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Quote :
« While the difficulties and dangers of problems tend to increase at a geometric rate, the knowledge and manpower qualified to deal with these problems tend to increase at an arithmetic rate »

— Yehzekel Dror (Hebrew University, Jerusalem; Hand Corporation, California)

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editorial comment

In this issue we publish one original article and two documents all of which pose the same question, namely – what is to be the future of international non-governmental organizations over the next ten or twenty year period. ?

The article on « Communication and International Organizations » attempts to show some of the possibilities. It indicates how international NGOs can, and will increasingly be able to, make use of sophisticated communication and processing equipment. It also indicates some of the problems that this will create for the organizations and also for human rights in the broadest sense-

In a recent issue of « International Associations » (June 1969) we published an article in French which indicated how international NGOs could make use of electronic data processing equipment. Particular applications suggested were : directory production by the use of computer typesetting, analysis of survey data and other types of research, and administrative operations (mailing lists, membership records, subscription invoicing and mailing lists, congress organization mailing lists, etc.) As an indication of the extent to which nonprofit professional and trade associations are already making use of such data processing equipment, a survey made in January 1968 by the American Society of Association Executives indicated that 297 national associations (NGOs) in the U.S.A. (24% of the sample of 1,260) use such equipment. Of the 297, 34% represented associations with individual members, 19 % with business enterprises as members, 32% with associations as members. The same author attempts here to forecast the impact of computers, communication and other information processing equipment on the life of associations over the next ten years and the foreseeable future. The first document provides a convenient summary of the conclusions of the « Jackson Report ». This report is the result of the Capacity Study of the United Nations Development System under the leadership of Sir Robert

Jackson. It gives some indication of the problems within the UN system and one view of the direction in which an advance could be made.

The second document consists of extracts from the « Pearson Report ». This is the result of the work of a team commissioned by the World Bank under the leadership of Lester Pearson to determine an improved financial strategy for development. The extracts have been chosen to give an overall view of the strategy proposed by the team, but primarily to give NGOs a chance to read a rather unique evaluation of their own importance in the team's eyes. The report is worth obtaining just for this gem.

We will publish a detailed review of the Jackson Report in a subsequent issue. This will also contain a brief review of the two other documents. At this point, however, it is worth noting that international NGOs do not figure largely in any of them. They do not figure at all in the first. In the second the glory is focussed on individuals, with little concern for the possibility that they might in fact be members of international bodies.

These are important reports within the UN system. Careful reading does not indicate a particularly « rosy » future for international NGOs. The UN appears, however, to have recognized the importance of harnessing public opinion and making use of volunteers. It does not appear to want to go to the bother of making use of the organizational structures that such volunteers may have established at the international level over the past decades.

In the January issue we mentioned the work of Jere W. Clark in connection with the important topic of « systems education ». It is a real pleasure for us to have him join us with this issue as editor of a regular monthly section on the many aspects of this question. This could prove to be a vital contribution to the UN International Education Year.

On sait que les ordinateurs sont capables d'explorer toutes les combinaisons que l'on peut établir entre les paramètres qui interviennent dans une décision, mais ce que l'on connaît moins, c'est le nombre de combinaisons auquel peuvent donner lieu des décisions portant sur des actes de la vie courante. S'imagine-t-on, par exemple, qu'il y « tellement de façon de placer douze personnes autour d'une table, qu'une maîtresse de maison qui voudrait consacrer dix secondes à réfléchir sur chacune d'elles, mettrait cent cinquante ans pour régler le problème.

(Louis Armand, Simples Propos, Fayard, 1968).

COMMUNICATION AND INTERNATIONAL ORGANIZATIONS

— new tools for the Second Development Decade
— a look towards the near future and its advantages for INGOs

by Anthony J.N. Judge, Assistant Secretary-General, Union of International Associations.

(This paper was originally presented at the 11th Conference of Non-governmental Organizations in Consultative Status with the United Nations Economic and Social Council (Genève, July 1969) under another title and in connection with the Agenda Item :

The Second Development Decade — Opportunities and Co-operation for NGO Participation)

The next ten years, the period of the United Nations Second Development Decade, will see changes in the field of computers, communication and information processing whose impact on society and organizations is not well understood. This note is an attempt to pick out some possible consequences for international organizations which can use them to maximize their contribution to the development process.

Planned developments in the computer and communication fields

1. During the next ten years, national and international computer networks will be created and linked. Some of these will be specialized, some will act as links between national libraries and data banks, some will provide general computing facilities.

2. Computer data banks on every aspect of the operation of society will be created with increasing frequency and with larger coverage and be accessible to a differing degree to groups and individuals with differing qualifications (e.g. the credit rating of 45 million individuals in the western U.S.A. is currently on computer files and available to subscribers).

3. The computer networks will become more and more accessible at low cost to the general public and to bodies with limited resources. As an example, current costs in London to rent a computer terminal (like a telex machine) installed in one's own office, are \$ 72.00 per month, plus \$ 14.00 per hour used. This gives all the calculating possibilities of a large computer system. Such costs will tend to decrease to the point where a computer terminal will become a normal piece of office equipment like a telephone. Terminals can be shared.

4. Computer terminals and the data banks to which they may be connected, will become much easier to use. Computers can now be addressed in a form of Basic English (or French) and this is being developed to the point where the computer will teach the new user and help him over his early errors. Children can now do their homework on computers, high school students learn to use them for complex calculation.

5. Subtle relationships in survey and statistical data will be automatically structured to highlight important trends in a readily understandable manner. This will be accomplished by using computer terminals possessing a television-type screen (1968 estimate of cost per hour in 5 to 10 years was \$ 1.00 to \$ 2.00 in the U.S.A.). These can display graphs and diagrams which are of great importance as communication aids in attempting to convey concepts to those who dislike interpreting unstructured tables of statistical data. This will make decision-making much more sophisticated and unambiguous. The user can 'interact' with such display screens using a 'lightpencil' to introduce new information or point to areas on which more detailed information should be displayed.

6. Associated with the developments in the computer field will be the increasing ease of direct communication between distant points on the surface of the earth by telephone, telex or 'visi-phone'. In addition, the use of videotape systems will increase and facilitate the impact of an individual in many areas over long periods of time.

7. An early step in these various revolutions will make use of these devices economical and ac-

cessible at an even earlier date. Before they become cheap enough to be available in the majority of offices, central bureaux will be created at which people can use them or from which they can be hired for a limited period of time. It cannot be emphasized too strongly that organizations using computers do not have to own or rent a whole computer costing thousands or millions of dollars. Just as one does not have to invest in a whole telephone exchange to make use of one telephone, or purchase a conference centre in order to hold one meeting a year, so one can rent computer terminals and communication equipment according to one's needs. The cost of renting and using such equipment is decreasing.

General social impact of the computer/communication revolution

1. The current suspicion of 'inhuman' computers and sophisticated communication equipment will disappear as a result of a greater awareness of the considerable contribution they can make to bringing people closer together and to facilitating contacts between groups and individuals with similar interests. There is a parallel here with the introduction of the telephone which revolutionized life within a city. People have learnt to project themselves through the telephone to increase the frequency of their contacts and overcome barriers of distance and cost of travel — the telephone is no longer considered as an 'inhuman', unnatural instrument. The changes envisaged may be expected to revolutionize the life of the global community in a similar manner.

2. The telephone, radio and television increased the ability of small powerful groups to influence and control larger groups of people. The new equipment will considerably increase this ability. New compensating social mechanisms will be required.

Impact on organizations

1. Nature of Meetings and Conferences

Low cost videotape prerecording of conference paper presentations and projection of the result at the time of the conference onto large screens, will become common. This should considerably modify the factors which draw people to conferences and the manner in which conferences are arranged. As an example, the person giving a talk may prefer to prerecord, making full use of

the possibility of feeding in display, graphic and general film materials as well as editing and rerecording the result to get an effective performance. He can then either not attend the meeting or pass the major portion of his time there in informal discussion only. Alternatively, copies of the video recording could be distributed to participants before the meeting by post. Time taken up by formal declarations during the meeting can therefore be reduced and 'taken as seen and heard', whilst time spent on the business arising from such declarations, presentations, formal reports or other matters can be increased. This will increase the effectiveness and value of the meeting as a forum for discussion, and decision.

A person who does not wish or is unable to attend the conference, could be sent a copy of the videotape recording which he can then play back through his own television set at his own convenience. Libraries of such videotape recordings will be created and these may to some extent replace the function of conference proceedings as well as ensuring the existence of dubbed versions in many languages, possibly with a reduction in translation costs.

This approach may lead to a reduction in expense on document production, particularly since the material presented in visual form may be a more effective communications tool. Using these techniques, one individual will have a far greater ability to give lectures or talks in many languages, in many places and with the possibility of having the best version of his talk repeated as long as is necessary (as in the case of gramophone records). A good speaker or expert will therefore be able to reach and influence a much wider audience much more effectively. The leaders of an organization, for example, will have much greater impact on members. Clearly these techniques lend themselves especially to training courses at every level and are therefore of great significance as a stimulus to the development process. These techniques will aid considerably those organizations which attempt to influence society in one way or another (as opposed to specialist groups). The effect of a good speaker, which may be lost or unusable through a dry conference report, remains vivid and is enhanced by the range of display material which may be in-



Many UN Specialized Agencies now make use of or possess computers. The view above is of the computer used by the World Health Organization for handling information on health that is received from all parts of the world. It is also used for some administrative purposes.

roduced — to the point where the major impact may be visual rather than based on the logical structure of the talk. This will lend itself to much abuse and the emergence of a group of professional video speakers. Using these techniques, an organization with few resources could have a wide impact. This will pose problems of how to restrain 'irresponsible', 'extremist' groups having heightened effectiveness, and that of how to absorb the consequences of their activities into the social structure. Organizations will find themselves forced to adopt these techniques to counteract the effects of other groups disseminating opposing views, or else lose support or have the results of years of painstaking educational activity eroded away within weeks. Symposia via 'conference telephone calls' or 'visiphone' will become more economical than travel, where the individuals live in widely dispersed areas. This will help to increase the quality and frequency of small meetings to the point where some symposia will blur into informal contact between the participants on a continuing weekly basis.

The visiphone technique or telephone (plus a machine which in effect transmits the effects of blackboard type illustrations over the telephone) will permit live conference talks (and even congratulatory salutations) by persons who would otherwise be unable to participate for time or cost reasons. Again this will increase the impact of effective speakers and increase the participative capacity of those in demand or control. All the above points show that organizations will be able to become much more dynamic and effective at lower cost and should prove of great importance to organizations whose staff should make frequent trips to many countries.

2. Control and Tempo of Organizations

The techniques which will modify the nature of conferences, lectures and symposia will also modify Committee, Board and Executive Council meetings. It will be much easier to avoid travel and build up a quorum for such 'visiphone committee meetings'. This will mean :

- effective individuals and these in demand will be able to hold responsible positions in more organizations and be fully active in those positions.
- the speed at which decisions can be arrived at will increase, meetings will be held more

frequently or whenever even a minor crisis demands it.

- sub-committees will be able to get through their work much more quickly and report back, thus speeding up the whole tempo of operation of the organization.
- the impact of the board on the daily operations of the organization may increase. The customary delay factor, which can be used or abused, will be reduced.

These effects will not be confined to the less formal organization meetings where no signatures are required. Devices exist which permit formal signatures to be added to documents over long distances, aside from those which can transmit copies of documents over distances. Formal agreements can therefore be brought into force without the need to incur the cost of travel.

3. Research and Survey Activities

The power of the computer in this area is now well known. What is less well understood is the power with which a maze of statistical data can be reprocessed to present it in such a manner as to highlight significant trends in a readily understandable manner as an aid to complex decision-making.

In addition, if survey results are stored in computer data banks, they can be made available selectively for automatic retrieval by users in other centres or exchanged against their information via the computer network. The future problem will therefore not be the location or lack of adequate information, but that of structuring many related factors to indicate alternative possible decisions to non-experts in positions of power as well as the public which needs to judge their effectiveness.

4. Voting Procedures and the Concept of an Organization

Sophisticated techniques of voting to allow for a considerable variety of possible subtle distinctions and means of safeguarding against abuse, will become feasible because of the calculating power of the computer. Each voting member (or member of a committee) could be allocated characteristics agreed to be significant and fair in evaluating his contribution to the organization. Under present circumstances, such a

complex 'vote' would require hours or days of work to 'count' the result, with all the associated suspicion of errors, etc.

Such a voting procedure could also be designed so that a member's voting power on each of a range of issues depended on as many agreed measures of his experience on each as were relevant. He might therefore have one vote on one issue and fifty on another. Such techniques would mean that the concept of a voting member will change from 'either / or' to a range of degrees of participation within the organization (depending on the subject under discussion). This will make possible a much more subtle make-up of organization membership, reflecting more closely the relative interests, capabilities and qualifications of members. The variety of organizational structures will therefore increase and will make possible the existence of bodies where links between the possible members would currently be considered improbable or unstable.

The current range of types of organization is limited because of the need for simple voting and control procedures and easily understandable membership groups. The calculating and display power of the computer will permit complex groupings of many types whilst retaining the simpler parts of the voting procedure where essential. The new types of organization which will gradually come into favour, may pose considerable problems if they seek legal status or recognition — until the law recognizes the clarity of the definition offered by computer programmes.

These new varieties of organization may be first adopted by mass movements and pressure groups which have previously worked through informal organizations. An important result would be that, although conventional organizations would be of longer life and better recognized, these new organizations would tend to be issue oriented, have large and highly involved memberships, active support and large financial resources, and would therefore overshadow the conventional organizations during their period of activity. It is this type of organization which may prove of greatest value in the developing countries. An important consideration on any issue will then be not the number of existing organizations concerned, but the number of organization oriented individuals and

groups which may link together effectively within days to represent their interest with each new development.

Clearly these techniques make possible the existence of organizations which only 'cohere' and 'exist' on particular issues, or which might have a wide voting membership on one issue, but a very limited voting membership on another. This takes us to a point where the concept of an organization as a distinct and well defined structure (other than in computer terms) is replaced by an emphasis on the potential components of that structure at any one time and the stimulus necessary to call each of them into play. This emphasis on organization dynamics is foreign to traditional thinking in formal organizations but is very close to the normal intuitive understanding of the operation of small groups, informal organizations and pressure groups.

5. Long-term Decision-making

Because of the ease with which a widely dispersed membership can register opinions on any issue with the executive body, a new problem arises. One function of representatives elected in the traditional manner was precisely to overcome this space and time barrier to the expression of membership views. Since this function will no longer have the same importance, the other function, namely that of providing long term guidance based on superior knowledge and experience, will be highlighted and subjected to a greater degree of critical examination. The man-on-the-spot will be less able to use communication and meeting frequency delays to protect his executive position and long-term policies.

The whole question of the relative decision-making power of membership, representatives and executives on different types of long and short term issues will require re-examination to ensure the necessary safeguards and yet maximize the effectiveness of response of the organization. The calculating power of the computer will have an important role to play in the solution to this problem.

One solution would increase the voting power of persons allocated responsibility for particular types of long-range decisions to counter-balance short-term voting swings. The system could incorporate a wide range of flexible and

abuse-free safeguards and could be made very sophisticated. For example, the extra (voting power of such persons could be made to vary according to the size of certain minority view votes, or partially on the basis of a preliminary mass vote. In all such cases, the computer guarantees rapid error free results, despite the complexity of the voting system required to mirror the safeguards demanded by members.

6. New Organization Constitutions and Agreements

Once the relative voting power of organization memberships or their representatives is defined by a set of rules or 'map' within the computer, it is then the features of this map which become the subject of debate in agreeing upon an organization constitution. The map gives a very precise indication of the voting power of each group in well defined situations which may change over time. It will permit very flexible constitutions and agreements, thus defining clearly structures which would currently be thought improbable, unstable or uncontrollable. The map need not only be based on the conditions existing at one time. The map could be a map over time, such that the relationship between the voting power of the two (or more) parties to the agreement or merger could change on a flexible schedule. A multitude of complex safeguards could be built in. The map is in effect the structure governing the changing relationship between the parties. Over time, for example, the rate of increase of the voting power of one party (as expressed by the slope of a 'surface' on a multidimensional map) may become a subject of debate. This slope need not be constant and may make provision for many intermediate reductions in voting power if certain specified conditions arise which require safeguards to one or other party. Such maps in delicate situations could be exceedingly complex and possibly only aspects of them could be displayed at any one time, even on a visual display screen. Nevertheless, they can be thoroughly tested automatically by using the computer to simulate a very large range of conditions which the map must be built to survive, according to the requirements of the participating bodies.

The implications of the new types of voting opened up by the calculating power of the

computer, extend to situations where overlapping classes of minority interests have to be protected whilst at the same time ensuring the allocation of adequate resources and power to a less influential majority.

Aside from voting power, techniques will be available to permit bodies potentially interested in forming an organization or subscribing to an agreement to test or simulate all the possible ways in which the contract or proposal could lead to damage to the interests of one or more of the parties under any foreseeable circumstances. Allowances and safeguards could be incorporated and retested until all parties were satisfied and had an agreed basis for collaboration. This will help to overcome problems of initial mutual suspicion and distrust and will encourage steps to create new agreements or support new policies.

