abbaside Caliph Al-Ma'moon, reclaimed the country for the Abbaside Caliphate and refounded Zabid. It became the capital of the Banu Ziyad dynasty. During the early Islamic days and the Ziyadi dynasty, many buildings, including mosques, palaces, and madrasah were built. The city flourished again with the coming of Turan-Shah, Saladdin's brother, who established Ayyubide rule in Yemen starting from 1173/74. The last period of prosper-

ity came during the reign of the Tahirids (late 15th century). The town remains until today as a symbol of religious scholarship, especially in the Shafe'i sect of Sunni Islam. Old Zabid is surrounded by a thick circumference wall which has four exits. Bab Siham, the northern exit, Bab Al-Shabareeq, the eastern exit, Bab Al-Qurtub, the southern exit, and finally Bab Annakhl, the western exit. The city is the center of a green valley and a large agricultural plain which has been producing agricultural and livestock products over the ages. In addition, Zabid became the commercial center for the whole of the southern Tihama, and its most prosperous site for

handicrafts. The main cottage industries were weaving, tanning, dyeing and other works related to textiles and leather products. In addition, household products made from date palm leaves are prevalent. However, most of these activities are quickly disappearing as they are unable to compete with machine-made imported goods. The town continues to suffer from desperate economic conditions, especially unemployment following the return of the waves of former Yemeni immigrants in the Gulf countries.

The town is a major tourist attraction in the Tihama. The best time to visit the town is October - March, which is the cool season of the year.



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JAPAN WORRIES ABOUT ECOLOGY

Environmentalists from around the world head to Japan every year to get a first-hand look at what they believe is the best example of how nature and industry can exist in harmony.

Yet behind Japan's impressive looking statistics on the environment, an ecological time bomb is ticking away, say experts.

Industrial and agricultural pollution, along with the throw-away mentality of the Japanese, have contributed to enormous air, soil and water contamination.

Yet many problems are still not real issues for the Japanese.

After the shock of a series of environmental scandals in the early 1970s, the government launched a campaign to combat pollution.

The introduction of modern industrial filters and the enforced use of catalytic converters to reduce car exhaust emissions helped reduce air pollution and earned Japan the reputation of a leader in environmental affairs.

Then, according to a study by U.S. ecologist Branden Barrett, the government sat back and did nothing as nationally and internationally the environment gradually deteriorated. Although Japan's ecological problems are growing rapidly, the nation's State Environment Agency says in its annual report pollution statistics provide no cause for real concern.

However, there are growing doubts, about the reliability of the data. The 'Mainichi Daily' newspaper said a regular governmental pollution report has provided a distorted picture for the last ten years as a result of wrong methods of compiling relevant statistics.

Individual reports give an idea of the ecological threat. At the beginning of August, the Tokyo State Administration released the results of a study showing that every fish in the bay of Tokyo was contaminated with dioxine.

Japan burns 70% of its household refuse at 1,900 mostly antiquated incineration plants. The rubbish mountain - which reached 50 million tons for the first time in 1989, contains large amounts of synthetic products and toxic waste.

Much of the refuse is tipped into the sea as part of land reclamation projects, or goes to fill disposal sites in the provinces. There are an estimated 10,000 "forgotten" refuse dumps in the country.

The nation today suffers from a herculean problem in the form of rising pollutants, specially in the major cities, such as Tokyo which groan under the weight of environmental consequences. It is to be seen whether Japan will also give the world an example of how to cope with this challenge.

US PULLOUT OF EUROPE LEAVES MIXED FEELINGS

Massive cutbacks of US forces in Germany are having a mixed impact on the soldiers and their hosts in Europe, ranging from joy at leaving to sadness that famous units will be disbanded and jobs lost.

The army announced earlier that two of its four combat divisions in Germany - the 3rd Armoured Division and the 8th Infantry Division - plus other units will be withdrawn, cutting forces by 71,000.

Thousands of soldiers, including some just back from the Gulf War, are already busy with practical problems like packing household goods and finding enough German transport companies to move everything from cars and furniture to pets.

