

International Associations

activités - congrès - publications

Associations Internationales

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Quote :

«... the world is becoming so complex and changing so rapidly and dangerously and the need for anticipating problems is so great, that we may be tempted to sacrifice (or may not be able to afford) democratic political processes. »

— H. Kahn and J. Wiener. *Faustian powers and human choices : some 21st century technological and economic issues*, 1968.

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(Les opinions exprimées dans les articles signés ne reflètent pas nécessairement les vues de l'UAI).

editorial comment

Delegates from 132 international associations met together 60 years ago, in 1910, at the First World Congress of International Associations. This meeting gave rise to the Union of International Associations which this year celebrates the 60th Anniversary of its creation. The first article gives information on this congress and those who attended it. In the last issue of « International Associations » we published extracts from two important studies on aspects of the future of the UN system, namely the Jackson Report and the Pearson Report. In this issue we publish the first part of a review of these documents in the light of their implications for non-UN bodies and for problem areas which are only indirectly related to development. This review is extracted from a UAI study which also covers the UN Report on the Mobilization of Public Opinion for the Second Development Decade (of which extracts are printed in this issue) and the Report of the Committee on Scientific and Technical Communication (SATCOM) of the U.S. National Academy of Sciences (of which the first of a series of extracts are printed in this issue).

The UN reports, particularly when compared with the SATCOM Report, accord little attention to nongovernmental bodies or to non-UN organizations and their programmes and problems in general. Yet at the same time the UN reports all come to the conclusion that *public opinion* and the development of *political will* is of the most vital importance. No link is established between public opinion and nongovernmental bodies. The collaboration of volunteers is desired but the existence of voluntary organizations, representing their interests, is ignored. The UN reports reveal an equivalent lack of interest in non-development problems — such as environmental pollution — whose existence is not yet clearly registered in governmental circles at the international level.

The lack of attention to all aspects of the UN's environment leads to recommendations for organizations and information systems which will probably (a) duplicate better funded non-UN programmes, (b) ignore management problems of importance to the UN which have their origin in non-UN organizational structures, (c) ignore problem areas affecting, or affected by, the development programmes of concern to the UN, and which (d) do not pay attention to the vital importance of adequate democratic control mechanisms and the function of nongovernmental bodies in this connection.

It would of course be a great mistake for NGOs to assume that the limitations evident in governmental sector thinking did not find some reflection in thinking in the nongovernmental sector. Just as the UN Specialized Agencies have the greatest difficulties in overcoming sectoral jealousies in order to work together on joint programmes or to cooperate within common information systems, so the same problems and difficulties arise between international nongovernmental agencies.

What would a Jackson Report on the international NGO system reveal ?

Over the past year the UN system has been to see several doctors, and everyone can now study the reports on the patient — it took courage for the UN to admit that it needed a check-up. Could NGOs find equivalent courage to instigate their own check-up of the nongovernmental system and its relationship to the governmental system ? As a pointer to some of the coming problems, whose existence will become more evident as information systems become more sophisticated, we publish a short note on « Overlap between NGO Information Systems ». The UAI is particularly concerned with the need to place NGOs collectively in a position of strength in the face of the impressive information systems now being planned and implemented by commercial interests and government agencies.

The Hazards of System Building

1. *You identify with your system. It cost you blood to build it, and if it is attacked, it is your blood that is being shed.*
2. *You cannot tolerate tentativeness, suspension of judgment, or anything that does not fit the system.*
3. *You cannot apprehend anyone else's system unless it supports yours.*
4. *You believe that other systems are based on selected data.*
5. *Commitment to systems other than your own is fanaticism.*
6. *You come to believe that your system entitles you to proprietorship of the entities within it.*
7. *Since humor involves incongruity, and your system explains all seeming incongruities, you lose your sense of humor.*
8. *You lose your humility.*
9. *You accept all these points — insofar as they apply to builders of other systems.*
10. *So do I. (P.S. I hope I believe in the cult of fallibility)*

Matthew Melko, System Builder

(Offered to participants at the Foundation for Integrative Education Conference, Oswego,

New York, August 1969; reproduced in Main Currents in Modern Thought, vol. 26. no.

2)

LE 60e ANNIVERSAIRE DE L'UNION DES ASSOCIATIONS INTERNATIONALES

1. LA FONDATION

Cent trente deux associations internationales, plusieurs dizaines d'associations nationales, des délégués de 13 gouvernements, étaient présents au Premier Congrès mondial des Associations Internationales, qui s'ouvrait le 9 mai 1910 au Palais des Académies à Bruxelles et dont la séance de clôture allait donner naissance à l'Union des Associations Internationales, élargissant ainsi la structure et la compétence de l'Office central des institutions internationales, créé à Bruxelles le 29 janvier 1908 sous le patronage du Gouvernement belge.

Parmi les adhésions au Congrès, on notait celles de cinq titulaires du Prix Nobel : MM. Auguste Beernaert (Belgique), Prix Nobel de la paix 1909, ministre d'Etat, ancien premier ministre, président et délégué de l'Union interparlementaire ; William Ramsay (G.B.), Prix Nobel de chimie 1904, président du Congrès de chimie ; Albert Gobât (Suisse), Prix Nobel de la paix 1902, directeur du Bureau interparlementaire, délégué du Bureau international de la paix, qui allait lui-même recevoir le Prix Nobel de la Paix en décembre 1910 ; Wilhelm Ostwald (Allemagne), Prix Nobel de chimie 1909,

président de l'Association internationale des sociétés chimiques ; l'Institut de Droit international, Prix Nobel de la paix 1904. Le décès qui venait de survenir du Roi Edouard VII d'Angleterre, empêcha le Roi Albert de Belgique d'ouvrir officiellement le Congrès. A la séance inaugurale prennent place à la tribune MM. Beernaert, président du Congrès et du Comité organisateur, le Prince Roland Bonaparte, représentant l'Académie des Sciences de France, le Général Sebert, représentant l'Institut de France, MM. W. Oswald, Jules Lejeune, ancien ministre de la Justice de Belgique, délégué de