7. Conference Organization

Organizations, and particularly the individuals responsible, will be able to prepare more thoroughly for meetings by simulating all the decisions that must be taken in order to get a 'feel' for the techniques required and the problems that are liable to arise. This will enable the headquarters to ensure that an inexperienced individual or committee in some distant location obtains (at no embarrassing cost) all the accumulated experience on how to organize the type of meeting favoured by the organization.

The usual problems of selecting and booking meeting rooms and hotels will be solved by passing queries through a central booking office. Conferences as a whole will be organized using critical path analysis techniques.

8. Inter-organization Links and Collaboration

A consequence of the increased flexibility in vote allocation will be to permit organizations to allocate a percentage of the vote controlling them to other bodies whom they think should have some voice in their affairs. This can be very carefully controlled to cover all possible contingencies and protect both parties. 'Recognition' may be given added meaning by an allocation of nominal voting power on certain matters.

This allocation of votes can be unilateral or bilateral but since each body is different, the area in which each permits the other to vote could

vary from subject to subject, be dependent on the current situation, or subject to an agreed variation over time. A straight exchange would not be necessary or desirable where it is agreed that one organization is more 'important' than another.

In this way, organizations can flexibly extend their sensitivity and response to those bodies in their environment whose views they value. A wide range of 'membership' (not divided into artificial categories) then becomes possible and practicable.

The many safeguards possible in this type of voting procedure should permit exchanges of a certain degree of voting power between different types of organization under different conditions, e.g. votes allocated by business organizations to environment oriented NGOs, voting power exchanged between IGOs and NGOs, with similar interests, methods of ensuring the participation of some groups in organizations whose activities affect them.

The possible safeguards and the flexibility guaranteed by the computer/communication networks will facilitate the emergence of many 'umbrella' bodies as coordinating points for the activities of member organizations. These bodies, given the sophisticated voting procedures, may only 'exist' for very specific issues or for very short periods of time before disappearing or transforming themselves into organizations with other functions.

Inter-organization collaboration may therefore be based mainly on rapidly changing patterns of contacts (with many recurring subpatterns of different duration) which will give rise to a variety of ad hoc 'umbrella' bodies of relatively short duration. These will however have a much wider membership plus well coordinated functioning links to the national and local level, as well as many levels of special interest sub-groupings. It will only be possible to follow and understand these complex shifting patterns and sub-patterns, and contribute or respond to them, by using the full facilities of computer controlled displays and associated communication networks.

9. Consultation between Organizations

The techniques which will modify the nature of conferences and committee meetings will also

affect the consultative or advisory relationship between organizations.

A meeting in session will be able to contact or 'call into' the meeting (or visiphone meeting) a distant representative of an organization which wishes to make statements or whose views are needed. Such views could then be expressed via a prerecorded videotape (thus ensuring an edited 'best' version) leaving the representative free to answer any comments 'live' and provide extra details where necessary.

Organizations will therefore be able to meet consultative responsibilities with greater ease and at lower cost and without the need to stop other activities whilst waiting to be called to speak. They should also be able to respond more quickly to demands of the meeting by setting up their own visiphone committee meetings prior to a session later in the day of the organization with which they have consultative status. Similarly, organizations will be able to register (with full backing of their Committees) their views on some incident days or hours after it arises, in the form of a full videotape statement (or a transmitted document). This could incorporate all the supporting visual and statistical evidence which it is difficult to make vivid in a typed report (which must itself be approved via a cycle of committee meetings).

Voting procedures could be extended to permit very flexible voting links between organizations which normally exchange or would like to exchange observers. Instead of the current rigid definitions of an observer, such persons could be allocated a varying voting power depending on the type of issue under discussion.

Where the consultative relationship involves collection and transmission of information and survey results, this may be made completely automatic. Each NGO, for example, could have statistical or bibliographical data on its field of interest filed in computer memory. Those parts of the data which it wished to be made available to other organizations, IGOs, NGOs, etc. would be appropriately tagged indicating who could receive what. Such bodies could then interrogate those computer files open to them, or if they regularly updated their own data on a computer, could arrange for this interrogation and transmission of information to take place directly from computer to computer without human inter-

vention. The consultative relationship would then come to have a very precise meaning in terms of flow of information in both directions. Where the consultative relationship involves collaboration on programmes, the changes may be even more dramatic. The many organizations potentially concerned with a problem within governmental, non-governmental or business spheres will be clearly evident. The manner in which their resources can be best grouped and used will be, to a greater extent, a matter of calculation. Emphasis will be taken off the distinction between organizations, so that complex links between the three major types of organization will be used to ensure maximum programme effectiveness.

10. Membership oriented Organizations

Organizations and groups will be able to file their fields of interest in data banks linked by computer networks. By this simple process, individuals and other bodies will be able to locate and contact such organizations much more easily. Similarly, individuals will be able to file their own fields of interest. In this way, contacts with potential members will be very considerably facilitated. This will eventually be taken to the point where each modification of an individual's registered interests or an organization's registered programme activity will automatically place each in touch with a new pattern of contacts. This will have a considerable impact on mailing list management because each change of interest will in effect build up or reduce mailing lists automatically. The most dynamic organizations will arrange their operations so that with every programme modification (or automatic detection of bodies interested in their field), automatic mailings of membership application or periodical subscription forms, general literature, etc., are made.

As the current individual credit card schemes are extended, automated and standardized, we can expect that a person will be able to file a membership or subscription application from a distant terminal without the need to write letters or arrange for fund transfers. Such automatic contacts could even take the form of indications of support on some particular stand taken by the organization in the face of a current controversy — without however representing support for all aspects of the organization's activity.

The speed of communication will create the impression that every action of the organization will bring about a wave of new membership and indications of support or opposition which are all registered automatically and lead to some pre-planned distribution of literature. Direct membership votes on any issue will be considerably facilitated.

11. Organizations with several Levels of Membership

Where an organization operates through specialist, regional, national, state and local committees, the computer will assist the executive by providing a clear, overall, easily understood picture of what is happening at each level. This helps to highlight communication and coordination gaps and barriers to the flow of information. It can also be linked to a system to ensure that each level is aware, as much as is necessary, of the activities at other levels. The total result will be to make the organization a more coherent and integrated structure and to help people at different levels to understand how it operates, in what way they are contributing to the overall programme, and in what way the overall programme is relevant to their own special interests.

12. Production of Newsletters and Periodicals

The current revolution in the publishing trade as a result of computer typesetting will change the methods of producing periodicals and directories. A large international organization might, for example, decide to produce a limited international edition of its newsletter but transmit selected sections of this through the communication network to be incorporated automatically as 'international news' into different regional or national newsletters. Similarly, the larger national organizations would transmit selected sections of their newsletters for automatic incorporation in state and local newsletters. No recomposition or communication by post would be required, nor would large stocks of periodicals have to be distributed over long distances. A further stage already in operation will be the direct distribution of all items of news or information specified by the reader as being of interest to him. These will be printed out on a device in his home or office. This technique lends itself to financial support from advertising revenue as well as being essential to govern-



VISUAL DISPLAY UNIT PERMITS «CONVERSATION» WITH COMPUTER

People who know nothing about a computer can use one simply by pointing an electronic probe at a new image display unit introduced by International Business Machines Corporation.

The low-cost IBM 2760 optical image unit provides a two-way conversational link with System/360. It can be used by nurses who update patient records, design engineers who estimate manufacturing costs, insurance agents who plan client coverage, and in many other applications. The display may be located wherever it is needed — at a hospital nursing station, in a laboratory, factory, warehouse or branch office. Linked by telephone lines to a remotely-located computer, the display permits users to get information into and out of the data processing system in terms completely familiar to them. They don't even have to know how to operate a keyboard.

Presented with a question and a list of possible answers, the user simply points an electronic probe — called a « light pen » — at the appropriate response displayed on the screen. The response is automatically transmitted to the computer which moves the film to the next part of the job.

Variety of Applications : a) In use at a hospital nursing station, for example, a nurse might insert a film cartridge on patient care into a slot on the front of the unit. Triggered by the computer, the first few images would ask

her to identify the patient. Then, with the tip of her light pen, she would tell the computer exactly what information she wanted to record. As subsequent images flashed in front of her, she might note that medication was dispensed. More images would appear, asking her the medication's type, dosage and frequency. When finished, she could ask the computer to print out a full, updated patient report.

b) In use at an NGO development service centre, in a UN Specialized Agency, or at a regional or national HQ, a programme or project officer might insert a film cartridge on project status into the front of the unit. Triggered by the computer, the first few images would request him to identify the project. Then with the tip of the light pen, he would tell the computer exactly what information he wished to record. As subsequent images flashed up, he might note new resources allocated to the project. More images would appear, asking for information on the resource type (funds, personnel, materials, etc.), amount, and frequency. When he had finished, he could ask the computer to print out a full, updated project report.

If the computer had links with other display units, it could simultaneously print out the updated report in other offices, in the same building in the same city, country, or even other countries. If the computer also served other organizations, then in this way all bodies interested in the progress of a particular project could be kept informed.

ment and business. It may therefore be introduced very quickly as a computer controlled extension of the telex network.

13. Fund Location and Allocation

Once organizations register their fields of interest in national and regional data banks linked by computer, it will be possible for bodies requiring funds to identify the fund allocating bodies with the same area of interest. Similarly, fund allocating bodies will be able to select the most appropriate channels through which to distribute funds to stimulate the solution to particular problems and/or assist organizations in need. Floods of unnecessary requests will be avoided, to the benefit of both parties, by matching interests precisely. Such a system will ensure rapid and effective use of available funds, but will at the same time highlight those bodies which are underfunded in terms of the responsibility placed upon them by society to attack certain problem areas. A clear and unambiguous picture of this type will be a strong stimulus to fund raising bodies.

14. Programme Budgeting

The increase in the tempo of organizational activity and the calculating power of the computer will lead to modifications of budgeting procedure. Instead of approving a rigid and detailed budget for one or more years in advance, the allocation of funds will be organized to permit flexible response to programme opportunities and crises...

15. Organizations directly involved in the Development Process or concerned with the Detection of new Problem Areas

A major advance in the detection and prediction of developing problem areas will take place. The resulting information will be displayed in a manner which will highlight important problems and the organizational, financial and material resources with which they can be attacked. A computer system now operating for commercial purposes, uses techniques which will eventually permit groups, organizations, foundations or individuals to register via a computer, perhaps anonymously, their proposals or interest in participating in programmes in a particular field. Any body willing to formulate, initiate, coordinate or finance programmes, could at any time test the number, and perhaps the type, of bodies with a particular interest. Initial proposals and

invitations could then be circulated automatically via a computer addressing system without the need to reveal the identity of recipients. The initiator would then receive replies from those interested in his proposals, permitting him to prepare a preliminary meeting to launch the project.

Any programme coordinator for general and particularly United Nations programmes could automatically monitor the current and proposed projects in any specialized area and thus ensure that the specialized project coordinators received all appropriate information on the general or related specialized programmes with which they could align their activities or from which they could obtain support.

Visual display units would enable all concerned to obtain a general or detailed picture of the pattern of change and interaction between programmes and would automatically signal areas of imbalance (including unchecked control).

16. Organizations forming ad hoc Pressure Groups or responding to Crises

Such organizations, once the issue or crisis has been detected, will be able within hours to set up a communication network linking all bodies with a similar stance or concern for the problem. In a second stage, they will be able to send out information from regional and local centres to mobilize expert or public opinion. Distribution of such information will be automated to the point where as individuals or bodies hear of the crisis and register their concern in a data bank, the pressure groups bulletin will be mailed automatically and the address incorporated in a temporary mailing list. It is already technically quite feasible for individuals or bodies which register their concern in this way at some terminal, to have the latest bulletin or instructions for direct action printed out immediately (in the same manner as does a telex machine.) At the same time, it will be possible for the pressure group to have displayed, in an unambiguous form, the organizational complex which opposes their point of view or prevents effective action from being taken. The organizers can therefore design their plan of campaign with detailed knowledge of the opposition's organizational complex and the decision-centers, points of influence and areas of support within it. Great pressure can be im-



(Photo : Bell Telephone Laboratories)

A New and Powerful Approach to World Problems. The combination of man — the creative director, and computer — the superlative performer, is the heart of the computer graphics concept. The result is a powerful team with wide-ranging problem solving possibilities.

mediately applied with precision, by direct and indirect means, on the individual or body holding up or responsible for the next decision in the evolution of the crisis.

This illustrates the manner in which pressure group action will be considerably speeded up on certain issues where at present months and years are spent in contacting individuals and groups to organize an effective campaign. Because the decision-centres are clearly highlighted, campaign time and resources can be marshalled with great effectiveness and directed to give an optimum result. Needless to say these techniques will be used for both 'good' and 'ill', but resources of each side on any issue should be much clearer. Display techniques should facilitate clear public understanding of the strengths of each side and therefore be a strong stimulus to support of one side or the other, particularly since registered support will be seen to have a registered effect. In addition, long-term subtle pressure group action should be greatly facilitated and it is perhaps here that only computer techniques will permit the detection of the effects and directions of such campaigns to permit counterbalancing actions, if necessary.

17. The Individual faced with a highly complex changing Organizational environment

The current difficulty for the individual of penetrating and understanding the significance to society and the relevance to himself of the maze of interlinking organizations and departments which constitute the world system, will be resolved. Techniques are currently available which would permit the organizational network to be displayed under computer control. A computer visual display terminal has considerable advantages as a technique for the communication of new concepts. As the world system increases in complexity, this may prove to be the best means of simplifying and making realistic education concerning it and the many roles and avenues of participation open to the individual, the citizen and his groups. The computer can orient its display of the organization network in terms of those bodies familiar or of interest to each individual and allow him to 'explore' neighbouring organizations less familiar to him. He can then be led to an understanding of how his known organizations and problems are 'nested' within an organizational

and problem area environment. He can build up a meaningful 'feel' for those originally conceptually distant from his starting point. Displays of this type can permit the student to simulate the result on the organizational network of 'wiping out' a single organization or class of organizations which he has been led to believe are of limited value, or he can observe the effects of modifying the network to fit his preconceptions. Of greatest importance, he can work out and locate which organizations or groups offer an avenue of fulfillment for him, or alternatively precisely in what way he must initiate some new activity to achieve such a measure of satisfaction.

The high information content and summarizing power of such displays should make them particularly useful features of television news programmes as a means of illustrating the meaning of proposed changes to the organizational network.

18. Safeguards and Privacy

There are many means of introducing safeguards into computer systems to guarantee necessary privacy. Just as it is possible to have ex-directory telephone numbers, within a computer system one can specify to whom one's number should be given and for what purposes. In addition, if this privacy is not provided, there are many means of using the information stored to ensure benefits to the individuals and society which would not otherwise be available — and thus in some cases circumvent the purpose for which the systems were originally created. To justify safeguards and privacy, we need a much clearer understanding of the circumstances under which it is 'beneficial' and those under which it leads to 'abuse'.

19. Timing

Since computer systems are associated with technological development, it must be assumed that the possibilities mentioned above will become economical at different times in different countries. Even the most 'speculative' possibilities are, however, currently operating in other spheres or are technically feasible if required. The impact on society will arise from the increasing availability of such tools and the consequent reduction in costs. For organizations with similar problems (in computer terms), a means of accelerating progress towards the use of these techniques is to commission common

computer programmes and/or share the use of the same computer terminal.

Conclusion

A major effect of these dramatic changes is to enhance the flexibility, variety and public impact of associations and these are currently their major assets. The various changes will not only favour the large organizations with extensive resources. There are many ways in which organizations with more limited resources can use these techniques to great effect, if they wish to — even to the extent of revolutionizing the relationship between associations and the governmental and business communities. Business enterprises and government bodies are now setting up large centralized computer and communication centres and many remote terminals (e.g. the World Trade Centres, U.N. and national government computing centres) which increase their ability to coordinate and control their programmes. That they need these tools to control change is illustrated by the following quote from the introduction to a 1968 management conference session of the College of Management Control System (The Institute of Management Sciences) : « Evidence is mounting that the environment which managers seek to control — or, at least, to guide or restrain — is increasing in turbulence and complexity at a rate that far exceeds the capacity of management researchers to provide new and improved methodologies to effect management's intentions. Faced with the consequences of forced technological change, and the concomitant changes in the social, political, psychological, and theological spheres, there is real danger that the process by which new concepts of management control are invented and developed may itself be out of control relative to the demands that are likely to be imposed upon it. » The important opportunities for associations, NGOs and other bodies will arise as soon as they start to make full use of the existing communication and computer networks to enhance their ability to respond rapidly to new problems by forming dynamic working link-networks between all bodies and individuals temporarily concerned with each problem. Only by using such techniques, will they be able to fulfill their function of counter-balancing the excesses or omissions of, or collaborating effectively with well funded programmes in the future.