Many Germans are eagerly awaiting the return of valuable land and buildings at US garrisons to help relieve an acute housing shortage in the old Western Germany - aggravated by an influx of Easterners - and to expand industries. At the same time, smaller German towns where US soldiers have been stationed since the end of World War II are worried about the economic impact of the withdrawals.

Many businesses cater to the Americans, and thousands of Germans who work in military support stand to lose their jobs. The number of US troops in Germany alone will drop to about 152,000 by September 30, 1992, said Jim Boyle, spokesman for US Army Europe headquarters in Heidelberg.

A total of about 150,000 US troops will leave Europe over the next few years, in a general drawdown of American forces overseas with the end of the Cold War, the Pentagon had announced early this month. Capt. Charles Brunson, spokesman for the Frankfurt based 3rd Armoured Division, which had 20,500 troops when it was deployed to fight in the Gulf War, said the process of deactivating the unit is going well.

"A lot of soldiers who have been over here for their entire tour, two or three years, are pretty excited about leaving Germany."

The "Spearhead Division" first gained battlefield glory fighting the Germans in World War II. In the Gulf War, it played a key role crushing the Iraqi Republican Guards in the largest battle in history.

The majority of the division went to the Gulf last December, and the last units returned to Germany in mid-June. Many members of the 3rd Armored division died in the Gulf War. Not all the 3rd Armored's soldiers will be leaving Germany. Some will be assigned to other units remaining in Central Europe.

The movement of thousands of troops and their families, including almost all of the 70,000-strong 7th Corps in Stuttgart, has been smooth. It is noteworthy that almost all the real estate occupied by US bases belongs to the German government which will re-assume control when the troops depart. The US pullout will leave a vacuum which Europe may fill-up through a new military arrangement of its own in the medium future.

INTERPOL HUNTS ISRAELI TYCOON

The INTERPOL has joined the search for Boguslaw Bagsik, an Israeli businessman who is wanted on several swindle cases in Poland, the USA, France, and Germany. The Israeli businessman has last fled Poland on his way to Jerusalem.

Bagsik, a rags-to-riches businessman is believed to have transferred 85 million US dollars to Israel. The amount was swindled from the National Bank of Poland, whose vice-president was among seven persons arrested in the same scandal.

In a statement to the press in Jerusalem, Bagsik said that he had exploited flaws in the Polish banking system to earn up to 290% interest on deposits, but denied any outright wrongdoing.

According to Grazyna Taladaj, the spokeswoman for the Polish prosecutor office, the charges against Bagsik carry a minimum three year jail term. She added that "evading arrest" would be regarded as an aggravating circumstance.

Bagsik, whose Art-B Company was the holding company for over 200 companies, was able to exploit the liberalization efforts of the government of Poland. The tycoon, whose age was placed at 28 years, flew to Israel immediately before the scandal, and then relinquished ownership of Art-B Company to a private Polish bank.

YUGOSLAVIA FALLING APART

The final countdown for the disintegration of Yugoslavia may have started. As the level of violence between the Serbs and the Croats has escalated, warning signals have been released by various quarters. The seceding republics have been able to buy Israeli as well as European arms in the last few weeks. Such a development is reflected in the ability of the Croatian army to bring down two of the aircrafts of the federal forces.

It is worth mentioning that the six republics which make up Yugoslavia have been at logger heads since the death of the powerful Joseph Bros Tito, who was able to hold the various minorities together during his reign.

Several European countries have already expressed their willingness to recognize the independence of Croatia and Slovenia if the Yugoslavs cannot resolve their differences without breaking the federation.

STOP INTERFERING IN THE PUBLIC SECTOR, AND IT WILL WORK!

by: Ameen Nouisser,
Economic Editor,
Yemen Times



BACKGROUND:

Over the last several years, there have been a lot of reports about the viability of the public sector. Many voices were raised to advance the case for privatization. This in some countries was translated to mean the wholesale of all government property. I would like to discuss the economic policies leading to such a position, and the economic consequences of it.

WHY THE FAILURE?