La séance d'ouverture du Premier Congrès Mondial des Associations Internationales, le 9 mai 1910 au Palais des Académies à Bruxelles.

l'Union internationale des patronages, Henri Carton de Wiart, membre de la Chambre des Représentants de Belgique, Président du Comité des Congrès de l'Exposition Universelle de Bruxelles 1910, Ernest Solvay, le grand industriel belge, créateur de l'Institut de sociologie, Henri La Fontaine, Sénateur, président du Bureau international de la paix et qui allait recevoir le Prix Nobel de la paix en 1913, Paul Otlet, secrétaire général de l'Office central des institutions internationales, Cyrille Van Overbergh, directeur général de l'enseignement supérieur au Ministère des sciences et des arts de Belgique, etc...

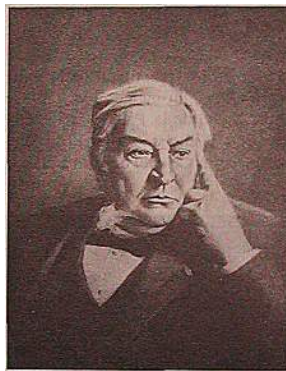
Appelés à constituer son Bureau, l'Assemblée confirme dans leur charge le président, M. Auguste Beernaert et les trois secrétaires généraux du Congrès, MM. Henri La Fontaine, Paul Otlet et Cyrille Van Overbergh. Elle appelle à la vice-présidence le Prince Roland Bonaparte, MM. Clunet, avocat à la Cour d'appel de Paris et président de l'Institut de Droit international, Gobât, Guillaume, président de la Commission française du vocabulaire électrotechnique, Wilhelm Ostwald et Ernest Solvay. Quatre sections sont constituées. Première section : Etude du régime juridique des Associations internationales (2e question de l'ordre du jour) - Méthodes d'unification du droit dans les matières où elle est désirable. - Présidents : MM. Beernaert et Clunet. Deuxième section : Etablissement de systèmes internationaux d'unités dans les sciences et dans les services techniques. (3e question) - Fonctionnement des organismes internationaux. (4e question) Présidents ; MM. Ostwald et Solvay.

Troisième section : La documentation. (5e question) - Le langage

scientifique et technique. (6e question) - Présidents : MM. Sebert et La Fontaine. Quatrième section : Recherche des meilleures méthodes de coopération entre les Associations internationales (1ère question) - Présidents : M. le prince Roland Bonaparte et M. Guillaume.

Ensuite les délégués se sont répartis par affinité entre les trois groupes proposés :

- A. - Economie sociale.
- B. - Droit et politique.
- C. - Science et technique.



M. Auguste Beernaert, Ministre d'Etat et ancien Président du Conseil des Ministres de Belgique, Prix Nobel de la Paix en 1909, qui présida les travaux du Premier Congrès Mondial des Associations Internationales.

Un quatrième groupement (D), réunissant les représentants des associations intellectuelles qui ne rentrent pas dans les catégories précédentes, a été reconnu nécessaire au cours des débats et il a été immédiatement constitué. Nous ne pouvons songer à résumer ici les travaux du Congrès, qui ont donné lieu à un compte-rendu de 1246 pages publié en 1913.

On y retrouve les interventions de nombreux pionniers de la coopération internationale. Dans leur liste, qui serait trop longue à publier ici, notons en plus de ceux déjà mentionnés plus haut, les noms de MM. Mahaim et Bauer, délégués de l'Associations internationale pour la protection légale des travailleurs ; Spiller, délégué de l'Universal Races Congress ; Leconte, délégué de la Commission polaire internationale et du Comité international permanent pour l'exécution photographique de la carte du ciel ; de Clarapède, délégué du Congrès international de géographie ; Edmond Picard, délégué de la Fédération internationale des avocats ; Louis Franck, délégué de la Fédération abolitionniste internationale ; Langaard de Menezes, professeur à la Faculté de droit de Rio de Janeiro et délégué plénipotentiaire à la Conférence de droit international maritime ; Victor Brants, délégué de la Société de législation comparée ; Mme Leroy, déléguée du Secrétariat international de l'action sociale des femmes ; Mlle Baelde, déléguée du Conseil international des femmes ; John Twigg, délégué de la Décimal Association ; Hector Denis, délégué de l'Institut international de sociologie ; Joseph Halkin, délégué du Bureau international d'ethnographie ; Paul Janet, professeur à l'Université de Paris, délégué de la Société internationale des électriciens ; Edouard Fuster, secrétaire général du Comité permanent international des assurances sociales ; Mme Kramers, déléguée de l'International Women Suffrage Alliance ; Lange, secrétaire général de l'Union interparlementaire, etc...

L'intérêt considérable suscité par le Premier Congrès international des Associations Internationales s'explique par le fait qu'il survenait

au moment où le développement des relations entre les peuples suscitait la création en ordre dispersé d'un nombre croissant d'organismes internationaux et où la vie internationale suscitait de toutes parts l'attention, sans cependant qu'un effort régulateur et condensateur de cette vie internationale ait encore tenté.