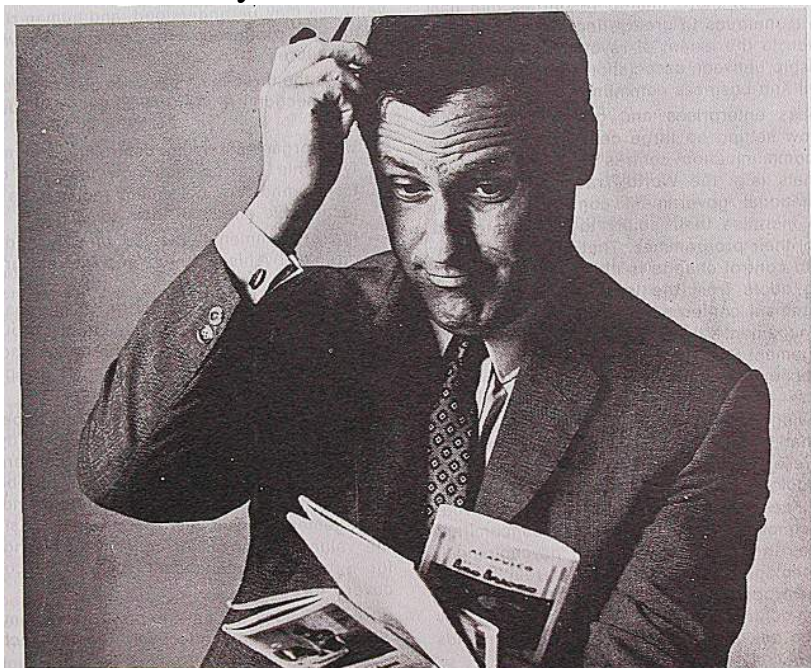
Associations and NGOs cannot be passive observers of these new techniques and their use by the government and business communities. Many of the changes will drastically affect the relationship of the individual to society and involve new types of restriction on persons whilst facilitating many new types of freedom.

It is only through full use of these techniques by associations that their advantages and disadvantages may be understood, and human rights adequately protected in the fast changing world of the future.

Perhaps the three main points to be examined in this connection are the right of the individual to know

- what organizations are controlling and modifying his environment, how they are controlled and how he should register the objectionable effects of their activity;
- the environments affected directly and indirectly by his own job and interest group activity;
- the whereabouts and nature of information stored about himself and his interest groups. With the emphasis that such knowledge should be made accessible and meaningful using all the necessary audio-visual techniques. Within a few months, NGOs will be able to benefit from the conclusions of the capacity study of the U.N. and governmental bodies concerned with the development process. This has been conducted with the aid of a team of independent management consultants. NGOs could consider the value and means of collectively arranging for a broader independent study. This could cover :
 - the role they will have to play to complement and supplement effectively the U.N. activities;
 - the information systems they will need to do so and the extent to which the planned U.N. systems will suffice;
 - how best to design and link their own information systems, possibly with the U.N. systems, to facilitate programme implementation and the attack on complex interacting problem areas (e.g. the consequences of development for the natural environment, urban conditions, mental health and youth) upon which governmental organizations often cannot flexibly and rapidly focus.

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Q21.K.

Dear developing country....

— A foreword to the UNDP Capacity Study by Sir Robert Jackson

Sir Robert Jackson was designated by the Governing Council of the United Nations Development Programme to undertake a management study of the capacity of the United Nations system to handle the resources made available by the UNDP. The text below is reproduced from the two volume report () to which it constitutes a « foreword ». The implications of this report for international nongovernmental organizations will be considered in a subsequent issue. Subtitles have been added for clarity by the editors.*

In the middle of the Capacity Study, the Head of State in a developing country said to me : « By the time your Study is finished, you'll have had a unique opportunity to review the entire United Nations development system. When your Report is ready, write and tell me all about it for I want to help if I can. » This is the letter I shall write. It could serve, I think, as a foreword to the Report.

Dear...

The Capacity Study is finished and a copy of the Report is enclosed. When last we met, you asked me to let you know what I felt at the end of it all. Here is the letter I promised.

We have diagnosed the patient's sickness and written a prescription. It remains to be seen whether he will take the medicine.

As you will recall, the Study dealt with the United Nations development system and its partnership in the field of technical co-operation with the developing Member States - the « Third World ». It reflects twelve months of intensive work by half-a-dozen people who received exceptional support on all sides. Over 100 governments were consulted and gave us their views; each of the organizations which make up the United Nations system — there are about twenty of them — provided us with detailed information about all their activities, and many wise and experienced people, both inside and outside the system, gave us the benefit of their advice.

* United Nations. A Study of the Capacity of the United Nations Development System. Geneva, U.N., 1969, DP / 5, 2 vols.

As you anticipated, by the time it was all over, I had had an extraordinary insight into the United Nations system. I wouldn't be human if I did not feel / had come full circle. / was at the centre of things at Lake Success about twenty years ago, and the roots of many of today's problems were apparent even then, but, significantly, governments were not prepared to

Major impressions

At the end of the Study, I am left with several strong impressions. The first one is positive. I am convinced that technical co-operation and pre-investment are one of the most effective ways of assisting the developing countries in achieving economic and social progress. I believe the United Nations, despite its present limitations, has demonstrated conclusively that it is the ideal instrument for the job. Virtually every Member State agrees with this and many of them would be willing to contribute substantially more funds if the operation could be made really efficient. This function of development co-operation, by the way, is now by far the largest activity in the entire United Nations system. Thus, in surveying its development work, we were compelled to look at the mechanism as a whole.

It would be an impertinence, Sir, for me to suggest what needs to be done to develop your own country. You know that better than any man. But we would both agree that there is a tremendous job to be done, that decades of work lie ahead, and that your country, which we both love, is typical of about ninety other nations in the world, all of which will

require technical co-operation for many years to come. Since the international system has shown that this is a field where it can operate effectively, the consideration of the three studies of this activity — the Pearson Commission, the Second Development Decade proposals and the Capacity Study — which are now available, provide governments with the basis for a full-scale review of their policies. This, in turn, would offer an unprecedented opportunity to revitalize the United Nations development system. There is no doubt that this opportunity exists — but can the governments of the world grasp it? This is where my second and predominantly negative impression emerges and I am compelled to say: « On the record of the last twenty years, probably not. » Only if you and a considerable number of Heads of State and governments combine can we get decisive action. It is not that large sums of money are involved — technical co-operation is probably the most economical of all methods of assisting development. The real reason is the great inertia of this elaborate administration structure which no one, it seems, can change. Yet change is now imperative.

Who controls the « Machine » ?

This is my greatest worry and it is shared by virtually every responsible man and woman I have met, both within and without the system. Governments created this machine — which over the years has grown into what is probably the most complex organization in the world. What is it exactly? Briefly, it is built up of the administrative structures of the United Nations and its component parts, such as UNDP, UNICEF, UNIDO and UNCTAD, etc., and of about a dozen Specialized Agencies. In theory, it is under the control of about thirty separate governing bodies; in the past, much of their work in dealing with administrative problems has been self-defeating. At the headquarters level, there is no real « Head-piece » — no central co-ordinating organization — which could exercise effective control. Below headquarters, the administrative tentacles thrust downwards into an extraordinary complex of regional and sub-regional offices, and finally extend into field offices in over ninety developing countries. This « Machine » now has a marked identity of its own and its power is so great that the question must be asked « Who controls this « Machine » ? » So far, the evidence suggests that governments do not, and also that the machine is incapable of intelligently controlling itself. This is not because it lacks intelligent and capable officials, but because it is so organized that managerial direction is impossible. In other

words, the machine as a whole has become unmanageable in the strictest use of the word. As a result, it is becoming slower and more unwieldy, like some prehistoric monster.

Implications

« What are the implications of all this » ? you will ask. Before answering that question, one can say immediately that the political side of the United Nations — the General Assembly and the Security and Trusteeship Councils — is not unduly affected. Two great international institutions are also largely untouched because they are independent and well managed: the International Monetary Fund and the World Bank Group. The real threat from the machine is where it inhibits the development co-operation provided by the United Nations system. UNDP is the principal organization affected by this situation. As you know, UNDP does not operate itself, but relies on the Specialized Agencies for the execution of its projects. As a result, all of them are vitally affected though, fortunately, several of those with relatively small programmes are less constrained.

Thus, the answer to your question is that the developing countries aren't getting as good a technical assistance service as they should, that the future progress of the UN system is threatened, and, within that framework, thousands of capable men and women, who have dedicated their careers to the ideal of the United Nations, are increasingly frustrated.

Resistance to Coordination

« What prevents us from bringing the « Machine » under control ? » will be your next question. There is no perfect answer. In theory, complete control of the machine would require the consolidation of all the component parts — the United Nations and the Specialized Agencies — into a single organization, which is not within the realms of possibility. What could be done immediately, however, is to bring a very large part of it under reasonable control by introducing systematic procedures for the effective management of the predominant function of development co-operation. This would require a strong central co-ordinating organization. The Study describes how this could be done — essentially by restructuring UNDP — but the effects of the changes involved would be so substantial that they would be resisted in many quarters. Here, I shall give you only three examples. In doing so, I do not imply any deliberate obstruction but rather refer to those whose official positions require them to sustain the status quo.



(Photo ; United Nations)

School health education in the Philippines. The purpose of this project is to develop a co-ordinated School Health Education Programme, which will improve the physical, mental, emotional and social well-being of the school children. This includes the training of staff, the development of a better understanding of the responsibilities of various official and voluntary agencies in the programmes and promotion of closer working relations with them. The project is being assisted by the United Nations, the World Health Organization, and the United Nations Children's Fund.

First, many senior officials, whilst readily acknowledging that change is essential, would be impelled to resist it. They would do this on the understandable grounds that they are so heavily committed to the present operation that they could not physically find time to introduce a major reorganization. I sympathize, but it is a situation which cannot be accepted for progress would on these terms be impossible. It must never be forgotten, too, that UNDP is today financing a great part of the operations of the Specialized Agencies and they themselves could not make major changes — even if they were willing to do so — unless UNDP as the potential co-ordinating point took the lead. In a sense, it is possible to think of UNDP as a main gear wheel, with each of the Agencies as another important wheel, all of which must mesh together if the mechanism is to function effectively and thus create a system. It follows logically that UNDP must be reinforced with whatever managerial manpower is needed to introduce the necessary changes.

Second, resistance to change will come from many of the Agencies. Supported by governments, most of them have now become the equivalent of principalities, free from any centralized control. Over the years, like all such institutions, they have learnt to safeguard and increase their powers, to preserve their independence, and to resist change. All these characteristics are reflected in their individual patterns of organization and administration and it is largely because of this that the machine is as it is. This would not matter so much if the Agencies had not become so greatly involved, in cooperation with UNDP, in the process of development. Lacking any central control, they have naturally advanced independent sectoral policies, often without due regard to the interests of either the developing countries or the UN system. The record shows conclusively that, while the Agencies may genuinely want to work together collectively (and in so doing help to bring the machine under control), they have been frequently prevented from doing so by forces outside their control.

You, Sir, know what your Cabinet would be like if you were not there to take charge of it. Today, the Agencies — which have so much to contribute — cannot give of their collective best because no individual and no organization is pulling them together. There can be no equivalent in the UN development system to a Head of Government, but a greatly strengthened UNDP, sensitive to the problems of the Agencies, could exercise a most beneficial and con-

structive influence throughout the entire UN development system.

And that brings me to the third and final example where change will be resisted. It will be in the Cabinets of individual Member States. Our enquiries revealed example after example where Departmental Ministers have advocated policies in the governing bodies of the particular Agency which concerned them (e.g. a Minister of Agriculture in FAO, or a Minister of Education in UNESCO) which were in direct conflict with his government's policies toward the UN system as a whole. It follows logically, Sir, that unless a majority of Heads of Government of Member States, assisted by their Ministers of Foreign Affairs and of Finance, are determined to establish policies deliberately designed to introduce the necessary changes into the present « non-system » and to ensure that their Departmental Ministers adhered to those policies in the various governing bodies, then the present monster will continue to propagate, the UN system generally will deteriorate, and the economic and social development of the « Third World » will be frustrated at the very time when a unique opportunity exists to expand it significantly.

Thus, the forces of inertia resisting change are very great and I have little optimism for the future unless the Cabinets of many of the Member States decide to treat this basic problem with the seriousness that it demands. I know that you and your Government will do so; I hope very much that many others do likewise.

Transformation of UNDP

In summary, what I have said is that the UN development system could do a remarkable job in co-operating with the Third World, but the prospects are not very promising unless the machine can be brought under control. Probably the best answer that one could hope for at the present time is for governments to transform UNDP into a strong and effective organization, and for UNDP, in turn, by the exercise of enlightened managerial and financial procedures, to secure the co-operation of the Agencies in bringing the machine under reasonable control and, by doing so facilitating improved co-operation with the Third World.

Before I turn to broader issues, I should make three further comments. First, the machine can be reformed without any amendments to the Charter of the United Nations or to the constitutions of the

Agencies. Of course, if governments decided they wanted stronger and more decisive action, then the thing to do would be to centralize the budgets of all the Specialized Agencies — except those of the IMF and IBRD — and bring them under effective co-ordinated control in ECOSOC. Then you really would see opposition to change ! That battle was fought out when I was at Lake Success in the early days and the supporters of the sectoral approach won the day. Whether that victory was good for the United Nations as a whole is a matter for the historians, but I am positive that the progress of the Third World would be advanced if financial power could be used intelligently so as to ensure collective action by the UN development system, especially in each of the developing Member States.

The second comment is prompted by the question that many thoughtful people have asked me : « Is it worthwhile going to all this fuss and bother to try and reform the machine ? IBRD is efficient; why not let UNDP go on as it is, even if its capacity diminishes as the machine grows more unwieldy, and let the Bank do the rest ? » There are at least three reasons for rejecting this approach. The first is that it is in the interests of all Member States for the United Nations to carry on the technical co-operation work which it has pioneered and has shown can be handled successfully as an international operation. Hence, UNDP • should be strengthened so that it can effectively accomplish its role and, simultaneously, help to bring the machine under reasonable control. Next, evidence presented to the Study indicates that the Third World would prefer to remain in effective partnership with UNDP as far as development co-operation is concerned for, much as it respects the World Bank Group (and rightly so), there are misgivings about its weighted voting and limited membership. Finally, although I obviously cannot speak for the President of the Bank, I have the impression that the Bank would prefer to see UNDP and the UN development system as a whole operating with efficiency and interlocking their operations in the field of preinvestment with the Bank Group.

Third and last comment. All concerned must realize that the job to be done by UNDP is essentially an operation in contrast to the usual function of a secretariat. Most governments have accepted this distinction in separating their nationalized industries from the permanent governmental service. They must now take another step forward and accept the need for the equivalent of an internationalized industry.

What is to be done ?

/ can now imagine you saying : « Look. You know the problems I have in governing this country. I agree with you fully that the future of the United Nations is of the highest importance. I agree that the development co-operation job has great possibilities : it could well offset the limitations of the political bodies in the United Nations. I agree that the « Machine » is an impediment both to UN and the Third World - but just what do you want my Government, and other governments, to do ? » And I think you would add : 'Remember Churchill ?' « Pray let met have on one sheet of paper... » I do not know if I can do that, but I will keep it as short as possible. The matters I write about now, of course, represent my deepest impressions of all.

FIRST, before thinking about the problem of the machine, I would ask governments to put both problems — the UN development system and the Third World — into a realistic perspective. Please reflect carefully on our experiences since the present UN system was established — a period during which so many members of the Third World achieved their independence. Next, take stock of the present. Consider what has been achieved. A very great deal. After that, think carefully about what needs to be done. Look forward with vision and determination toward the end of the century and map out a strategy for development that will seize people's imaginations and give hope to those who are in need, and inspiration to those who have the power to make great changes. Few Ministers will have time to read all this Report, but the perspective to which I have referred is surveyed in it, if they wish to consider the problem more deeply.

SECOND, in looking to the future, recognize the extraordinary advances in science and technology and the power they now give us to render world conditions more tolerable for all mankind.

THIRD, despite the present political difficulties, recognize that the impact of those technological changes must inevitably increase the interdependence of nations, and create both unprecedented opportunities and irresistible demands for development as hundreds of millions of people see for themselves that there is no reason to remain underprivileged.

FOURTH, please grasp the opportunities opened up by this unique combination of circumstances and the existence of an institution such as the

United Nations, and decide to equip it with an instrumentality deliberately designed to co-operate with the Third World. Make certain that it is an organization that could really respond flexibly and quickly to the conditions of the future. FIFTH, governments have already laid down excellent principles in GA resolution 2188(XXI) that should govern this co-operation between the United Nations and the Third World. Now they should apply them in practice. What does that mean in terms of specific action ? SIXTH, it means agreement that the United Nations should be equipped with a suitable operational organization—a proper « Machine »—to do the job. The core of such an institution exists already in the United Nations Development Programme, but it would have to be given greater power and independence and reorganized substantially if it were to be transformed, as it should be, into the recognized central body for consolidating and expanding co-operation with all the developing Member States.

SEVENTH, continue to provide UNDP with the necessary financial resources while it is being restructured. Give it substantially more money if it demonstrates that it can deliver the goods to the Third World — as it should certainly be able to do. As soon as possible, channel the maximum of all money provided for development co-operation through the new organization so that it can achieve collective and co-ordinated action by the exercise of wise financial control. At the same time, ensure that the Head of the organization is fully accountable at all times for all funds entrusted to him.