Everybody realizes that many public sector projects and organizations are a failure. The question is "Why have these projects failed?" Are public sector projects inherently weak and prone to failures, or are they the victim of external factors such as interference by senior officials, dependence on the central budget, and other considerations? We have to diagnose the situation and issue our verdict on the basis of the Yemeni experience. Most of the times, the problem is the quality of the administration. But let us dig in deeper.

THE BIG ISSUE:

The main problem facing the public sector is the choice of its management. Usually, the top management of public sector corporations is appointed by a presidential decree. The choice is often not related to the caliber and qualification of the people who will run these corporation. For example, academic levels, experience, flexibility and ability to adapt to new situations and take prompt decisions to maximize return on opportunities. The over-riding factor in the choice is the degree of closeness to the party making the decision, and the interlocutors and mediators who put in a good word on this or that persons to the highest ranking person who will take the decision. Thus, the choice is often limited to a small cliche of individuals bound together by mutual interests, and many times, brought together by the merry evenings. Sometimes, the choice may also be based on the consideration that a friend needs quick savings to build a house or to bolster past earnings. Thus, friends intercede with the decision-making party to give such and such a person a "chance" or a "break" to make it in life. The leadership often uses its prerogative to appoint individuals as a way to pay back a favor or to win their loyalty and "friendship".

RUNNING THE SHOW:

When a new person takes over a corporation, that

person acts as if he (it is always a he) owns it. Thus, he starts by changing the personnel, the vehicles, the furniture, etc. The corporation and its resources are more or less placed at his disposal. No one can stand in his way, because everybody knows that his coming to this post was a reward, and therefore, he has a free hand to do what he pleases.

CONSEQUENCES:

As a result, most government companies and public sector corporations fail. Their systems change, the policies and plans change, the resources are misused, the administration is geared towards the service of individuals. Then there is the competition among the top echelons to squeeze as much as possible out of the corporation during their reign (savings time), and their total neglect to improve the organization. The final end result, by necessity, is the failure of the company.

WHAT CAN WE DO?

We should all work together to expose such behavior, and to seek to change such managements. We have to choose those persons most able to lead our corporations most efficiently and effectively. In fact, we can announce the existence of vacancies and declare the necessary conditions and requirements. Thus, we invite all qualified persons to participate in running our corporations. One of the first

steps that could be done to remedy this situation is that the choice of top management should be based on objective criteria, not simply the degree of loyalty and friendship to the leadership of the country. An additional factor would be to allow more financial and administrative independence in running the corporations. This is probably the most basic requirement of the reform that the government keeps talking about.

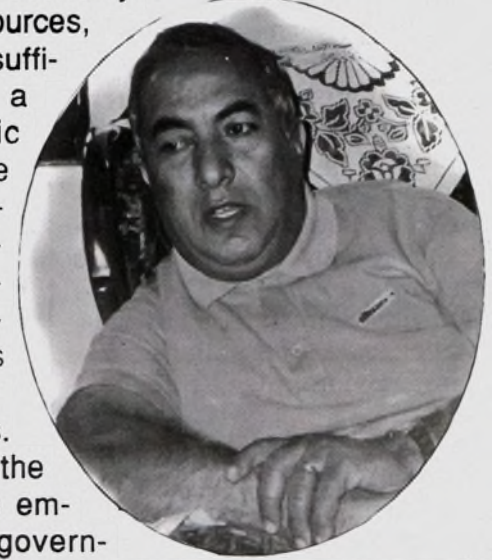
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THE NEED FOR BASIC REFORM

by: Dr. Mohammed Yahia Al-Adhi,
Member of Parliament
and Professor of Economics,
Sanaa University