Il est assez remarquable de constater l'inquiétude ressentie à cet égard en 1910 par les dirigeants des organisations internationales, dont le nombre atteignait à peine le sixième de celui d'aujourd'hui. Considérant que leurs associations étaient elles-mêmes des organes régulateurs et condensateurs de la vie internationale, ils comprenaient la nécessité de rechercher ensemble la concentration des efforts. Née de cette préoccupation, l'Union des Associations se vit assigner les objectifs suivants :

étudier les faits de la vie internationale et en dégager une conception d'ensemble de l'organisation internationale.

travailler à réaliser cette organisation en unissant et en harmonisant l'activité des organisations internationales, en s'efforçant de faire des associations existantes et de celles à créer les organes de la structure mondiale en formation.

établir à cette fin des relations permanentes entre les associations et les institutions internationales, en cherchant à provoquer leur développement et à perfectionner leurs méthodes de travail.

étudier en commun toutes les questions visant à la généralisation, à la coordination et à l'économie des efforts, à la poursuite parallèle de la fédération des idées et de celles des organismes.

contribuer à développer l'esprit d'internationalisme, à multiplier les relations par delà les frontières,

à étendre au monde entier les grandes conquêtes du savoir et de la technique et grâce au fait d'une solidarité effective plus grande entre les peuples et d'une plus grande connaissance mutuelle aider à assurer la paix entre les nations.

G.P.S.

(la suite sera publiée dans un numéro ultérieur).

ASSOCIATIONS INTERNATIONALES ADHERENTES AU CONGRES DE 1910

Alliance scientifique universelle
Association artistique et littéraire internationale.
Association catholique internationale des œuvres pour la protection de la jeune fille.
Association chirurgicale internationale.
Association générale des ingénieurs, architectes et hygiénistes municipaux des pays de langue française.
Association internationale contre la tuberculose.
Association internationale d'agronomie tropicale. --
Association internationale d'auteurs, compositeurs et écrivains.
Association internationale de la presse médicale.
Association internationale de la presse sténographique.
Association internationale des arrivantes à la gare.
Association internationale des botanistes.
Association internationale du froid.
Association internationale permanente des Congrès de navigation.
Association internationale pour la protection de la propriété industrielle.
Association internationale pour la protection légale des travailleurs.
Association internationale pour la répression de la traite des blanches.
Association internationale pour l'étude du cancer.
Association médicale internationale contre la guerre.
Association stomatologique internationale.
Association universelle de médecins espérantistes.
Bureau de la Commission permanente des Congrès internationaux de médecine.

Bureau de la fondation d'internationalisme.
Bureau international d'assistance.
Bureau du Conseil international pour l'exploration de la mer.
Bureau international de l'Union pour la protection des œuvres littéraires et artistiques.
Bureau international de l'Union télégraphique.
Bureau international des fédérations d'instituteurs.
Bureau international des poids et mesures.
Bureau international d'ethnographie.
Bureau international d'organisation des Congrès d'assistance.
Bureau international permanent de la paix.
Bureau permanent international des secrétaires communaux.
Bureau polaire international.
Comité de jonction des Congrès internationaux de sténographie.
Comité international de psychologie pédagogique.
Comité international olympique.
Comité international permanent pour l'exécution photographique de la carte du ciel.
Comité maritime international.
Comité Nobel du Parlement Norvégien.
Comité permanent des Congrès d'espéranto.
Comité permanent des Congrès internationaux d'actuaux.
Comité permanent des Congrès internationaux des chambres de commerce et des associations commerciales et industrielles.
Comité permanent des Congrès internationaux des habitations à bon marché.
Comité permanent international des assurances sociales.
Comité permanent international des Congrès médicaux des accidents du travail.
Commission internationale d'éducation familiale.
Commission internationale de l'enseignement agricole.
Commission internationale de l'enseignement mathématique.
Commission internationale des glaciers.
Commission internationale d'unification des méthodes d'analyse des denrées alimentaires.
Commission permanente de l'association internationale du Congrès des chemins de fer.
Commission polaire internationale.
Conciliation internationale.
Concilium bibliographicum.

Conférence internationale pour la lutte contre le chômage.	Délégation pour l'adoption d'une langue auxiliaire internationale.	International moral education Congress.
Congrès fédératif des anatomistes.	Entente scientifique internationale pour l'adoption d'une langue auxiliaire.	International School of Peace
Congrès international de botanique.	Fédération aéronautique internationale.	International Union of Ethical Societies.
Congrès international de géographie.	Fédération abolitionniste internationale.	International Woman Suffrage Alliance.
Congrès international de génétique.	Fédération européenne de gymnastique.	Ligue internationale de l'aliment pur.
Congrès international de l'éducation populaire.	Fédération internationale de laiterie.	Ligue sociale d'acheteurs.
Congrès international de la mutualité.	Fédération internationale de l'industrie du bâtiment et des travaux publics.	Musée international de la guerre.
Congrès international de la presse périodique.	Fédération internationale des associations de filateurs de lin et étoupe.	Office international de bibliographie.
Congrès international de l'éducation familiale.	Fédération internationale des avocats.	Office international de documentation aéronautique.
Congrès international de l'éducation physique.	Fédération internationale des comités permanents d'expositions.	Office international de documentation pour la chasse.
Congrès international de l'élevage et de l'alimentation.	Fédération internationale des employés.	Office international de documentation horticole.
Congrès international de numismatique et de l'art de la médaille.	Fédération internationale pour l'extension et la culture de la langue française.	Office international de documentation pour la pêche.
Congrès international de radiologie et d'électricité.	Institut colonial international.	Secrétariat international de l'action sociale de la femme.
Congrès international des associations agricoles et de la démographie rurale.	Institut de droit international.	Société internationale des électriciens.
Congrès international des associations d'inventeurs et d'artistes industriels.	Institut international d'art public.	Société internationale de musique.
Congrès international des habitations à bon marché.	Institut international de bibliographie.	Société internationale de dialectologie romane.
Congrès international des sciences administratives.	Institut international de photographie documentaire.	Société internationale pour le développement de l'enseignement commercial.
Congrès international des stations de recherches forestières.	Institut international de sociologie.	Union cycliste internationale.
Congrès international d'horticulture.	Institut international de statistique.	Union économique internationale.
Congrès international d'hygiène alimentaire.	Institut international pour la diffusion des expériences sociales.	Union internationale des patronages.
Congrès juridique international des sociétés par actions et des sociétés coopératives.	Institut international pour l'étude du problème des classes moyennes.	Union internationale des tramways et des chemins de fer d'intérêt local.
Congrès panceltic international.	Institut Marey.	Union internationale pour la protection de l'enfance du premier âge.
Conseil international des femmes.	Internacia Asocio de Bankistoj Esperantistaj.	Union internationale contre la vivisection.
	Internacia Scienca Asocio Esperantista.	Union internationale des amies de la jeune fille.
	Internacia Societo de Esperantistoj Juristoj.	Union interparlementaire.
	International Bureau of American Republics.	Unione di l'amiki di la Linguo internaciona.
	International electrotechnical Commission.	Universal Races Congress.
		Universala Esperanto Asocio.