EIGHTH, recognize that the Specialized Agencies have an exceptional contribution to make, but that their work in the field of development co-operation must be co-ordinated (through a modified UNDP) like any department in government. Ensure that the Agencies receive the financial support necessary for them to perform their constitutional functions.

NINTH, and the decisive act. Above all, be certain that the new organization has the necessary manpower to surmount its present limitations and then to expand into an instrumentality commanding the powerful support of all Member States. This would demand managerial talent of a quality equivalent to that found in the greatest institutions and commercial enterprises. Hard to find ? Of course, but that one act by governments would do

more than anything else to consolidate the UN system and to assist the Third World.

Next Step

« Well », you will say, « You didn't quite get it on one sheet of paper, but what is the next step ? » The answer here, of course, is that each government will need to consider individually its policies in relation to the many recommendations made in the Report. Hence, Secretaries of Cabinet should be directed to arrange for the Report to be studied thoroughly and subsequently to prepare submissions for the consideration of Cabinets. After that, government action should follow. But — even assuming that governments supported the main recommendations in the Report — it would be essential to ensure that their policies were followed consistently by their ministers in the governing councils of the UN bodies.

Governments now have the Study. They have Mr. Pearson's Report. They have the outline proposals for the Second Development Decade. As I have said, this offers them an unprecedented opportunity for reviewing their policies toward the developing countries, and for taking deliberate and sustained action to resolve what we all know in our hearts is the problem of our time. Yet, tragically, too many people — including too many leaders in the affluent states — now appear to believe that the plight of two-thirds of mankind can be safely swept under the political rug and left there.

However, the sheer force of political circumstances will compel governments to act sooner or later. The sooner they respond, the greater will be the prospects for a better world. The longer they delay, the greater will be the dangers.

MIRV, the Multiple Independently Targeted Re-entry Vehicle, represent to me the ultimate folly (so far) in man's unceasing efforts to find security by means of weapons of destruction which science now makes obsolete overnight. The twentieth century, on its record so far, could well be called the 'Century of Destruction'. Never before has mankind destroyed so much of its inheritance so quickly. We still have time to do the most constructive job in the history of the world.

I have the honour to be, Sir,
Your Obedient Servant,
R. G. A. Jackson

*

une question de volonté

Avant de faire une critique sur l'ensemble des rapports couvrant les problèmes de la Deuxième Decennie du Developpement, nous publions ci-dessous des extraits du Rapport de la Commission d'Etude du Développement International de la Banque Internationale pour la Reconstruction et le Développement, dit « Rapport Pearson » (). (Des passages ont été soulignés par la Rédaction de la revue). L'avenir de la coopération internationale en faveur du développement économique a suscité des inquiétudes de plus en plus vives. M. George Woods, alors Président de la Banque Mondiale, a suggéré la tenue de « grandes assises » réunissant des personnalités de grande expérience de diverses nations qui étudieraient en commun les effets de vingt années d'aide pour le développement, en évalueraient les résultats, décèleraient les erreurs et proposeraient les politiques qui pourraient mener à des progrès plus rapides à l'avenir. C'est à la suite de cette suggestion, en août 1968 que M. McNamara, le Président actuel, a demandé à M. Lester B. Pearson, ancien premier ministre du Canada, de former une Commission pour entreprendre cette étude.*

La crise de l'aide

Le fait que l'écart va grandissant entre les économies des pays industrialisés et celles des pays en voie de développement constitue l'un des problèmes majeurs de notre temps.

Le désir de le réduire a ramené les nations qui n'avaient pas encore bénéficié de la révolution technologique à mobiliser leurs ressources pour développer leur économie. Il a provoqué également un transfert de ressources, d'une ampleur sans précédent, des pays riches vers les pays pauvres. La coopération internationale pour le développement au cours des vingt dernières années a pris des caractéristiques tout à fait nouvelles et elle a été d'une ampleur sans précédent...

Cependant, à l'heure actuelle, l'appui international au développement devient moins vigoureux. Dans quelques pays riches, on remet en question sa possibilité et son but même. Les programmes d'aide extérieure sont examinés dans un climat lourd de désillusion et de méfiance. Ce n'est pas le cas partout et en fait, il y a des pays où c'est le contraire qui est vrai; néanmoins, il faut dire que nous entrons dans une période de crise.

* Pearson, Lester B. (Ed.) Vers une action commune pour le développement du Tiers Monde. Paris, Editions Denoël, 1969. Pearson, Lester B. (Ed.) Partners in Development; Report of the Commission on International Development. N.Y., Praeger Inc., 1969

La question qui se pose à l'heure actuelle est de savoir si les pays riches et développés poursuivront leurs efforts d'assistance aux pays en voie de développement ou s'ils permettront que la structure édiflée pour la coopération en vue du développement se détériore et s'effondre.

Les indices ne sont pas encourageants. Dans les dernières années de la présente décennie, le volume de l'aide extérieure publique est resté stationnaire....

Il est dû en partie à ce que l'attitude des pays donateurs est souvent influencée par des conceptions fausses et des espoirs utopiques de « développement instantané » alors qu'on devrait savoir que le développement est un processus à long terme.

Ces pays critiquent aussi avec virulence le gaspillage dans l'utilisation de l'aide dans les pays en voie de développement et ils se plaignent que les activités d'assistance font que les pays donateurs sont inévitablement mêlés aux conflits politiques et aux hostilités armées dans lesquels les pays bénéficiaires peuvent se trouver engagés.

En fait, très souvent, l'aide bilatérale a été dispensée afin d'obtenir des avantages politiques à court terme, de s'assurer des positions stratégiques ou de favoriser les exportations du pays donateur... Il n'est pas surprenant non plus qu'on ait pu souvent critiquer cette aide parce qu'on méconnaissait le but réel de ce genre d'assistance.

Certains pays ont aussi réduit leur participation à une aide au développement qui ne méritait aucune de ces critiques et cela à cause, en partie du moins, de la complexité et de la gravité croissantes de leurs problèmes intérieurs. Ces pays s'engagent plus à fond dans la lutte contre la pauvreté et dans le règlement de questions comme celles des droits civiques, de la discrimination économique, de l'urbanisme et de l'environnement.

Ce n'est pas seulement dans les pays développés que le climat s'est détérioré. Du côté des pays en voie de développement aussi on constate des signes de frustration et d'impatience. Dans beaucoup d'entre eux, on s'interroge sur la nature même des relations d'aide.....

Une aide ? Pour quoi faire ?

Voilà une question fondamentale que nous devons examiner tout particulièrement et directement, car elle est à la base même de l'affaiblissement — dont nous avons parlé — de la volonté de poursuivre, et encore plus d'accroître, la coopération pour le développement.

Pour essayer d'y répondre, il faut que nous disions clairement, non seulement ce que l'aide peut faire, mais aussi ce qu'elle ne peut pas faire et qu'on ne doit pas escompter qu'elle puisse faire.

Le développement des nations pauvres ne garantit pas que celles-ci choisiront une idéologie donnée ou un système de valeurs particulier. Nous ne voulons pas dire, cependant, que le progrès économique et social est sans influence sur les idéologies et leurs systèmes de valeurs. Le développement provoque des mutations profondes dans le comportement national et engendre souvent des menaces à l'unité et à la cohésion du pays, qui peuvent obliger à faire largement appel au passé historique particulier de la nation. L'organisation économique, la politique sociale et la volonté de rompre avec le passé exigent souvent une politique pragmatique, tenant compte des conditions locales. Il est amplement prouvé que l'évolution politique des pays en voie de développement n'est pas uniforme et ne cherche pas à imiter un autre pays quelconque.

Le développement n'est pas une garantie de stabilité politique ni un antidote de la violence. L'évolution est, par essence même, génératrice de troubles, mais une participation active de la population aux mutations nécessaires offre la possibilité de faire naître en elle le sentiment qu'elle les dirige et qu'elle s'identifie à elles. Par contre, si on s'oppose à cette

participation ou si on n'y fait pas appel, il se produit presque inévitablement des éclatements de la structure sociale.

Le développement ne donne pas non plus l'assurance d'un comportement pacifique et d'un sens des responsabilités dans les relations internationales. Un succès raisonnable dans le domaine du développement peut supprimer quelques-unes des causes d'agressivité vis-à-vis de l'extérieur, mais l'histoire nous cite de trop nombreux cas où des nations très développées ou dont la croissance était rapide se sont comportées d'une façon agressive et irresponsable vis-à-vis de leurs voisins.

Alors, quel est donc le but de la coopération pour le développement international ? Ce n'est certes pas de combler tous les fossés et d'éliminer toutes les inégalités, ce qui serait d'ailleurs, impossible. C'est de diminuer les disparités existantes et de supprimer les injustices. C'est d'aider les pays pauvres à entrer, à leur manière propre, dans l'ère industrielle et technologique, de façon que le monde ne devienne pas de plus en plus nettement divisé en pays riches et en pays pauvres, en pays privilégiés et en pays déshérités.....

Revenons donc à la question : Pourquoi les pays riches doivent-ils chercher à aider ceux qui ne le sont pas, alors que même les plus riches d'entre eux sont aux prises avec de graves problèmes sociaux et économiques sur leur propre territoire ?

La réponse la plus simple est d'ordre moral : ce n'est que justice que ceux qui sont riches partagent avec ceux qui sont pauvres.

Mais il ne faut pas se bercer d'illusions; *les obligations morales sont généralement ressenties avec une force particulière à l'intérieur des groupes nationaux auxquels les individus appartiennent et s'identifient.* L'intérêt porté aux besoins d'autres nations plus pauvres est l'expression d'un sentiment nouveau et fondamental de l'ère moderne — la prise de conscience du fait que le monde est un village, que nous appartenons à une communauté mondiale.

C'est cela qui fait que le désir d'aider est plus qu'une impulsion morale ressentie par un individu; c'est un impératif politique et social pour les gouvernements, qui acceptent maintenant au moins un certain degré de responsabilité dans leurs relations mutuelles.

Il est reconnu que l'intérêt qu'on porte à l'amélioration de la conditions humaine ne peut plus être sélectif. Si les pays riches tentaient de concentrer leurs efforts sur l'élimination de la pauvreté et du retard de développement sur leur propre territoire et

qu'ils négligeaient de le faire dans les autres pays, qu'advierait-il des principes selon lesquels ils prétendent vivre. Les fondements moraux et sociaux de leur propre société pourraient-ils rester intacts s'ils se lavaient les mains du malheur des autres ?...

Il y a aussi des raisons d'intérêt personnel éclairé et constructif. C'est là une base respectable et valable pour une action et une politique internationales. *L'utilisation la plus large possible de toutes les ressources humaines et physiques du monde, qui ne peut être réalisée que par la coopération internationale*, ne profitera pas seulement aux pays qui sont actuellement économiquement faibles, mais aussi à ceux qui sont forts et riches.....

Qui peut se demander où en sera son pays dans quelques décennies sans se demander où en sera alors le monde ? Si nous voulons que ce monde soit pacifique et prospère, il faut que nous manifestations un intérêt commun pour les problèmes communs de tous les peuples.

Nous savons maintenant qu'une guerre dans n'importe quelle partie du monde nous concerne tous et que nous pouvons tous nous y trouver engagés, que la pollution du milieu dans une région peut se répercuter sur la vie de toute la planète et que les épidémies et les maladies ne respectent pas les frontières nationales. Beaucoup de problèmes que pose le développement sont à peu près les mêmes dans les pays industrialisés et dans les pays en voie de développement. Les problèmes de la nutrition, de l'excès de croissance démographique et de la réforme de l'enseignement se posent dans le monde entier.

Les hommes d'aujourd'hui sont de plus en plus conscients de l'existence, non seulement d'une communauté nationale, mais aussi d'une communauté mondiale.....

Esquisse d'une Stratégie

Nos recommandations au sujet de l'action à entreprendre s'adressent aux pays en voie de développement, aux pays industrialisés et aux organisations internationales.

...Prises dans leur ensemble, nos recommandations définissent une stratégie visant à renforcer la coopération internationale pour le développement et dont les objectifs principaux sont les suivants :

1. *Mettre en place un système d'échanges internationaux libres et équitables*. La condition primordiale d'un développement international rapide est une expansion vigoureuse et continue du commerce mondial.....

Les institutions destinées à promouvoir le commerce et l'intégration sur le plan régional, comme les banques régionales de développement et les unions régionales de paiement, méritent de recevoir un appui financier plus soutenu. Nous proposons également que les banques régionales de développement cherchent à faciliter le financement par les pays en voie de développement de crédits à l'exportation sans lesquels ils ne peuvent faire front à la concurrence sur les marchés de biens d'équipement.

2. *Développer les apports de capitaux privés extérieurs dont bénéficieront aussi bien les investisseurs que les pays bénéficiaires.....*

3. *Mieux associer les diverses parties à l'aide au développement, en préciser le but et mieux coordonner les efforts*. Dans le passé, les mobiles et les buts des politiques d'aide ont été nombreux et variés...

L'augmentation de l'aide extérieure devrait avoir nettement pour but d'aider les pays en voie de développement à parvenir à la croissance auto-entretenu à des niveaux raisonnables. L'objectif pour les années 1970 devrait être de porter le taux annuel de croissance de leur produit national de la moyenne annuelle de 5 pour cent à au moins 6 pour cent. Un tel accroissement est parfaitement réalisable par beaucoup de pays, si quelques-uns doivent continuer à rester à la traîne et à recevoir de l'aide pour des raisons humanitaires et autres.....

4. *Augmenter le volume de l'aide.....*

5. *Résoudre le problème de l'accroissement des dettes.....*

6. *Rendre plus efficace l'administration de l'aide.....*

7. *Donner une nouvelle orientation à l'assistance technique.....*

8. *Ralentir la croissance démographique...* Il n'est pas indifférent aux pays qui fournissent de l'aide de savoir si ceux qui la reçoivent accordent aux problèmes démographiques l'importance nécessaire, et les organismes bilatéraux et internationaux devraient insister pour qu'on étudie suffisamment ces problèmes et leurs répercussions sur les programmes de développement..

9. *Rénover l'aide à l'enseignement et à la recherche.....*

10. *Renforcer le système d'aide multilatérale*. un effort véritablement international.....

mesure de mieux assurer la direction de l'aide extérieur et de faire de l'assistance au développement un effort véritablement international..

Le système actuel d'aide internationale, avec sa profusion d'organismes bilatéraux et multilatéraux manque de direction et de cohérence. Un sérieux

effort est nécessaire pour coordonner les activités des fournisseurs d'aide bilatérale ou multilatérale et celles des pays qui la reçoivent. Il est nécessaire de procéder à des examens consciencieux des résultats obtenus et de faire évaluer par des experts les besoins d'aide des pays en voie de développement.....

Nous sommes convaincus qu'une coopération internationale pour le développement raisonnablement conçue et sagement pratiquée peut contribuer dans une large mesure à la réalisation de cet objectif.....

L'aide privée et bénévole

Trop souvent, on oublie que les organisations privées à but non-lucratif ou bénévoles apportent une contribution très appréciable à l'aide au développement. Là encore, les problèmes d'efficacité revêtent une importance croissante et présentent beaucoup de points communs avec ceux que nous avons examinés dans le secteur public.

Selon les estimations du CAD, le total des ressources dont disposent les organisations à but non-lucratif se chiffrerait à plus d'un milliard de dollars par an, dont 700 millions au moins proviennent de fonds privés. Le solde se présente sous différentes formes, par exemple les excédents alimentaires qui sont ensuite distribués par des organisations bénévoles dans de nombreux pays en voie de développement. Les résultats de cet effort financier sont multipliés par la tâche qu'accomplit une foule de travailleurs qui offrent leurs services bénévolement ou dont la rémunération est purement symbolique; ils appartiennent soit aux organisations à but non-lucratif de type classique, (en particulier les congrégations religieuses). Ainsi en 1968, quelque 25.000 citoyens des pays riches ont travaillé bénévolement dans les pays à faible revenu. Ce chiffre a quintuplé en six années et représente aujourd'hui près du quart de l'ensemble du personnel d'assistance technique servant à l'étranger au titre de programmes officiels.

Ces données, bien sûr ne fournissent aucune indication sur les efforts déployés par les organisations à but non-lucratif et par les volontaires dans leur propre pays pour sensibiliser les milieux politiques à l'intérêt des programmes d'aide des gouvernements. *En dernière analyse, c'est le sentiment chez les particuliers d'avoir des obligations envers une communauté mondiale en voie de développement qui, s'exprimant en paroles et en actes, a été le moteur de l'effort réalisé dans le domaine de l'aide publique.*

Les secours d'urgence constituent sans doute l'aspect le mieux connu des activités des organisations à but non-lucratif, mais c'est dans l'enseignement que

leur action se fait le plus sentir et c'est également la préoccupation majeure des mouvements bénévoles. Jusqu'à une date récente, dans plusieurs pays, situés surtout en Afrique, l'enseignement primaire et secondaire n'aurait pas existé sans l'œuvre accomplie par les écoles missionnaires ou les jeunes volontaires venus travailler dans ces pays pendant la durée de leur service militaire. Une bonne partie de l'enseignement porte sur les disciplines traditionnelles, mais de plus en plus de cours sont consacrés à la formation professionnelle sous ses différents aspects. De nombreuses organisations bénévoles apportent leur aide à de petits centres de formation agricole, tandis que les fondations accordent un soutien financier appréciable aux établissements supérieurs et de formation professionnelle à un niveau élevé. Les volontaires participent également aux travaux de vulgarisation agricole mais dans une proportion moindre. Citons par exemple les « Volontaires du Progrès » français. Le Japon, le Canada et les Etats-Unis viennent de créer des organismes chargés de recruter des volontaires qui ont fait leurs preuves dans la direction des affaires pour communiquer leur expérience des problèmes de gestion aux industriels des pays en voie de développement.