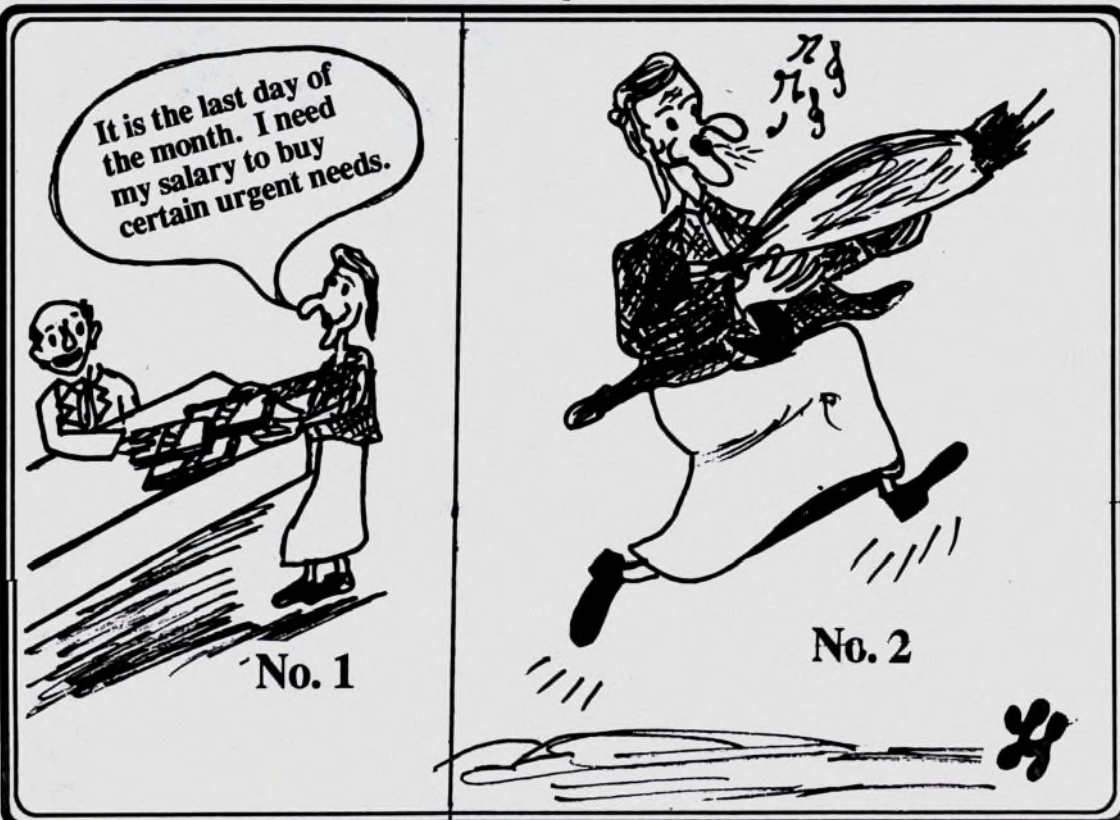
What is the problem of the Yemeni economy today? I can diagnose three major requirements for improvement in the economy.

Our material resources, in general, are sufficient to create a viable economic system. All we need is to restructure our system and to reduce the bureaucratic bottlenecks which do very little good to us.



For example, of the total labor force employed by the government, over 60% are located in Sanaa city alone. Let me illustrate. In each ministry there are so many deputy ministers, general managers, and department managers. In the branch of the ministry in any of the other governorates, especially in the remote provinces, there hardly are a handful of persons representing each ministry. This is due to the highly centralized system.

I think our reform needs three basic elements. First all data generating units in government must release accurate and well-structured data. Then, we have to let go of authority from Sanaa and delegate enough power for the branches to do their work without the need to refer to Sanaa for everything. But most important of all, I think it boils down to a question of credibility. The government needs to build the people's confidence in it. To do this, it has to live up to what it preaches and promises.



ANSWERS TO THE LEISURE PAGE QUIZES

MAGIC WORD

CHEMISTRY

JUMBLES

CROAK AWASH FELONY NUMBER
What you might hear when your dog gets into a "tangle"—A "SNARL"

CROSSWORDS

LOST	ASSET	ANDA
AREA	MANNA	TEAR
SCRUB	BRUSH	RULE
TAB	OLEG	TRITIS
	SNEE	TOUR
CACTUS	HALLMARY	
ATHOS	VOGAL	LIE
CLIP	SEVEN	RICA
HAM	SHRED	BIZET
ESPECIAL	METERS	
	ALAN	FATE
INNING	TART	OFF
BUZZ	LAWBREAKER	
IDEA	EMILE	PARE
SEES	SATED	TYNE