Le Chatelier's Principle

« *Reformers, critics of institutions, consultants in innovation, people in short who want to get something done, often fail to see this point. They cannot understand why their strictures, advice or demands do no result in effective change. They expect either to achieve a measure of success in their own terms or to be flung off the premises. But an ultrastable system (like a social institution)...has no need to react in either of these ways. It specializes in equilibrial readjustment, which is to the observer a secret form of change requiring no actual alteration in the macro-systemic characteristics that he is trying to do something about.* »
(Stafford Beer. *The cybernetic cytoblast — management itself. Chairman's Address to the International Cybernetics Congress, September 1969*)

PLANNING FOR THE 1960s IN THE 1970s : Part I

A-review of some of the implications of three reports on the United Nations System in terms of the total network of organizations making up the world system and the complex network of interacting problem areas ()*

by Anthony J.N. Judge

A. Study of the Capacity of the U.N. Development System (« Jackson Report »)

(Quotes from this Study refer to volumes « I » and « II »)

INTRODUCTION

The Sixth Session of the Governing Council of the United Nations Development Programme (UNDP) designated Sir Robert Jackson as Commissioner to undertake a study of the capacity of the United Nations system to handle the resources made available by the UNDP first, at their present level, and second, if doubled over the next five years. The « Jackson Report » is the result of a study by a team of people in 1968-1969. The study originated with the UNDP's Inter-Agency Consultative Board. The importance of the report is due to its coverage of the major problems plaguing the operation of the UN family of organizations. Despite the emphasis on development, many of the problems clearly exist for non-development programmes. The Study is extremely forthright in its criticism of the UN structure and operations and for this reason the United Nations should be congratulated for permitting it to be published and circulated to the press, particularly in its « unexpurgated form ».

For the first time, an overall view of the United Nations operational mechanism is available. It reveals in a fairly systematic way many of the problems which hitherto have been known only partially by those people moving in United Nations or international organization circles, discussed as « corridor gossip », or cited in conversations as justification for a cynical

attitude toward UN effectiveness. Up until this report, these problems have not been adequately reported in journals or the press, because those people with the knowledge to write about them held positions which would be endangered by such disclosures. Books on the topic were discounted as the work of disenchanted individuals. The Study is therefore important because it for the first time looks behind the glossy public relations image of the United Nations — an image which is held dear by both members of the public, people in official positions and some academics in the field of international relations. Political scientists are particularly apt to undertake research as though the UN was a highly coordinated unit under governmental control via the General Assembly (see ALGER, C.F. Research on research : a decade of quantitative and field research on international organizations. Paper presented to American Political Science Association annual meeting, September 1969). It is now possible to acknowledge non-political weaknesses of the U.N., cite a responsible study of them, and investigate means of overcoming them. The Study considers procedures for planning and operating the development programme, by introducing the need for the concept of a United Nations Development Cooperation Cycle (UNDCC) and an information systems concept. The questions of organization, human resources and financial resources are also considered. The conclusions of the Study are now being considered by the Specialized Agencies and Member States. As it points out, many important decisions have been postponed « pending the publication of the Capacity Study ».

(*) Extracts from: JUDGE, A.J.N. International, organizations and the generation of the will to change — the information systems required. Brussels, UAI, 1970, 89 pages (UAI Study Papers INF / 5)

The most important recommendations involve a complete restructuring of the UN development operations with considerably increased power for the UNDP. It is recommended that this should be backed up by a three part computer-based information system to deal with : technical and scientific information (documents), economic and social information (statistics), and operational and administrative questions (budget and project control).

TERMS OF REFERENCE

The world has been in need of a study of the international system of this quality for many years. It is most unfortunate that it was necessary to focus the Study on one set of problems — development problems — from the point of view of one organization, the UN — and more particularly the UNDP. These may be necessary evils, for otherwise the Study might have proved too broad to be actively considered by any group. Dangers arise because on superficial reading — and the length of the report encourages this — one obtains the impression that

- a) all important problems are development problems or may be considered so
- b) the UN — and particularly the UNDP — is the most important means of coping with these problems
- c) there are no other organizations of importance to the attack on world problems which are active internationally.