L'organisation de l'encadrement médical a connu un essor presque comparable. Parfois les services de santé ont été assurés par l'installation d'une simple clinique, mais souvent on a construit des hôpitaux et des écoles de médecine de dimensions appréciables.

D'un point de vue quantitatif, la recherche agricole ne reçoit qu'une faible part du total des ressources fournies par les organisations à but non-lucratif. Néanmoins, le récent succès des chercheurs qui ont mis au point de nouvelles semences de blé et de riz à fort rendement, a démontré l'importance décisive de cette branche. Le mérite en revient en partie aux Fondations Ford et Rockefeller qui ont accordé leur soutien financier à l'Institut International de Recherches sur le riz aux Philippines, et au Centre International d'Amélioration du maïs et du blé au Mexique.

Jusqu'ici, relativement rares sont les organisations, qu'elles soient publiques ou privées, qui agissent dans le domaine de la limitation des naissances, mais ce sont les organisations à but non-lucratif qui y ont joué le rôle de pionniers. La Fédération Internationale de Paternité Planifiée et le Conseil Démographique ont été d'une aide précieuse aux pays désireux d'appliquer des programmes de contrôle démographique.

Actuellement, une préoccupation croissante des ces organisations, et tout particulièrement des églises européennes, est la nécessité du développement à long terme. Elles consacrent une part toujours plus grande de leur budget à des projets qui auront des effets cruciaux sur le développement des économies, et certaines d'entre elles sont en train de réviser leurs critères de sélection des projets pour tenter de les concilier avec ceux qui déterminent les listes de priorité établies par les organismes nationaux de planification. Cette prise de conscience des objectifs nationaux des pays bénéficiaires de l'aide n'est pas encore générale, mais elle se développe. De même, les différents organismes reconnaissent de plus en plus la nécessité de mieux coordonner leurs activités, à la fois afin d'éviter la répétition d'efforts superflus et pour profiter de l'expérience acquise par les autres. Il ne fait aucun doute que les organisations privées à but non lucratif et les mouvements volontaires pourront, plus encore que par le passé, aider à résoudre le problème du développement, et qu'ils devraient s'efforcer d'adapter plus étroitement leurs activités aux besoins du développement à long terme. Sans avoir forcément à modifier la nature de leur tâche, -ils devront alors évaluer plus soigneusement son utilité réelle, et le contenu des projets. En comprenant mieux les processus du développement, ces organisations seront mieux à même d'informer l'opinion dans les pays industrialisés.

Le mouvement volontaire, lui aussi, réexamine ses buts et ses méthodes. Il apparaît de plus en plus clairement que, si ' les salaires des volontaires représentent en soi une somme modeste, les dépenses administratives et la formation du personnel coûtent assez cher. Lorsque les volontaires bénéficient des fonds de l'aide publique, il ne suffit pas de prouver qu'ils apportent une contribution au développement. Il faut prouver que leur apport est plus important que ce qu'on aurait pu obtenir pour la même somme, avec une autre forme d'assistance. De là à conclure que le recours aux volontaires représente une dépense superflue s'ils ne servent qu'à boucher les trous, il n'y a pas loin. Ils ne rendent des services efficaces que s'ils ont été soigneusement sélectionnés et s'ils ont subi une formation sérieuse qui en fera des meneurs, capables de créer un climat de collaboration fructueuse, en coopération avec leurs homologues locaux.

De certains points de vue, les organisations privées ou bénévoles présentent des avantages, à la fois sur les grandes institutions responsables de l'aide

publique, et sur les sociétés privées qui investissent dans ces pays. Tout d'abord elles sont généralement de dimensions réduites. De ce fait, elles sont mieux à même d'apporter leur appui financier à des projets d'importance vitale, mais d'ampleur trop modeste pour que les institutions chargées de l'aide nationale et multilatérale les prennent en considération. *Alors que les organismes publics doivent défendre leur prestige politique toujours en jeu, les organisations privées sont beaucoup moins tenues par cette obligation,* et peuvent ainsi financer des entreprises à caractère expérimental, par exemple celles utilisant des techniques qui ne sont pas tout à fait au point, ou qui représentent un risque d'échec singulièrement élevé. Enfin, dans bien des pays, les conseillers privés se sont avérés particulièrement efficaces en matière de politique globale du développement.

Dans les rapports de pays donateur à pays bénéficiaire, il est souvent difficile de ne pas blesser l'interlocuteur dans son amour-propre national. Or dans le cas de l'aide privée, le donateur et le bénéficiaire font preuve dans la sélection et l'exécution des projets d'un altruisme qui rend les apports plus aisés. *En général, les institutions privées savent travailler en collaboration avec les groupes qui leurs sont affiliés dans les pays en voie de développement sur des bases qui sauvegardent l'intégrité personnelle de chacune des deux parties.* Bien souvent, les volontaires non seulement travaillent sous l'autorité du ministère intéressé dans les pays d'accueil, mais partagent les activités des volontaires nationaux. Peu de gens savent par exemple, que les pays en voie de développement disposent de quelque 21.000 « volontaires nationaux » ayant une assez haute compétence technique, et de 18.000 « volontaires du service civique » aux qualifications plus modestes. Il est important que ce type de coopération bénéficie de tout l'assistance possible.

D'un point de vue psychologique, les organisations bénévoles ou à but non-lucratif présentent l'avantage de ne pas relever d'autorités politiques, mais il arrive que les pays en voie de développement n'accordent pas la même confiance aux volontaires engagés et entretenus par les gouvernements des grands pays développés. Des mesures institutionnelles ont été prises pour maintenir ces volontaires gouvernementaux à l'écart des vicissitudes de la politique extérieure, mais les pays qui les reçoivent n'ont pas toujours confiance dans ces dispositions. Un service international patroné par les Nations-Unies serait certainement bien accueilli et moins

vulnérable politiquement que les organismes nationaux. Le Conseil Economique et Social des Nations-Unies a récemment adopté une proposition recommandant l'étude d'un tel service. Une organisation internationale de volontaires pourrait certainement aider à améliorer le niveau des cadres moyens et servir les objectifs du développement international, mais elle devra faire l'objet d'une étude approfondie avant que l'on puisse décider de sa structure et de son affiliation. *Nous recommandons que soient examinées dans un certain nombre de pays, avec l'aide des fondations, la nécessité et la possibilité de créer un corps international de volontaires....*

Vers une meilleure coordination internationale

Nous n'avons cité que quelques-unes des nombreuses institutions mondiales, régionales et nationales s'occupant d'aide et de développement qui ont vu le jour. Elles possèdent, collectivement une somme imposante d'expérience et de compétences spécialisées. Leur existence même est considérée, sans contredit, comme l'une des réalisations majeures des dernières décennies, et comme l'un des plus sûrs garants d'un avenir meilleur.

Malheureusement, elles ne constituent pas un cadre suffisant pour un effort élargi et intensifié visant à fonder l'action en faveur du développement international sur des bases solides, à en accroître l'efficacité et à en faire un instrument de cohésion de la communauté mondiale. Le cadre actuel a quatre défauts principaux.

Le premier est l'absence d'un système dûment reconnu qui permette de suivre et d'évaluer, collectivement, les activités entreprises. Certes, les moyens de contrôle abondent. Tous les dispensateurs d'aide tiennent à savoir ce qu'en font les bénéficiaires. L'examen de l'aide auquel procède le CAD couvre la plupart d'entre eux. De plus, le CIAP, la Banque mondiale, le FMI, le Fonds européen de développement, les consortiums et les groupes consultatifs suivent et évaluent les activités qui les concernent. Mais il n'existe à peu près aucun moyen permettant aux bénéficiaires de se tenir au courant des engagements contractés en matière d'assistance. D'autre part, le caractère dispersé de ces activités d'évaluation ôte le plus souvent beaucoup de leur poids aux rapports dont elles font l'objet.

En second lieu, la multiplicité des organismes et l'absence de coordination entraînent de sérieux gaspillages d'efforts qui pourraient être évités, tant en ce qui concerne les rapports susvisés que les études de viabilité.

En troisième lieu, le système actuel — si l'on met à part la CNUCED — ne tient à peu près aucun compte de l'interaction de l'aide sur fonds publics et d'autres domaines d'intervention qui ont une importance égale ou même plus grande pour le développement, notamment le commerce, les mouvements de capitaux et les courants monétaires internationaux. Le plus souvent, la gestion des programmes d'aide bilatérale est complètement dissociée de la politique commerciale et d'autres politiques économiques extérieures, ou leur est trop étroitement subordonnée, et les organisations multilatérales s'occupant des problèmes commerciaux et monétaires n'ont que des relations épisodiques avec les organismes d'assistance. Tout cela contribue souvent à réduire notablement les avantages de l'aide reçue.

Enfin, la multiplicité des rapports et des évaluations qui émanent de ces nombreuses organisations fait qu'il ne s'en dégage pas une unité de dessein suffisante pour cristalliser l'intérêt du public dans les pays industrialisés. L'idée d'édifier un monde meilleur devrait partout séduire les hommes de bonne volonté. Mais c'est trop peu souvent le cas. L'objectif paraît diffus ou, pire encore, confus. L'aide au développement est trop souvent ravalée au niveau d'une tâche non prioritaire, d'une concession en faveur d'un besoin parfois obscurément senti, mais rarement compris.

Ces insuffisances nous conduisent à conclure qu'un meilleur mécanisme de coordination est nécessaire. Il devra pouvoir assurer quatre fonctions principales.

Premièrement, créer un lien entre les politiques d'aide et de développement, des politiques commerciales et monétaires et les mouvements de capitaux privés, pour que des tendances défavorables dans ces derniers domaines ne risquent pas de neutraliser les avantages de l'aide.

Deuxièmement, préparer la voie à des évaluations normalisées plus nettement fondées sur des critères de rendement admis de tous. La validité de ces études devrait être reconnue par toutes les institutions intéressées, ce qui éviterait à chacune de prendre isolément des initiatives. Il en résulterait une meilleure coordination de l'aide et une plus grande efficacité des transferts de ressources. Enfin et surtout, l'emploi de critères à peu près identiques pour évaluer les résultats acquis par tous les pays en voie de développement accroîtra la confiance du public en l'efficacité de l'aide.

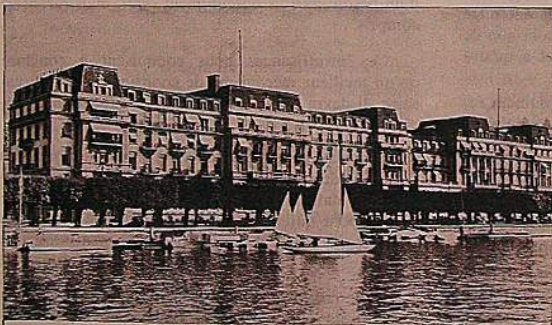
Troisièmement, élaborer périodiquement, à l'aide de ces évaluations, des estimations précises et solides des objectifs du développement et des besoins d'assistance. Ces estimations seraient établies sur des bases normalisées, et détaillées dans la mesure requise par les procédures budgétaires des pays dispensateurs. Les pays en voie de développement pourraient également s'en inspirer dans leurs programmes.

Enfin, établir des études équilibrées et objectives des politiques et programmes d'assistance des donateurs, compte tenu de leur contribution au développement et de la manière dont sont remplis les engagements contractés.

Les moyens détaillés d'améliorer la coordination, de la façon et aux fins indiquées ci-dessus, entre les nombreuses organisations internationales s'occupant

des problèmes de développement et de commerce, et leurs rapports avec les objectifs et programmes bilatéraux, appellent une étude approfondie que la Commission n'a pu faire, faute de temps. Mais nous sommes convaincus, à la suite de notre examen, qu'une action dans ce domaine s'impose d'urgence. En conséquence, nous recommandons que le Président de la Banque mondiale invite les dirigeants des organismes appropriés des Nations Unies, des institutions multilatérales intéressées, des banques régionales et des organes de coordination, à une conférence qui aurait lieu en 1970, et où serait examinée la création d'un mécanisme amélioré de coordination susceptible d'assurer les quatre fonctions principales indiquées ci-dessus, et à laquelle devraient participer, pour le moins, des représentants des principaux donateurs bilatéraux et des représentants appropriés des pays en voie de développement.

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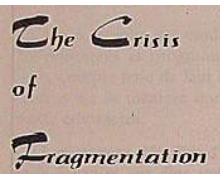
ERIC E GLATTFELDER
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systems education

- designing for change
- a creative tomorrow ... today

A special monthly prepared during the United Nations International Education Year (1970) by Jere W. Clark,
Directeur, Center for Interdisciplinary Creativity
Chairman, Task Force on Systems Education of the Society for General Systems Research



« Those working in cultural and scientific fields today recognize that there is a crisis in communication which is due to fragmentation of experience and the dispersion of knowledge into many self-contained disciplines, each with its own ever-growing increasingly private language. Our sense of a cohesive world has been endangered by this communication crisis. Despite our richness of knowledge we are suffering cultural impoverishment; immense new vistas have been opened to us by science but we have failed to utilize our new technology fully or to share it wisely. »
Gyorgy Kepes, ed., *STRUCTURE IN ART AND IN SCIENCE*, (Vision + Value series George Braziller, New York, 1965. (cover jacket)

An intellectual specter is haunting the world today. It is the specter of contradictions. Evidences of these contradictions are to be found in an interrelated network of educational, social, biological, and physical trends which are posing evermore serious threats to the lifeblood of human civilization.

Information Explosion - Curse or Blessing ?

As the volume of accumulated information grows at a geometric rate, our understanding of the key dimensions of wisdom seems to be fading further and further into the horizon. The confusion resulting from a superabundance of unassimilated information leads us to wonder if this explosion of information might possibly prove to be a curse rather than a blessing. As society becomes more complex and interdependent, and requires ever greater degrees of cooperation, we see more groups threatening to throw « monkey wrenches » into the system. Finally, as our global society moves ever nearer to the point at which we must become more open-minded and flexible, we are freezing up, becoming more rigid and inflexible — thereby creating even more anxiety about the future.

Fortunately, aroused citizens around the world are not content to stand idly and wait. Restless men and women of vision have been mobilizing for action for more than a decade. These groups seem to share the belief that to try an experimental change — even if it should fail — is preferable to standing, waiting idly for someone else to do something about a slowly deteriorating situation.

Sources of Frustration

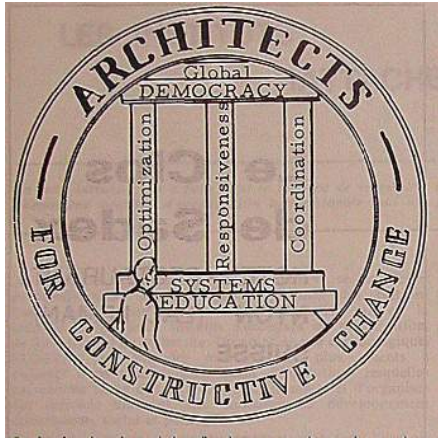
Unfortunately, most of these groups seem to be using an obsolete compass and an all but irrelevant

map in their efforts to plot a new course for themselves and their society. In a world of complexity and rapid change the *compass of absolute values*, even if new absolute values, is not likely to help a great deal. Such a compass tends to lead groups to strike at symptoms rather than causes.

Nor is a *static* map or blueprint likely to lead them to a better position in a dynamic, relative world of change. The map which is needed has more in common with the Copernican map of the Universe than with that of Ptolemy. Furthermore, the use of the Ptolemy map in an intellectual world of Copernicus concentrates efforts on the relatively superficial, static mechanics of control as apart from the dynamic flows of information which make meaningful control possible.

Frustrated as are many of these groups, another large segment of our society may be even more frustrated. This group is made up of well-intentioned people — especially professional people — who are aware of — the need for fairly drastic change and who are not aligning themselves with any of the action-oriented groups. They're simply saying, « What can I do ? — it is the system that needs changing. I obviously can't change the system. »

Still another group or actually a group of groups has been working conscientiously, patiently, and persistently to update the education system by developing and refining such practices as programmed instruction, computer-aided instruction, simulation, team teaching, and rapid-reading instruction. The chief limitation of this group stems from the fact that it is working within a given framework of knowledge, whereas the real need today is to restructure or reorganize knowledge. Although these groups also feel « trapped » by their education system, they continue to confine their efforts to provincial maneuverings within the system.



Insignia developed by freshman students in a class on « Economics and Cybernetics » at Southern Connecticut State College, U.S.A.

Importance of Restructuring Knowledge

If the information explosion is to prove to be a blessing instead of a curse, new, simple, functional ways must be developed to organize or restructure knowledge. The new perspectives made possible by the recent breakthroughs in interdisciplinary science and education have made it conceptually possible to achieve this ambitious goal. It now seems to be possible to develop curricula which will enable the student to learn simultaneously several skills, processes, and concepts quicker, cheaper and more meaningfully than he can learn any one alone.

The implications of this expectation — if it should be realized — are enormous. This means that the education process might be used throughout the entire world to help the undereducated peoples in the developing countries and in the ghettos of technically advanced countries to by-pass the traditional educational programs and move right into the educational opportunities of the space age. These and related developments in education and research should do much to help people generally to become masters — rather than victims — of the emerging technological systems which are shaping our society.

Systems Approaches

At the heart of the conceptual break throughs referred to earlier are systems approaches to education and

research. The *systems approach* is a bundle of attitudes towards, and a set of analytical tools for, solving complex problems scientifically. It is first of all an *openminded attitude* with which to approach an entire problem situation with both the trees and the forest — in equal but alternating focus. The systems approach at its best is essentially the scientific approach at its best. The differences are largely differences in emphasis. We might say then that the systems approach is a special way of structuring or programming the scientific processes of research and problem solving to facilitate dealing with ever-increasing complexity in the face of rapid change. A still broader perspective than that of systems analysis or systems planning is commonly known as *general systems analysis*. The essential difference between systems thinking and general systems thinking is that the latter is a simple way of learning how to work with many complex issues. The central item is simply to learn the nature of the control process in each of the more common kinds of control systems in the social, biological and physical worlds, and then to approach any particular system as a special case of the relevant category of systems. A conceptual model or paradigm of the relevant kind of systems then is used to inform a person regarding what information to look for, how to recognize it when he sees it, and how to use it when he gets it. The term, general systems analysis — as distinct from systems analysis — might be better understood if it were labeled « comparative systems analysis » because it concentrates on metaphorical or analogous or isomorphic *similarities* of large varieties of systems — such as engineering, economic, ethical, and biological systems. Its emphasis is on functional or organic synthesis. Wherever relevant it puts a premium on the human dimensions — or sub-systems — of problems or issues. It is scientific method with emphasis on the spirit as well as the method of science.

Architects for Constructive Change

Against this background, a small but rapidly growing group of persons have been joining hands to bring the systems approach to bear on the twofold task of systematically restructuring knowledge and curricula. The Center for Interdisciplinary Creativity at Southern Connecticut State College in New Haven is believed to be the first collegiate center in the world organized for this purpose. Originally organized in 1962 as a center for economic education, President Hilton C. Buley reorganized it in 1966 as the Center for Interdisciplinary Creativity at the recommenda-

tion of the present director. Shortly afterwards, and in part because of the work of that Center, the Society for General Systems Research developed an education committee which is known as the Task Force on General Systems Education. The Task Force consists of approximately eighty persons scattered around the globe, but mainly within the U.S.A. where it originated. The headquarters is located at the SCSC Center. Practically all subject areas of the sciences and the humanities are represented in the Task Force. The Society for General Systems Research is the largest international professional society devoted to synthesis and simplification of knowledge through the exploration of common (isomorphic, or metaphorical) properties of systems in all fields of knowledge.

As will become more and more evident in the immediate future, the SGSR Task Force is pleased to be able to cooperate with the staff of the U.A.I. in a genuine effort to globalize the venture.

The immediate and by far the most important part of the growing effort toward systems education and general systems education is to work constructively to re-think — in a sense, to re-design — the global pattern of educational institutions so as to ensure that the information explosion will prove to be a blessing instead of a curse.



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LES INSTITUTS

RATTACHES AUX NATIONS-UNIES

La note suivante, qui a paru dans le numéro de septembre 1969 des Nouvelles de l'UNITAR, résume de façon excellente un phénomène nouveau d'organisation internationale, qui n'a peut-être pas encore suffisamment retenu l'attention des OING.

Au cours des sept dernières années on a vu se manifester progressivement, au sein des organismes des Nations Unies, un nouveau phénomène d'organisation qui est la création de plusieurs instituts s'occupant de planification, de formation et de recherche. Du point de vue chronologique, l'UNITAR est un des membres les plus récents à s'ajouter à ce nombre grandissant d'institutions lesquelles ont comme tâche d'établir divers programmes et d'organiser des activités touchant aux domaines du développement économique, social et politique.

Ce phénomène récent, d'ordre institutionnel dans l'organisation internationale, a poussé le Comité administratif de coordination (CAC) en 1965 à demander à son Président, le Secrétaire général U Thant, d'étudier les moyens propres à encourager la coopération et une collaboration plus étroite entre les membres de la famille grandissante des instituts des Nations Unies. En conséquence, le Secrétaire général a invité les directeurs de plusieurs de ces instituts à se réunir à Genève, en juillet 1966, pour discuter pour la première fois quelles formes pourraient prendre cette collaboration et la coopération mutuelle entre les instituts, d'un part, et entre l'Organisation des Nations Unies et les institutions qui s'y rattachent, d'autre part.

Les instituts invités à participer aux réunions, auxquelles présidait le Directeur général de l'UNITAR, sont de trois catégories :

(i) *Instituts sous l'égide de l'Organisation des Nations Unies* : L'Institut de recherche des Nations Unies pour le développement social, Genève — M. David McGranahan, Directeur

L'Institut de recherche des Nations Unies pour la formation et la recherche, New York — Le Chef S. O. Adebo, Directeur général

(II) *Instituts sous l'égide des Commissions économiques régionales* :

Institut Africain de développement économique et de planification, Dakar — M. David Carney, Directeur p.i.

Institut asiatique pour le développement et la planification économiques, Bangkok, M.P.S.N. Prasad, Directeur

Institut latino-américain de planification économique et sociale, Santiago — M. Cristóbal Lara-Beautell, Directeur général adjoint

(iii) *Instituts sous l'égide des institutions spécialisées* :

Institut de développement économique de la Banque internationale pour la reconstruction et le développement, Washington, D.C. — M. K.S. Krishnaswamy, Directeur

Institut international de planification de l'éducation, Paris — Mr. Raymond Poignant, Directeur

Institut international d'études sociales, Genève — Mr. Robert Cox, Directeur

Institut du Fonds monétaire international, Washington, D.C.

— M.F. Keesing, Directeur

Il est apparu clairement, dès la première Rencontre, qu'il n'existait pas de chevauchement proprement dit entre les programmes mis sur pied par les neuf Instituts. Cependant, en vue du fait que les échanges de vues et d'expérience et les possibilités de collaboration inter-institution apparaissent pleins de promesses, il a été décidé que ces rencontres auraient lieu chaque année régulièrement. Il a été également décidé que l'on confierait à l'UNITAR la tâche d'être le Secrétariat de ces rencontres. Genève en serait le site pour des raisons non seulement d'argent mais également de temps surtout que les directeurs d'instituts régionaux de développement doivent se rendre à Genève pour assister aux réunions du Conseil de l'Institut de recherche des Nations Unies pour le développement social.

Les rencontres annuelles, dont trois ont déjà eu lieu, ont fourni aux directeurs d'instituts une occasion unique de discuter de sujets d'intérêt commun et d'échanger, sur un plan comparatif, leurs expériences réciproques. Des sujets tels que, par exemple, la sélection des candidats, l'emploi de personnel et de consultants, la comparaison des projets de recherche entrepris dans des domaines généraux similaires, la recherche méthodologique sous ses différentes formes, les sources d'aide financière et autres, ainsi que la question de la mention du nom des auteurs des études, se sont tous révélés comme étant d'un intérêt commun à l'ensemble des Instituts.

La Quatrième rencontre annuelle des directeurs d'instituts a eu lieu au Palais des Nations en juillet dernier. Au cours des réunions qui ont duré trois jours, les directeurs ont discuté à fond le thème de base qu'ils avaient choisi, c'est-à-dire, « La formation : buts, méthodes, sélection et évaluation ». Les directeurs ont examiné en plus des thèmes secondaires tels que l'action commune ou concertée que des Instituts dans leur ensemble pourraient entreprendre en relation directe avec l'Année internationale de l'éducation (1970) et la deuxième Décennie du développement. Des informations ou des commentaires sur chacun ou l'ensemble de ces sujets devront être envoyés par écrit au Secrétariat des Rencontres annuelles en vue de la préparation de ces manifestations internationales.

Les rencontres annuelles sont tenues en sessions privées pour permettre aux participants d'échanger librement et dans une atmosphère amicale leurs points de vue sur les opérations et les tendances de leurs instituts. En plus des directeurs et de leurs adjoints sont présents aux réunions des membres du Secrétariat de l'Organisation des Nations Unies qui représentent les organes ou les départements suivants : les Affaires inter-institutions; le Centre de la planification, des projections et des politiques relatives au développement et le Bureau de la Coopération technique du Département des affaires économiques et sociales; et le Programme des Nations Unies pour le Développement.

News from International Associations (NGO)

A l'écoute des associations internationales (ONG)

Le Conseil d'administration du Programme des Nations Unies pour le développement (PNUD) a publié le 1er décembre un rapport de 600 pages proposant des mesures pour « redonner vie » au système des Nations Unies pour le développement.

Le rapport (DP / 5), intitulé *Etude des capacités du système des Nations Unies pour le développement*, a été préparé pour le compte du Conseil d'administration du PNUD par sir Robert Jackson, expert australien de longue date pour les activités de développement à l'intérieur et à l'extérieur des Nations Unies.

Le rapport • constate que le mécanisme du système des Nations Unies pour le développement est contrôlé par une trentaine d'organes d'administration séparés, ce qui rend extrêmement difficile une gestion efficace. Une mesure immédiate pour y remédier serait de donner au mécanisme « une organisation de coordination centrale ferme » en réorganisant le Programme des Nations Unies pour le développement.

Les institutions spécialisées, déclare le rapport, ont une contribution exceptionnelle à apporter, mais leurs activités dans le domaine de la coopération pour le développement doivent être coordonnées, au moyen d'un PNUD modifié, comme tout département d'un gouvernement.

L'objectif du rapport était d'évaluer la capacité du système • des Nations Unies à exécuter un programme efficace d'aide aux pays en voie de développement sur la base du niveau actuel des ressources (200 millions de dollars par an) et également en présumant que les ressources pourront être doubles d'ici cinq ans.

Dans la préface, sir Robert déclare qu'il est convaincu que la coopération technique et le préinvestissement constituent l'une des manières les plus efficaces d'aider les pays en voie de développement à réaliser un progrès économique et social. Et il ajoute : « Je crois que les Nations Unies, en dépit de leurs limites actuelles ont prouvé de manière concluante qu'elles constituaient l'instrument idéal pour cette tâche ».

Le rapport déclare que durant les 20 dernières années, le système des Nations Unies, dont la fonction dans le domaine du développement dépasse maintenant de loin toute autre activité, s'est transformé « en ce qui pourrait bien être l'organisation la plus compliquée du monde ». Les difficultés internes d'organisation et d'administration sont devenues plus aiguës encore parce que la structure n'était pas prévue pour entreprendre des opérations de développement à l'échelle actuelle.

Le rapport souligne entre autres les points suivants :

- Les deux principales critiques formulées contre le PNUD, sa lenteur et le fait qu'il n'utilise pas au mieux ses ressources, sont de toute évidence justifiées;

- Le contenu du programme actuel de développement se compose d'« environ 20 p. 100 de 'bois mort' », c'est-à-dire

de projets qui ne sont pas valables si on les soumet au test « Est-ce essentiel à notre développement ? ».

- Les procédures actuelles de programmation ne reflètent pas de manière adéquate les besoins réels des pays en voie de développement, et il n'existe pas non plus de manière intégrée d'aborder les problèmes de chaque pays; trop souvent les projets sont le résultat de « l'art de vendre » des institutions, plutôt qu'une réponse aux besoins prioritaires;

- Le nombre des évaluations entreprises à présent est si élevé « que cela ressemble presque à de l'hypochondrie internationale. Cela freine indiscutablement le développement ».

Le rapport propose « deux innovations principales » : la création d'un Cycle intégré de coopération pour le développement couvrant la programmation, la formulation des projets, la réalisation, l'évaluation et la poursuite des résultats, et l'établissement d'un système complet d'information. Le Cycle prévoit une approche centrée sur le pays, dans laquelle la programmation des activités de développement des Nations Unies serait synchronisée avec le cycle de planification du développement de chaque pays. Cette approche engloberait, dans la mesure du possible, toute l'énergie dispensée par le système des Nations Unies et serait en relation étroite avec les plans d'investissement ultérieur de la Banque mondiale.

Le Conseil d'administration du PNUD approuverait les programmes d'un pays dans leur ensemble, au lieu d'approuver chaque projet individuellement comme à présent. L'autorité pour l'approbation des projets serait déléguée à l'Administrateur du PNUD, et dans certains cas au représentant résident du PNUD, dans le pays intéressé. Lors de la phase de réalisation, un plus grand nombre de contrats pour l'exécution des projets seront accordés à l'extérieur du système et l'Administrateur du PNUD exercera une responsabilité et un contrôle plus directs que précédemment.

Pour ce qui est de l'information, le rapport constate un besoin critique de données précises et à jour pour la préparation et l'exécution efficaces des activités de développement. Il propose donc l'établissement d'un système d'information hautement intégré couvrant trois sortes de données : techniques et scientifiques, économiques et sociales, et opérationnelles et administratives.

(Lettre hebdomadaire des Nations Unies)

*

A telecommunications network linking all of Latin America together moved closer to realization when the Inter-American Bank, the United Nations Development Programme (UNDP) and a group of Latin American countries signed on July 28 an agreement laying the groundwork for its construction.

La Croix-Rouge internationale a tenu sa XXIe. Conférence internationale à Istanbul, du 6 au 13 septembre 1969.
La photo ci-contre représente une des séances de travail de la Commission générale de la Conférence.



A Istanbul lors de la XXXe Session du Conseil des Gouverneurs de la Ligne -
Le Président et les Vice-Présidents du Conseil des Gouverneurs de la Ligne des Sociétés de la Croix-Rouge ;
De droite à gauche :

M. Justice B.A. Siddiky (Pakistan), Sir Geoffrey Newman-Morris (Australie), S.E. l'Ambassadeur William E. Stevenson (E.U. A.),
M. le Professeur Dr. G.A. Mytrev (URSS), M. José Barroso Ch (Mexique), Président; Angela, Comtesse de Limerick (Grande-
Bretagne), M. George Aitken (Canada), M. Kai J. Warras (Finlande), M. Rito Alcantara (Sénégal).

The XXist International Red Cross Conference was held in Istanbul in September. This International Conference which meets once every four years brings together the International Committee of the Red Cross, the League of the Red Cross Societies and representatives of those governments which are signatories to the Geneva Convention.

Fifty years after the creation of the League of Red Cross Societies on May 5th 1919, it links 214 million people (one in every twelve throughout the world) who are members of their national Red Cross, Red Crescent or Red Lion and Sun Society.

Following the founding of the Red Cross by Henry Dunant in 1863, Red Cross organizations sprang up in many countries, and after the 1st World War had shown the necessity of close co-ordination between these national societies, the League was established as a permanent body to provide united and pooled resources. The League, as the world federation of 111 national Red Cross organizations, co-ordinates their international activities, especially in the fields of disaster relief, health and social service, nursing and youth activities. It promotes the establishment of new national societies and provides them with technical assistance. It aims, in other words, at making the Red Cross movement truly universal.

Le VIIe Congrès Syndical Mondial qui a eu lieu à Budapest, a terminé ses travaux le 26 octobre 1969. D'après le rapport de la Commission de vérification des pouvoirs, étaient présents : 461 participants (délégués, observateurs, invités) venus de 97 pays de différents continents, représentant 153.486.000 travailleurs adhérant à des organisations syndicales nationales ou locales, affiliées ou non à la Fédération Syndicale Mondiale. Au VIIe Congrès étaient représentées 51 centrales nationales affiliées à la FSM (contre 41 au VIe Congrès) et 46 centrales nationales non affiliées à la FSM (contre 38 au VIe Congrès). Prenaient également part au Congrès les représentants de l'Union Syndicale Pan-africaine, de la Confédération Internationale des Syndicats Arabes, du Congrès Permanent d'Unité Syndicale des Travailleurs d'Amérique Latine. Participaient au Congrès à titre d'invités les représentants des organisations suivantes : ONU, BIT, UNESCO, Fédération Démocratique Internationale des Femmes, Fédération Mondiale de la Jeunesse Démocratique, Union Internationale des Etudiants, Association Internationale des Juristes Démocrates, Organisation de Solidarité avec les peuples d'Afrique, d'Asie et d'Amérique Latine, Confédération Régionale Américaine des Enseignants, Confédération de la Fonction Publique d'Amérique Latine, Comité Syndical Mondial d'Action Anti-monopoliste, Comité des Travailleurs des Pays de la Mer Baltique.



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5e Congrès international sur l'organisation des congrès

BULLETIN No 11

5th International congress on congress organization

Palacio de Las Naciones, Barcelona, 6-9 May 1970

Thème général

Les organisations internationales face à l'aspect budgétaire et économique de leurs congrès.

Thème

International organizations and the budgetary and economic aspects of their congresses.