From a management perspective it is vitally important to recognize that

- the attempts to coordinate the UN system programmes represent the most general attempt at global development coordination in existence or envisaged;
- these coordination attempts are not the only areas of programme coordination within the world system. Much coordination has been achieved and is planned at the local, national and international level which is only indirectly linked to UN activity;
- these other networks of coordination " and information processing are however designed to cope with problem areas with which the UN is vitally concerned. In many cases, the UN is forced to work through these networks, whether they are international associations of specialists, world youth movements or the distribution system of a group of multinational business enterprises;
- unless the analysis of the global situation which the UN (and non-UN) programmes must face, is based on a management analysis of coordination and information networks in general, rather than a management analysis of the UN system, agency structure, or special problem areas, then the proposed solutions run the risk of recommending organizational structures, programmes and

information networks which will duplicate one another as well as more efficient and better funded structures outside the UN system.

A management approach to the UN system must, therefore, recognize a five level problem of data processing, coordination and management guidance of :

- each individual UN agency, which is one part of the
- UN system, which itself is only one part of the
- system of intergovernmental bodies, which is one part of the
- international system of :
 - governmental bodies
 - multinational business enterprises
 - international nongovernmental, nonprofit bodies
 which form one level of the
- world system of local, national, regional, and international bodies.

These networks of interacting bodies are both a source of problems, due to their own lack of coordination, and an important resource for the attack on the problems with which the UN is concerned.

It is important to avoid the assumption that improvement at either of the first two problem levels will necessarily produce an effective solution to the problems arising outside the UN system or interacting with it. Weaknesses in coordination and information systems, critical to the functioning of the UN and its programmes outside the UN system may not be detected unless the overall coordination problem is clearly determined in advance. The length and *apparent* comprehensiveness of the report diverts attention and resources away from the need for a broader perspective view of the world system as a whole. Such a study could well have been undertaken as a background to the Capacity Study, or because of the lack of such a study, should have been recommended by the Study.

The great danger lies in the probability that the United Nations system public relations and public information programmes will lead the informed public and many decision-makers to believe that the UN is doing all that can or need be done and has the attack on every world problem well coordinated. This automatically devalues the activities of other bodies, reduces the allocation of resources and support to them, dampens initiative from the local and national level which is not channelled through governmental and UN channels and effectively nullifies the type of constructive criticism which can lead to renewal of effort, new approaches, and galvanization of the political will necessary to the accomplishment of all international (and UN) programme objectives.

THE CAPACITY STUDY AS THE ANALYSIS OF A SYSTEM

Given that the terms of reference require a focus on a particular part of the world system, it is then important to assess whether the Study attempts to uncover the interaction between the UN family of organizations involved in development and those outside the UN system with similar or related concerns with which it does or should interact. No systems study is complete if it restricts its attention to problems within the boundary of the system and does not consider the environment within which the system operates. This is the case here, it would appear.

a) Subject areas interacting with development are ignored

The term «development» is a very loose one used to cover many problem areas. In the Study it is considered as a major subsection of economic and social questions. The world is, however, faced with a multitude of non-development problems: Mental health, urban decay, racial discrimination, etc. Much confusion is created when the advocates of development conceive of topics such as education, futures research, pollution, policy sciences, etc. as subsections of development. For the groups working in these areas often consider development to be merely a subsection of their own field of concern. What then constitutes an adequate mechanism for dealing with the problems and how is the evaluation to be made? It is clearly in the interests of the promoters of any change or project to imply that their proposed problem coverage *policy* is «comprehensive» — whilst soliciting funds — and then limit themselves at an *operational* level to what is manageable — once the funds have been obtained. This form of misrepresentation can lead to assumptions that a given project or programme will solve the comprehensive problems and to serious, but hidden, gaps which will only be detected years later (some projects, according to the Study, may take up to a decade before an evaluation report reaches the sponsoring bodies) and which the specialized system created will not be able to detect.

Development does not take place in a vacuum. Development, whether agricultural or industrial or «economic and social», leads over an increasingly short period of time to environmental pollution. It might even be considered a major consequence. This question is totally ignored by the Study. The word pollution is mentioned once in attempting to

justify «non-country» oriented programmes. The requirements of a feedback information system to detect consequences of over-development and assist in handling them, are not discussed. Note that pollution does not only arise due to intensive industrial development but also in agricultural areas such as in developing countries a) where fertilizers are used for *crops* and b) where *farm animals* are reared.

The Study attempts to structure inter-Agency relationships, five year programmes, and the proposed information system in terms of the special characteristics and possibly temporary relative importance of development. This rearrangement may be entirely unsuited to the possibly even more dramatic problems of pollution and famine relief (both of which will according to some observers reach crisis importance within the period covered by the Study). Information systems and organizations cannot be rapidly restructured even under crisis conditions. It is very difficult to increase their response time to crisis.

National and international discussions are at the moment accelerating to the point where an international agency will undoubtedly be established to focus on pollution problems. It is highly probable that this will be a major issue at the 1972 United Nations Conference on the Human Environment in Sweden. What sort of information system is needed to ensure that development projects do not have cumulative or interaction effects on the environment? What sort of feedback mechanism from any such agency's field observers is required to guide development planners? What is the organization reaction time provided for in the case of a pollution or other crisis? How can the development level be balanced against the pollution level?

What other fields of activity, apart from pollution, may be affected by the consequences of development? How many relevant fields are not adequately covered by UN agencies, by whom are they covered, and what factors mitigate against using this information?

The Study ignores the implications in the arguments illustrated by the following quote

«The most probable assumption is that every single one of the old demarcations, disciplines, and faculties is going to become obsolete and a barrier to learning as well as to understanding. The fact that we are shifting from a Cartesian view of the universe, in which the accent has been on parts and elements, to a configuration view, with the emphasis on wholes and patterns, challenges every single dividing line between areas of study and knowledge.»