Si l'on trouve fréquemment dans les comptes des congrès l'indication de la dépense entraînée par la location des salles, — qui représente en moyenne 10 à 20 % du coût du congrès quel que soit semble-t-il la taille de celui-ci —, on ne trouve que fort rarement une indication relative aux dépenses de location d'équipements. Ceux-ci font souvent partie du poste salles et il est intéressant à cet égard de noter l'influence de l'équipement permanent disponible, exercée dans le choix du Palais ou hôtel Congrès comme le montre le fait que 92% des congrès tenus dans un palais ou centre de congrès ont plus d'une langue de travail, que 87 % y utilisent l'interprétation simultanée et 5 % l'interprétation consécutive, tandis que dans les conférence-hôtels 65 % seulement des congrès ont plus d'une langue, 50 % utilisent l'interprétation simultanée et 15 % l'interprétation consécutive. Etant donné la diversité des équipements qui vont d'une projecteur pour dispositives à un ordinateur en passant par l'enregistrement sur cassettes, et leur importance tant pour la réussite d'un congrès que pour son budget, nous croyons qu'il serait souhaitable que les dépenses de location d'équipements fassent l'objet d'un poste budgétaire distinct. Il faudrait aussi que les groupes intéressés (producteurs, techniciens, interprètes, organisateurs professionnels, palais de congrès) non seulement étudient conjointement les problèmes résultant de l'utilisation des équipements mais aussi fassent des recommandations et dressent des listes à l'usage des O.I. Celles-ci seront sans nul doute particulièrement intéressées par les travaux de la Commission 2 de notre congrès, qui étudie l'équipement et les services auxiliaires des congrès.

Although the cost of hiring halls frequently appears in congress accounts — and represents, on average, between 10 % and 20 % of the total outlay, regardless of the number of participants — reference to the cost of hiring auxiliary equipment is rarely made. This expense is often included in the figure for the cost of halls, and it is interesting to note the influence of permanent equipment on the choice of congress center or hotel, as shown by the fact that 92 % of congresses held in congress centres have more than one working language, 87 % have simultaneous translation and 5 % have consecutive translation, whilst of conferences held in hotels, only 65 % have more than one working language, only 50 % have simultaneous translation and 15 % have consecutive translation.

Given the diversity of the equipment in question, which nowadays ranges from a slide projector to a cassette recorder (and what for the future ?), and given its importance, both for the success of the congress and in budgetary considerations, we believe it desirable that equipment hiring costs should figure in budgets as a separate item.

Furthermore, the parties involved (manufacturers, technicians, interpreters, professional organizers, congress centres) should get together, not only to examine the problems arising out of the use of such equipment, but also to draw up lists of recommendations for the IO's. These latter will no doubt be particularly interested in the work of Commission 2, whose task will be to consider auxiliary equipment and services.

SECRETARIAT : 1, rue aux Laines, 1000 Bruxelles - Belgique



The European Federation of Conference Towns has just held its General Meeting on the 27th and 28th November 1969, at the Palace of Congresses of Baden-Baden.

During 1969, the number of members of the E.F.C.T. passed from 39 to 66.

Changement d'adresse

L'Association internationale des interprètes de conférence a annoncé que son siège administratif

a été transféré Genève

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Exposition et Colloque

Le premier Colloque « Espace et radiocommunications », organisé à Paris par l'Union internationale des télécommunications (institution spécialisée des Nations Unies) dans le cadre du Salon international de l'aéronautique et de l'espace a suscité beaucoup d'intérêt parmi ses participants.

La Deuxième Conférence mondiale des radiocommunications spatiales devant se réunir à partir du 7 juin 1971 pour six à sept semaines, la convocation d'un Second Colloque présenterait un intérêt tout particulier et pourrait être envisagée en 1971 à l'occasion du 29e Salon international de l'aéronautique et de l'espace qui se tiendra à Paris-Lé Bourget du 7 mai au 6 juin 1971, juste avant la conférence de l'Union.

Madrid

The Palacio Nacional de Congresos y Exposiciones will be open in 1970.

Description of the congress hall:
Main auditorium : 19,547 sq.ft. - 2000 seats

Small auditorium : 7,535 sq.ft. - 1000 seats

Several offices devoted to the presidency of the congresses, people.

7 committee meeting rooms sitting between 50 and 200 people. 30 independent sections for the delegations

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Printing office, photographic laboratory, shops, underground bus terminal, banqueting hall for 1200 people, restaurant for 500 people, cafeteria.

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Multi-denominational chapel.

Exhibition hall : 14,531 sq.ft. -

Storage rooms : 7, 104 sq.ft.

Zurich

New Zurich Airport Hilton to be opened in May 1970.

The hotel, which will be fully air-conditioned, will consist of a two-storey central building interconnected with a four-storey guest room wing containing 175 rooms.

The plans provide for the later construction of an additional guest room wing that will bring up the total capacity to 300 rooms with 600 beds. All guest rooms will be equipped with bath, radio, television outlet and direct dial telephone. There will, furthermore, be some apartments and conference-suites. The entrance hall of the central building will lead into the lobby with a fireplace and to the reception area. The same floor will house a restaurant (138 seats), a bar with cocktail lounge (47 seats), a coffee shop (54 seats) as well as private dining and convention rooms with a capacity up to 200 persons. On the lower floor, there will be a heated covered swimming pool and snack bar with access to the landscaped grounds.

The architect is Walter R. Hunziker of Zurich.

Nouvelle Editions

« Location and Economics Consequences of International Congresses » by Ejler Alkjaer and Jorn L. Eriksen has been published in Japanese and German.

Congrès en Espagne

Le Ministère de l'Information et du Tourisme publie dans son rapport annuel (1968) la liste et le nombre de congrès internationaux organisés en Espagne en 1968.

Ces congrès se répartissent de la façon suivante au point de vue participants : 6 de plus de 1000 participants, 8 entre 500 et 100 participants, 52 entre 100 et 500 participants, 97 moins de 100 participants. 52 congrès ont eu lieu à Madrid, 8 à Barcelone, 4 à Palma de Majorque et Gerone, 3 à Alicante, Salamanque et Saragosse, 2 à Tenerife, Malaga, La Coruna, St Jean de Compostele et Las Palmas et les 10 derniers dans diverses autres villes. 18 congrès ont eu lieu en mai, 13 en novembre, 12 en juin, 11 en septembre et octobre, 10 en avril, 8 en juillet, 7 en mars, et le reste, moins de 5 par mois.

Palais des Congrès de Marseille

Le palais des Congrès de Marseille (France) a été inauguré officiellement le jeudi 13 novembre 1969.

Le Palais des Congrès comprend :

NIVEAU 1 : un vaste entrepôt de 1.300 m2 environ.

- Un service imprimerie offset.

- Des surfaces d'expositions couvertes avec jardins, pelouses, bassins, jets d'eau.

- Un grand patio de 225 m2 avec bassin et verdure donnant lumière et aération à tous les locaux en portion centrale.

NIVEAU 2 : une salle de congrès climatisée de 1.250 places pouvant être transformée par le jeu des cloisons mobiles insonorisées en salles indépendantes de 500 et 1.000 places.

- Une galerie "vitrée" surplombant la salle abrite les capines de traduction simultanée en 6 langues;

- Une partie de cette galerie est réservée à la presse et à la télévision.

- La salle est également équipée d'installations de projection cinématographique.

- Une salle de 300 places climatisée, l'accès indépendant, transformable en deux salles de 100 et 200 places, dotée du même équipement distinct que la grande salle.

- Une salle de réception avec bar de 250 m2 avec accès direct de l'extérieur.

- Un studio de télévision.

- Deux salles de commissions de 70 et 110 places dotées dotées également de traduction simultanée.

- Un vaste hall consacré aux pas perdus avec vestiaires et services : banque P.T.T., taxiphones.

NIVEAU 3 : deux salles de Commissions de 68 et 45 places; deux salles de Commissions de 20 places équipées . chacune d'un office permettant le service d'une collation.

- Dix bureaux de négociation dont quatre avec secrétariat.

- Une salle de presse.

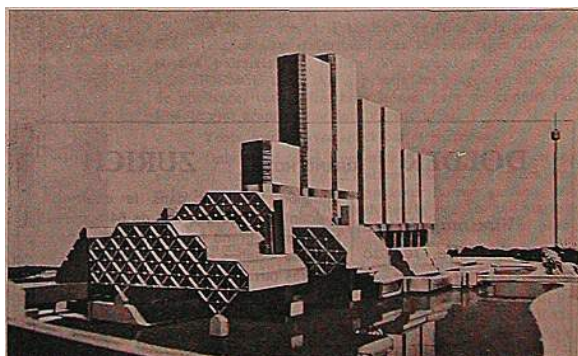
- Un standard.

- Une vaste terrasse panoramique d'une superficie de 2.082 m2 dont 593 m2 couverts. Le revue « Hommes et Techniques » a publié dans son numéro de juin-juillet 1969 une importante étude sur « Les congrès' leur organisation, leurs incidences économiques ». Nous publions ci-contre quelques illustrant ces pages.

Vienne

Résultats du concours pour l'établissement des plans du centre international des congrès de Vienne.

Les résultats d'un concours international d'architecture pour rétablissement des plans d'un siège pour les organisations internationales et d'un centre de conférences à Vienne ont été proclamés le 24 septembre 1969. Le nouveau centre abritera l'Organisation des Nations Unies pour le développement industriel (ONUDI) et l'Agence in-



Maquette du futur centre international des congrès de Vienne.

ternationale de l'énergie atomique (AIEA). Ce centre dont la construction sera financée par le Gouvernement de la République fédérale d'Autriche et la municipalité de la Ville de Vienne s'élèvera sur la rive gauche du Danube, au nord-est de la ville; son coût est estimé à 1,2 milliard de schillings (environ 46 457 600 dollars des Etats-Unis).

Le premier prix, d'un montant de 500 000 schillings (environ 19 357 dollars), a été attribué à M. César Pelli, des Cruen Associates, Los Angeles, Californie (Etats-Unis d'Amérique).

The provisional budget

Every Secretary-General of a congress tries hard to do as well and even better than his predecessor and would like to have unlimited funds at his disposal. Experience has shown that, four times out of five, the money actually spent on a congress is more than was first foreseen; it is therefore of the greatest importance to start off with a sound budget and reasonable estimates.

The very first task of the Organizing Committee is to draw up as detailed a budget as possible. One cannot launch a congress without knowing where one is heading from the financial point of view, nor can one wait and see how things work out. The aims of the provisional budget are, amongst others :

- to submit detailed figures to the various official and private organizations to which the congress intends to apply for financial support;

- to decide, quite early, upon the enrolment fees. It is advisable to inform participants of the enrolment fee when the congress is first announced.

Some items are hard to reckon ahead of time, others may not have been thought of in time. Here are some of the causes of additional expense (or - which comes to the same thing - additional work) :

- not knowing early enough the exact number of participants;

- receiving enrolment fees and cancellations at the last minute;

- not knowing when funds that are being counted upon will actually be paid in;

- having to commit oneself to heavy payments before the congress;

- having to settle the interest on banking and other loans, etc. These considerations on congress budget have been taken out of « the Planning of International Medical Meetings » a handbook prepared by the Council for International Organizations of Medical Sciences and published by U.I.A.

The budgetary aspect of congresses is the aim of the 5th International Congress on Congress Organization (Barcelona May 6-10, 1970)

<p>DOLDER</p> <p><i>Vue magnifique sur la ville, le lac et les Alpes 650 m.s.m.</i></p>	<p>GRAND HOTEL ZURICH</p> <p>Situation tranquille dans le quartier résidentiel - Nouvelle aile de 64 appartements de grand luxe avec balcon ou terrasse - Salles de conférences et de congrès (arrangements spéciaux durant l'hiver) - Golf-Tennis - Minigolf-Piscine à vagues artificielles - Service de voiture avec le centre de la ville (6 min.)</p>	
<p>Représentant pour la France et le Bénélux : M Claude L. C DUTEIL, 11, rue de Rome, 75-Paris 8e — Tél. LAB 81-99</p>		

Books,**reports****and proceedings received**

- CONSILIUL NATIONAL AL INGINERILOR SI TEHNICIENILOR DIN REPUBLICA SOCIALISTA ROMANIA. *Méthodologie et technique d'essai des constructions / Methodology and technique of testing structures*. Colloque International / International Symposium. Bucaresti, C.N.I.T., 1960, 20 X 15 cm., Thème I, 543 p., Thème II, 590 p., Thème III, 430 p., tabl., graph., illustr.
- COMMISSION ELECTROTECHNIQUE INTERNATIONALE. *Rapport d'activité 1968*. Genève, la C.E.I., s.d., 29,5 X 20,5 cm., 133 p., Prix : F.S. 30.-
- Proceedings of the Third International Congress on Metallic Corrosion, Moscow 1966*. Moscow, Mir Publishers. Distributed by Swets & Zeitlinger, 1969, 26,5 X 17,5 cm., Vol. I, 568 p., tabl., graph., illustr.
- SLOVAK ACADEMY OF SCIENCES. *Yeasts. The Proceedings of the 11nd Symposium on Yeasts held in Bratislava, 16-21 July 1966*. Bratislava, the Slovak Academy of Sciences, 1969, 24,5 X 18,5 cm., 621 p., tabl., graph. Distributed by Swets & Zeitlinger.
- COMPAGNIE INTERNATIONALE DES WAGONS-LITS ET DU TOURISME. *Conférence du Taurus-Express Iraq - Liban - Syrie - Turquie - Hedjaz, en Jordanie - Hedjaz en Syrie - (Izmir : 7 - 15/10/1968)*. Izmir, la C.I.W.L., s.d., 30 X 23,5 cm.
- UNION INTERNATIONALE DES TRAVAILLEURS DE L'ALIMENTATION & DES BRANCHES CONNEXES. *15e. Congrès statutaire (Dublin, 28-31 mai 1967). Réunion du Comité Directeur (Dublin, 26, 28, 30 et 31 mai 1967)*. Genève, l'Union, 1969, 29 x 20,5 cm., tabl.
- UNION INTERNATIONALE DES TRAVAILLEURS DE L'ALIMENTATION ET DES BRANCHES CONNEXES. *Conférence du groupe professionnel des travailleurs des hôtels, restaurants et cafés*. (Hambourg, 6 et 7 juin 1968). Genève, l'Union internationale des travailleurs de l'alimentation et des branches connexes, s.d., 29 X 20,5 cm., tabl.
- UNION INTERNATIONALE DES TRAVAILLEURS DE L'ALIMENTATION ET DES BRANCHES CONNEXES. *Groupe professionnel des travailleurs des tabacs*. (Réunion du Bureau, Paris 29-30 mai 1969) - I. Documentation du secrétariat - II. Relevé des décisions. Genève, l'Union, s.d., 29 X 21 cm.,
- PAN AMERICAN UNION. *Report on the work accomplished during its nineteenth session (special)* (July 1 through 11, 1968). Washington, Inter-American Commission on Human Rights, 1969, 27 X 21 cm., OEA / Ser. L / V / 11.19 Doc. 51, iii + 97 p., Price: \$ 0.50.

Ouvrages,**rapports****et comptes rendus reçus**

- SHEPARD, Marietta Daniels. *Cooperative acquisitions of Latin American materials*. Washington, Union Panaméricana, 1969, 27 X 21 cm., Cuadernos bibliotecológicos n° 50, 23 p.
- PROGRAMME ALIMENTAIRE MONDIAL. *Rapport de la 15e. session du Comité intergouvernemental Nations Unies / F.A.O.* (Rome, 5-13 mai 1969). Rome, le P.A.M., 1969, 27,5 X 21,5 cm., WFP / IGC : 15 / 23, 40 p.
- SOCIETE EUROPEENNE POUR LE FINANCEMENT DE MATERIEL FERROVIAIRE. *Rapport annuel 1968*. Eurofima, 1969, 29,5 c 21 cm., 12e. exercice social, 25 p., tabl., graph.
- COUNCIL OF THE PROFESSIONAL PHOTOGRAPHERS OF EUROPE / ARBEITSGEMEINSCHAFT EUROPAISCHER BERUFSFOTOGRAFEN / ASSOCIATION EUROPEENNE DES PHOTOGRAPHES PROFESSIONNELS. *Report of Proceedings / Protokoll / Procès-Verbal*. Bruxelles, Europhot, s.d., 29,5 X 21 cm.
- BUREAU INTERNATIONAL DE LA COUR PERMANENTE D'ARBITRAGE. *Rapport du Conseil administratif de la Cour Permanente d'Arbitrage sur les travaux de la Cour, sur le fonctionnement des services administratifs et sur les dépenses de l'exercice 1968*. (68e. année). La Haye, le Bureau International de la Cour Permanente d'Arbitrage, 1969, 33,5 X 21,5 cm., 42 p., tabl.
- ORGANISATION DES NATIONS UNIES POUR L'ALIMENTATION & L'AGRICULTURE. *Rapport de la 15e conférence des organisations internationales pour l'étude en commun des plans d'activité dans le domaine de l'agriculture en Europe* (tenue à Paris 18-21 février 1969) Rome, la F.A.O., 169, 27 x 21,5 cm., iv + 255 p.
- INTERNATIONAL RUBBER RESEARCH AND DEVELOPMENT BOARD. *Summary of Activities of Research and Development Units in 1967*. London, the I.R.R.D.B., s.d., 22,5 X 15,5 cm., 78 p., bibl.
- PAN AMERICAN UNION. *Thirteenth seminar on the acquisition of Latin American library materials* (Final report and working papers - Vol. I, n° 16, v + 81 p., Vol. II, n° 17, i + 263 p.). Washington, Pan American Union, 1969, 27 X 21 cm., Reuniones bibliotecológicas.
- WORLD HEALTH ORGANIZATION. *Methods of estimating health manpower*. (Report on a Symposium, Budapest 15-19 October, 1968). Copenhagen, Regional Office for Europe of the W.H.O., 1969, 24 X 19 cm., EURO 0289, vi + 141 p., tabl., graph. Available in French and Russian.