(P. F. Drucker. The Age of Discontinuity; guidelines to our changing society. New York, Harper and Row, 1968, p. 350)

Implementation of the relevant recommendations of the Study would therefore lull the world into believing that the best was being done to attack world problems whilst due to the specialization on development, the system is rendered even more vulnerable to crises arising from different types of problem. The more problem oriented or specialized an organization becomes, the less easy it is for it to adapt to new circumstances.

It is not clear whether the Study advisors included persons from all fields which interact with development. That this should be possible is itself dangerous in view of the seriousness with which the recommendations of the Study will be considered.

b) Organizations interacting with the UN development system are ignored

The UNDP interacts with the outside world mainly through the other Specialized Agencies. It is their projects which are financed by UNDP funds. It is clearly important to consider the interaction between the UNDP and the Agencies. In addition, given the fact that the Specialized Agencies themselves are acting within the development framework of a maze of other organizations, then, clearly, equal attention should be paid to the effectiveness of the interactions of these Agencies with the non-UN bodies with which they are in contact, if any global strategy is to be formulated as the Study suggests.

The terms of reference request that the Study include « the use of inter-governmental organizations not only within but also outside the United Nations family... » Reference to such organizations is however very vague. It is not clear whether the authors are aware of the number of such bodies. There is no discussion of the problems of coordination with O.E.C.D. and the possibility that the UN and O.E.C.D. chains of national development information centres will duplicate one another. Casual reference is made to some of the development banks. These bodies are definitely not considered as an integral part of the overall development system.

The Study appears to be totally unaware of the existence of *international* nongovernmental organizations of which there are now some 2,600. This figure is expected to increase to 5,600 by 1985. The proportion of these in fields associated more or less directly with development namely : social welfare,

economics, finance, commerce, industry, agriculture, transport, travel, technology, science, health, medicine, amounts to 52 % (*). Approximately 40% of these have *national* organizations as members, the remainder have individual members. (Yearbook of International Organizations 1968-1969, Brussels, U.A.I.; also Skjelsbaek, Kjell. Development of the system of international organizations; a diachronic study. Paper presented at the third conference of the International Peace Research Association, 1969).

The impression that the report creates, even accepting the limits imposed by its terms of reference, is that every single development project of programme is planned and carried out entirely on the initiative of the UN Specialized Agencies. If other organizations are involved, they are either « voluntary » or « national » and are under the closest of Agency supervision.

The Study may therefore be considered to be somewhat unsystematic in its examination of the organizational context in which the UN organizations carry out their development programmes. A systems study should examine or at least estimate the number and types of bodies with which the system in question interacts, in order to discover what such bodies supply to the system (inputs) and what they require from the system (outputs) — both at the present and in improved circumstances. This is not done and therefore the degree of dependence of the UN on these bodies is not known.

The conclusions of the Study are therefore based on a narrow perspective of how to improve the UN development capacity whatever the implications. Since even the Study acknowledges the secondary role of the UN development system, it would seem logical that some account should be taken of the effects of its programmes on the organizations with which the UN is in contact, firstly to ensure that their effectiveness will not be decreased, and secondly, to ensure that the effects of the changes on them will not create conditions which reduce the effectiveness of the UN programmes.

An objective of the UN, and surely the UNDP, is to accelerate development. The objective is not, however,

(*) « What is the NGO interest in development ? I cannot think of a single NGO that has not expressed an interest in development...Many...would welcome identification of their own organizations' interests with...development. » (Roosevelt. C. The politics of development ; a role for interest and pressure groups. Paper presented at SID Conference, 1969)

to accelerate development *via UN channels* — this may be a strategy, it is not an objective. The Study ignores the possibility of a higher degree of interaction between the UN, other intergovernmental organizations and international nongovernmental organizations — with preservation of autonomy on all sides — leading to the creation of a much higher powered development network stimulated and catalysed by the UN system. It would appear that the UN (and the UNDP) wants to make the development problem entirely its own, however few the resources at its disposal. *Assistance* from outside is not required. The Study does however advocate increased *use*, by the UN system, of bodies outside the system, although it is not clear what bodies are meant by this. It is quite apparent that the UN is uninterested in any projects arising from initiative outside the system, but it is admitted that it may be necessary to delegate some of the UN workload in this way :

«...there is a degree of burden which the appropriate Specialized Agency is already supporting; if this is proving too great, there is an obvious case for having the project executed by a contractor outside the United Nations system, under international supervision. » (II, p. 183)

There seems to be a total lack of realization that many bodies outside the UN system are anxious to undertake projects and that adequate machinery is necessary to contact and encourage them to work on UN projects. Many bodies in fact find the UN to be far too slow to undertake development projects or to detect and respond to new problem areas. The UN should recognize the distinction between its programmes which have been approved by the long government administrative process and programmes initiated by outside bodies on topics which have not yet become of sufficient political importance to penetrate through the administrative machinery. By developing organizational and information systems to deal with the first only, the UN is in fact creating an operational definition of development projects as being those which have been approved by political processes. This process may not even detect problems which are significant from a development perspective. *The time lag between detection of, and action on, a growing problem by a non-political body and recognition of a problem by political bodies may be precisely the difference between a minor problem requiring few resources and a major problem requiring much more resources* (unnecessarily). UN machinery should facilitate the attack on both political development problems and pre-political development problems.