- UNION PANAMERICANA. *Tratados y convenciones interamericanos* (Firmas, ratificaciones y depositos con notas explicativas). Washington, Union Panamericana, 1969. 27 X 21 cm., Serie sobre Tratados n° 9, Rev. 1969. xiii + 203 p., tabl. Price / \$ 1.00.
- BANCO CENTROAMERICANO DE INTEGRACION ECONOMICA. *Setima memoria de labores. Ejercicio 1967/1965*. Tegucigalpa (Honduras), Banco Centroamericano, 1968. 26 X 19 cm., 81 p.
- COMMISSION CENTRALE POUR LA NAVIGATION DU RHIN. *Rapport annuel Intérimaire 1968*. Strasbourg, Secrétariat de la Commission Centrale, s.d., 31.5 X 24 cm., 23 p., tabl. Prix : FF. 4,-
- FEDERATION INTERNATIONALE DES ASSOCIATIONS D'INSTITUTEURS / INTERNATIONAL FEDERATION OF TEACHERS ASSOCIATIONS' / INTERNATIONALE VEREINIGUNG DER LEHRERVERBANDE. *La sécurité sociale des enseignants*. (Congrès de Helsinki, 1969). St.Sulpice (Suisse), la F.I.A.I., 1969, 29 X 20.5 cm., 77 p.
- JENKS, C. Wilfred. *The World Beyond the Charter in historical perspective. (A Tentative Synthesis of Four Stages of World Organization)*. London, George Alien and Unwin Ltd., 1969, 22 X 14.5 cm., 199 p., Index. Price : 40s.net.
- MUSTAFA EL-SAYED. *L'organisation des pays exportateurs de pétrole* (Etude d'une organisation internationale pour la défense des intérêts privés des Etats). Paris, Librairie Générale de Droit et de Jurisprudence, 1967, 23 X 15.5 cm., Tome XL, 219 p., bibl.
- LIGUE EUROPEENNE DE COOPERATION ECONOMIQUE. *L'organisation d'un ordre monétaire européen* (6e Conférence internationale. Rapport introductif et commentaires, résolution, liste des participants) Bruxelles 25 et 26 octobre 1968). Bruxelles, L.E.C.E., s.d., 21 X 13.5 cm., Publication n° 44, 76 p., Existe également en anglais.
- CONFEDERATION INTERNATIONALE DES SYNDICATS LIBRES. *Rapport sur les activités (1965-1969)*. Bruxelles, la CISL, 1969, 24 X 15.5 cm., 9e. congrès mondial, vii + 260 p.
- CONSEIL INTERNATIONAL DES AGENCES BENEVOLES / INTERNATIONAL COUNCIL OF VOLUNTARY AGENCIES. *Besoins humains et justice sociale*. (Résumé de la Conférence générale de l'ICVA - Londres, juin 1968). I.L.C.V.A., 1968, 21 X 14.5 cm., Documents n° 9, 56 p., photos.
- THE PERMANENT SECRETARIAT OF THE AFRO-ASIAN PEOPLES' SOLIDARITY ORGANIZATION. *Documents of the Extraordinary Conference in support of the people of Vietnam*. (Cairo, 7-9 September, 1968). Cairo, the Permanent Secretariat, s.d., 19 5 X 13.5 cm., Afro-Asian Publications (28), 170 p., illustr.
- ORGANIZATION OF THE PETROLEUM EXPORTING COUNTRIES. *A pro-forma regulation for the conservation of petroleum resources* (As approved by the XVII Conference held in Baghdad in November 1968) Vienna, the O.P.E.C., 1968, 20 X 14.5 cm., 24 p.

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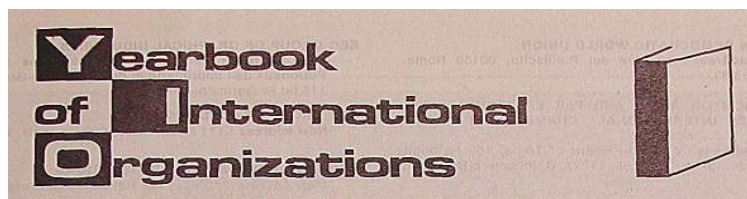
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ARAB INTERNATIONAL TOURIST UNION
New name, address and number : Arab Tourist Union, P O Box 224, Amman, Jordan. 02450.

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New address : P O Box 16143, Tel Aviv, Israel.

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New address : Lee Wah Hin, c / o Union House, University of Spul Students' Union, Cluny Road, Singapore 10.

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New name : Table Tennis Fed of Asia.

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ASSOCIATION OF SECRETARIES GENERAL OF PARLIAMENTS
New address : K A Bradshaw, House of Commons, London SW1.

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New address : D K R Phillips, 15 Ballingham Close, Job's Lane, Coventry, Warwickshire, UK.

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New address (SG) : Lucien Emringer, 42 bd Napoléon, Luxembourg.

ATLANTIC INSTITUTE
New address: 120 rue de Longchamp, 75-Paris 16e. T. 727-2436.

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INTERNATIONAL ASSOCIATIONS, 1970, No 2 115

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New address: Miss Marie Ginsberg, Int Alliance of Women, 78 rue Montchoisy, Geneva, Switzerland.

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New address : Dr Max Habicht, 18 chemin Etienne-Chennaz, 1226 Thônex-Geneva, Switzerland.

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New name and number : European Convention of Constructional Steelwork 60400.

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New address : Prof Dr Culzoni, bd Carissimi 10, Parma, Italy.

EUROPEAN COMMITTEE FOR COORDINATION OF STANDARDS
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(Jan 70)

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New International Meetings Announced

Information listed in this section supplements details in the Annual International Congress Calendar (published as the December issue of this magazine) as well as details in earlier 1969 issues.

- 1970 Apr 18 Oslo (Norway)
Int Laundry Association. Council meeting.
16-17 Lancaster Gate, London W2, UK
- 1970 Apr 28-May 2 Lisbon (Portugal)
European Center of Public Relations; General assembly.
A. de La Motte, 10 quai Paul-Doumer, 92-Courbevoie, .
France.
- 1970 Jun 1-2 Amsterdam
(Netherlands)
Int Credit Insurance Association. General meeting. P : 50.
Nederlandsche Credietverzekering Maatschappij N.V.,
Postbus 473, Amsterdam C, Netherlands.
- 1970 Jun 1-6 Osaka (Japan)
Int Federation of Cotton and Allied Textile Industries.
Meeting.
29 Am Schanzengraben, Postfach 289, CH-8039 Zurich,
Switzerland.
- 1970 Jun 3-25 Geneva (Switzerland)
Int Labour Organisation. 54th session of the Int Laour
Conference.
CH 1211 Geneva 22, Switzerland.
- 1970 Jun 4-6 Budapest (Hungary)
Int Society for the Study of Diseases of the Colon and
Rectum. 4th int congress.
G.B.E. Simonetti; M.D., Via S. Raffaele 3, 20121 Milano,
Italy.
- 1970 Jun 4-7 Zurich (Switzerland)
Int Federation of Mazdaznan Women. Int congress.
Mrs Elizabeth Ecker-Lauer, 4 Romerstrasse, 798
Ravensburg, Wurtemberg, Germany Fed Rep.
- 1970 Jun 7-8 Geneva (Switzerland)
United Nations. Joint meeting of the Administrative Com-
mittee and the Committee for Programme and Co-ordination.
Palais des Nations, 1211 Geneva 10, Switzerland.
- 1970 Jun 8-9 Rome (Italy)
European Regional Organizations of the WCL (Working
Party on Agriculture and Food). Council session. P : 60.
27 rue de l'association, 1000 Brussels, Belgium.
- 1970 Jun 10-11 Rome (Italy)
Int Christian Federation of Food, Drink, Tobacco and
Hotelworkers. Congress. P : 75.
27 rue de l'association, 1000 Brussels, Belgium.
- 1970 Jun 12-13 Rome (Italy)
Int Federation of Christian Agricultural Workers Unions.
Congress. P : 80.
27 rue l'Association, 1000 Brussels, Belgium.
- 1970 Jun 15-17 Amsterdam (Netherlands)
Chemical Marketing Research Association. Joint meeting.
Theme : Plastics and plastics additives. P : 250.
A. Perk, c/o N.V.C.P., James Wattstraat 100, Amster-
dam, Netherlands.
- 1970 Jun 19-20 Oslo (Norway)
Int Union of the History and Philosophy of Science. 2nd
Scandinavian logic symposium.
Prof R. Taton 12 rue Colbert, Paris 2e, France.
- 1970 Jun 29 - Jul 4 Paris (France)
Int Union of the History and Philosophy of Science.
« L'acquisition des techniques par les pays non-initiateurs ».
Prof R. Taton, 12 rue Colbert, Paris 2e, France.
- 1970 Jun 29 - Jul 5 Seoul (Korea)
Int P.E.N. 37th int congress.
Korean P.E.N. Centre, Room 508 Yeji Chong, Building
81-6, Sei Chong No, Chong No Ku, Seoul, Korea.
- 1970 Jun Amsterdam (Netherlands)
Int Union of the History and Philosophy of Science.
Colloque sur l'oeuvre chimique et pharmaceutique de Johann-
Rudolf Glauber (1604-1668).
Prof. R. Taton, 12 rue Colbert, Paris 2e, France.
- 1970 Jun London (UK)
European Association for Industrial Marketing Research /
College of Industrial Marketing. Course on industrial mar-
keting research. P : 60.
EVAF-Administration, Fillongley, Coventry, UK.
- 1970 Jul 3-25 Cape Town and Johannesburg
(South Africa)
Int Union of Geological Sciences. 2nd symposium on
Gondwana system.
Prof W.F. van Leckwijck, Mechelse steenweg 206,
Antwerp, Belgium.
- 1970 Jul 6-11 Paris (France)
Int Union of Pure and Applied Chemistry. Symposium on
non-aqueous electrochemistry.
2-3 Pound Way, Cowley Centre, Oxford, UK.

- 1970 Jul 6-12 Washington (USA)
Society of Nuclear Medicine. Meeting. P : 2.000. Ex.
211 E. 43rd St., New York, NY 10017, USA.
- 1970 Jul 16-26 (Japan)
The East Asia Christian Conference / SODEPAX. Ecumenical Asian conference on development.
14-2 Pramuan Road, Bangkok, Thailand.
- 1970 Jul 21-23 Lima (Peru)
Panamerican Association of Pédiatrie Surgery. Congress.
Calle de Tlalpan n°4515, Mexico 22, DF, Mexico.
- 1970 Jul (Chile)
Int Union of the History and Philosophy of Science. Meeting of association for symbolic logic.
Prof R. Taton, 12 rue Colbert, Paris 2e, France.
- 1970 Jul Brno (Czechoslovakia)
World Union of the History and Philosophy of Science. Colloque Gregor Mendel.
Prof Ft. Taton, 12 rue Golbert, Paris 2e, France.
- 1970 Aug 2-8 Vienna (Austria)
World Organization of Young Esperantists. 55th universal congress of espéranto:
TEJO, Nieuwe Binnenweg 176, Rotterdam 2, Netherlands.
- 1970 Aug 3-7 Gaithersburg, Md., (USA)
Int Union of Pure and Applied Chemistry / Int Union of Pure and Applied Physics / Committee on Data for Science and Technology. Int conference on precision measurements and fundamental constants.
CODATA. Central Office, Westenstr. 19, Frankfurt / M, Germany Fed Rep.
- 1970 Aug 3-10 Leningrad (USSR)
Int Astronomical Union. The motion, evolution of the orbits and the origin of comets.
Dr L Perok, Astronomical Institute, Czechoslovak Academy, of Sciences, Budecska 6, Prague 2, Czechoslovakia.
- 1970 Aug 6-15 Oslo (Norway)
Int Union of Geological Sciences / Scientific Committee on Antarctic Research.
Prof W.P. van Leckwijck, Mechelse steenweg - 206, Antwerp, Belgium.
- 1970 Aug 7-9 Sydney (Australia)
Int Reading Association. 3rd world congress.
6 Tyre Avenue, Newark, Del 19711, USA.
- 1970 Aug 8-15 Graz (Austria)
World Organization of Young Esperantists. 24th congress.
Heinz Kovacic, Grazbachgasse 57, 8010 Graz.
- 1970 Aug 10-13 Caracas (Venezuela)
Latin American Iron and Steel Institute. 10th congress. Ex.
ILAFA, Casilla 14303, Santiago, Chile.
- 1970 Aug 16-25 San Paulo (Brazil)
World Center for Psychodrama, Sociometry and Group Psychotherapy. 5th int congress of psychodrama and sociodrama.
Zerka T Moreno, 259 Wolcott Ave, Beacon, NY 12508, USA.
- 1970 Aug 17-21 Gothenburg (Sweden)
Int Union of Theoretical and Applied Mechanics. Second IUTAM symposium on creep in structures.
Prof F.K.G. Odqvist, Torstensonsvagen 7D, S-18264 Djursholm, Sweden.
- 1970 Aug 24-31 Copenhagen (Denmark)
Food and Agriculture Organisation of the UN. 2d int conference on dairy education and training.
Viale delle Terme di Caracalla, Rome, Italy.
- 1970 Aug 28 Caracas (Venezuela)
Inter-American Association of Sanitary Engineering. 12th congress. P : 1.500. Ex.
Luis Wannoni L., Edificio EASO, Pise 12-Of C, Avenida Miranda-Chacaito, Venezuela.
- 1970 Aug 31 - Sep 3 Amsterdam (Netherlands)
European Physical Society. Symposium. Theme : Cosmic rays - modulation effects. P : 50.
Dr. H.F. Jongen, c/o Natuurkundig Laboratorium, Valckeniersstraat 65, Amsterdam, Netherlands.
- 1970 Aug Primosten (Yugoslavia)
Institute for the Officialization of Esperanto. 4th Working meeting. P : 80.
IOE, Matije Gupca 27, Zemun, Yugoslavia.
- 1970 Sep 8-11 Stresa (Italy)
European Union for the Scientific Study of Glass. Symposium. Theme : « Le contrôle des échanges thermiques et de la température dans l'élaboration et le traitement du verre ». P : 300.
U.S.C.V. 10, boulevard Defontaine, Charleroi, Belgium.
- 1970 Sep 16-20 Innsbruck (Austria)
Int Society of. General Practice. 12th int congress.
Dr. Med. K. Engelmeier, Lange Str. 21a, D-4740 Oelde / Westph., Germany Fed Rep.
- 1970 Sep 25 Rome (Italy)
Institut Italo-Latino American. Journées d'étude : « tes problèmes relatifs au développement des courants touristiques en Amérique Latine ».
Institut Italo-Latino Américain, Piazza Cugliolmo Marconi, -EUR, 69144 Rome, Italy.
- 1970 Sep 27 - Oct 1 Estoril (Portugal)
Int Federation of Thermalism and Climatism / Int Society of Medical Hydrology. Congress. Theme : « Le thermalisme social, son importance actuelle et son avenir ».
Tannenstrasse 18, Ch-9000 St. Gallen, Switzerland.
- 1970 Autumn Pistoia (Italy)
Int Council of Museums / The Government of the Province of Pistoia. Seminar on conservation of the minor arts.
Maison de l'Unesco, 6 rue Franklin, Paris 16e, France.

1970 Sep Rome (Italy)
Int Montessori Association. Int congress to celebrate the centenary of Dr. Maria Montessori.
Ente Opera Montessori, Corso Vittorio Emanuele 113, Rome, Italy.

1970 Oct 19-21 Edinburg (Scotland UK)
Int P.E.N. Meeting of Int Executive Committee and round table conference.
Scottish P.E.N. Centre, 20 Canniesburn Road, Beersden, Dunbartonshire, UK.

1971 May 10-14 Amsterdam (Netherlands)
Int Orthoptic Association. Congress. Theme : Visual acuity / the scope of orthoptics / squint in disease. P : 375.
Mrs T.E.A. Brummelkamp-Dons, Herman Gorterstraat 16, Amsterdam, Netherlands.

1971 Jun 28 - Jul 3 CARACAS (Venezuela)
Int Union of Local Authorities. 22th world conference. « Local government as promotor of economic and social development ».
IULA, 5 Paleisstraat, The Hague, Netherlands.

1971 Sep 3-5 Bucarest (Rumania)
Int Society of Acupuncture / Union of Rumanian Societies of Medical Sciences. 15th int congress.
Dr. C. Pinet, avenue des Chasseurs, Anglet 64, France.
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