There is no understanding of the actual or potential relationship between governmental and nongovernmental organizations — which should be considered « partners for development ». It is instructive to compare this attitude with the following :

« At the same time we have been building a vast network of nonpublic organizations having a governmental character and self-assigned responsibilities. Each is organized upon an interest base, rather than a territorial one. Thus, trade associations effectively exert governmental constraints upon their corporation members, and professional associations govern the conduct of physicians, engineers, lawyers, and the rest. Trade unions, churches, and recreational groups have been similarly structured to serve the special interests of their members. All these groups are governments in the essential meanings of that term: they are regulative agencies with power to exert sanctions and enforce control. Increasingly, they have come to have nationwide realms for they have risen as manifestations of a society rapidly moving into the post-industrial, post-city stage of its development. Combined with the thousands of « public governments », they contribute to a complex network of policy and decision centers... The complexity of contemporary society leaves no group independent of the others, and the welfare of any one groups is now unavoidably bound up with the welfare of the others. » (Webber, M.M. *The Post-City Age*. Daedalus, Fall 1968, p. 1106-1107. Issue on The Conscience of the City)

From the Study one would imagine, and many of its readers in the developing countries will be led to imagine, that the world system is composed of the UN, one or two other intergovernmental bodies, governments, a few national associations and individuals. That a UN document should convey this impression is extremely irresponsible. An educational opportunity has been effectively lost and misconceptions reinforced. In the light of this perspective, it would probably be reasonable to recommend a UN / UNDP structure like that in the Study.

Not only does the Study not manage to count up the bodies interacting with the UN, or alternatively express the need that they should be counted up, but it is made clear that it was not even possible to count up the decision-making bodies within the UN itself.

« The mere description of the present structure for development cooperation identifies its major shortcomings : it is far too fragmented, and has large areas of overlap which create major problems of coordination and an unnecessary degree of bureaucratic complexity...Yet the picture painted here may even be conservative; a deeper search would probably bring additional bodies to light...the structure is hampering accomplishment of the programme's objective of providing effective development cooperation. » (II, p. 283).

This confirms an impression that the United Nations system is so unwieldy and complex (I, p.iii) that anyone associated with it, is forced to spend so much time on internal communications and coordination (II, p. 93) that his time for examination of the non-UN parts of the world system is reduced to a bare minimum. His awareness of its complexity and fine-structure is therefore low and even his awareness of the importance of the unorganized public is not very high :

« ...a large number of officials in key positions in the UN development system must become more conscious of the degree to which the programme depends on public support » (I, p. 51)

Such a person would therefore have little motivation to interact with interest group development projects even if free to do so.

The consequence of this attitude over a long period of time is that effective non-UN nongovernmental bodies will tend to deliberately reduce the contacts with the UN and undertake separate programmes. Any contact with the UN would then become only nominal and passive, thus reinforcing UN opinions of the lack of importance of such bodies.

This may be one reason for the lack of interest on the part of international NGOs in the various NGO groupings associated with a number of Specialized Agencies which led in 1969, at each of them, to expressed NGO dissatisfaction concerning the value of the groupings and their machinery (cf. reports of : 11th Conference on International Nongovernmental Organizations in Consultative Status with ECOSOC, 12th Conference of International Organizations in Consultative Relations with UNESCO, 15th Conference of International Organizations for the Joint Study of Activities Planned in the Field of Agriculture in Europe (FAO)).

c) Management problems of bodies outside (he UN system are ignored

There is an implicit assumption in the Study that the UN development system can be adequately redesigned without examining the management problems of non-UN bodies or systems.

The Study states for example that :

« 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. » (I, p. 4)

but does not infer from this that the *coordination problems within national government systems may be as*

great, or greater, than those shown by the Study to exist for the UN system. Just as some observers imply that the UN is a body adequately coordinated by the General Assembly, so the implication here is that the situation revealed by the above quote does not suggest a fragmentation of coordination at the national level and below. *Government is not one body but a network of bodies and the deficiencies of the UN system are the reflection of weaknesses in such networks :*

« ...there is not much danger of a monolithic Federal adventure in environmental control. No less than thirteen Congressional Committees now have a piece of the environmental action. In addition, there are 90 separate Federal environmental programs, plus 26 quasi-governmental bodies and fourteen interagency committees already at work... » (Newsweek, (Jan 26, 1970, p. 31).

The effectiveness of international development programmes may be entirely dependent on links in an administrative chain or network which are in fact weakest at the national level, even further down the chain, or even in the gray area of interaction between nongovernmental and governmental bodies, or in the nongovernmental subsystem itself. There is no suggestion in the Study that this possibility might nullify the results of all the proposed improvements proposed for the UN system.

Is it not possible to design an information system (even as a « package ») which would help governments and hopefully other bodies, to get a clear overall view of their own structures as well as their relationship to international structures, including those of the UN ?

d) Administrative and operational processes on which UN development programmes are dependent, are ignored

The Study is primarily concerned with the general conception of the capacity of the UN system from a high level management point of view. It is very important that this should be stressed and is a breakthrough in this context in terms of its comprehensiveness.

But an organization's success depends on effective interaction with its environment, and in the case of development programmes, it is very much tied up with the administrative problems of the impact its programmes have on its environment.

To consider the UN system as a whole, as a management problem, this web of relationships must be considered as a whole. The Study does not do so nor does it comment on the following point. Current information on bodies using and supplying information to UN



(Photo: UNESCO. W. Hubbell 1961)

Tibetan child attending the school for Tibetan refugees at Gangtok (India)

bodies, whether they are within the UN system, the government system, the nongovernment (non-profit) system, or the commercial system, appears to be split between and within each agency, by geographical area, by sector and even by channel. The same body is likely to be listed many times in a totally uncoordinated manner leading to important and undetectable omissions.

Perhaps the main weakness is the total lack of mention of public relations information and its degree of integration with the proposed information systems. And yet the Study can acknowledge : . .

« The image. This is perhaps the greatest intangible and imponderable of all. In few areas -of action are governments so sensitive to public opinion as that which is generally referred to as « foreign aid ». UNDP, in particular, and the UN development system generally, are completely dependent on government support. Thus their public « image » is of immense importance. Capacity is directly related to public opinion. » (I, p. 50)

The UN depends to a large extent on its ability to influence and convince people and organizations that it is effective. It has to « sell » itself and the idea of development — many people are totally indifferent to both the UN and development (possibly with much justification if they are not deliberately involved in both the UN processes and the world problem solving process). The important point which arises here is the traditional distaste on the part of the last generation of managers, politicians, academics, and administrators for mundane mailing lists. And yet mailing lists ensure effective contact with the real world. Mailing lists may in themselves be totally lacking in interest, but an *organization's mailing list is a direct representation of the pattern of its contacts or the web of relationships into which it is embedded*. As such it is important for management purposes, for political and academic understanding, and to programme administrators. A flexible mailing list has tremendous potential for increasing the effectiveness of the organization. Skilled use of it can be seen as a process of maneuvering through information space and is a measure of the « livingness » of an organization — its openness to its environment.

The mailing lists within the UN system are however scattered by department, division and agency and there are considerable pressures, which have nothing to do with the external world, against collecting them together — even in the form of copies.

« Often the information required is known to one or other parts of the UN development system but is not readily available, either because communication facilities are inadequate, or because it is « hoarded » by the Agency concerned. » (I, p. 30)

It is therefore totally impossible to coordinate the interaction of the UN with one particular *outside* body for a wide variety of purposes. The Study complains of this sort of behaviour on the part of governments.

This sort of approach is only acceptable if the non-UN system is considered irrelevant to UN operations, or where non-UN bodies only need to be *told* something, or *requested* for something using mass mailing techniques which do not require any fine control.

CONCEPT OF FUTURE UN STRUCTURE

The Study makes the important assumption that development problems are and will, for the next 30 years, be the most important problems. It also affirms that the UNDP is the most appropriate body to take care of these problems :

« Not only does (the UNDP) exist as an active programme, it operates in a hundred countries...in fact *is* the embodiment of the United Nations to villagers and townspeople, as much as to senior civil servants and ministers. » (I, p. 8)

From these assumptions it quickly follows that the governing bodies of the WFP and UNICEF should be merged into a more powerful UNDP. Then

« other measures which could be contemplated at a later date might aim to reduce the number of subsidiary bodies of the General Assembly which deal with matters of economic and social development. The purpose of this would be to make ECOSOC the unmistakable focal point for the coordination and policy orientation of *all* the economic and social activities of the UN system and for *all* development cooperation operations undertaken by the system. Logically the governing bodies of UNCTAD and UNIDO should also be brought under the aegis of ECOSOC...A concentration of this kind would effectively transform a suitably constituted ECOSOC into a one-world parliament, pledged to a unified attack on poverty, disease, hunger and ignorance, and to the corporate achievement of economic and social progress. » (II, p. 331).

It is not quite clear why ECOSOC should be the world-parliament rather than the General Assembly, or just how much influence UNDP would have on ECOSOC or where the World Bank and IMF would fit in. (The Study does not discuss their operations « because they are independent and well managed » (I, p.iii)). It does however appear that a considerable amount of power is being concentrated in the agency which sponsored the Study, UNDP, with little recognition of the problems of controlling such power. It is not sufficient to give the UN system a « brain », it is necessary to ensure that the brain will be a

healthy one (other than in its own view). It is clear from the preceding sections that the brain has very poor eyes, in terms of its ability to detect and take into account the non-political processes in the world system — this is dangerous.

This move is dangerous in another way as well. It is intended that the improved UNDP should make use of all the new long-range planning techniques with computer assistance (II, p. 255-6). The dangers of this situation have been very neatly described in the following quote about a similar problem at the city planning level. It is sufficient in the quote to replace « city » or « urban » by an elastic term stretching from « UNDP-system » through « UN development system » to « world system », and « citizen » by « ECOSOC or General Assembly delegate » or « delegate, citizens and international bodies » to realize some of the *unconsidered problems to which implementation of the Study recommendations could lead* :

« Long-range planning will be an unprecedentedly complex activity because the urban condition is complex and planning technology is increasingly using sophisticated economic and social theory, applied through systems analysis, program planning and budgeting, and the like. Since knowledge of this sort will be the basis for city management, it will also be central to attaining and maintaining political and bureaucratic power.

These circumstances presage new problems. In brief, long-range planning requires continuity and some unknown degree of stability to reap its fruits, but at the same time small percentages of the population will increasingly have the ability or indignation to upset the « system ». *Planners and those responsible for managing the city will tend to do what they can to prevent their long-range plans from being upset. More often than not, this will involve partisan interpretations to the public of the purposes and prospects of the planning goals and their implementation.* Given the complexity of both the planning process and the urban situation, the citizen will probably be unable to find out the implications of pursuing one plan rather than another. His option then will be disrupting protest, political withdrawal, or ritual participation.....

It is commonplace today to recognize the necessity for moving in this direction (use of computers and long-range planning techniques) in order to deal more adequately with the operating requirements of day-to-day government..But using the computer for long-range planning in a context of social perturbations will demand a *collaboration among planners, policy-makers, and politicians that will threaten the practice of democracy.* This threat can, perhaps, be mitigated by using the computer in (other) ways..... Information will provide an increasingly potent basis for « adjusting » the outside world so that it is compatible with the survival and growth aims of the agency

and for internally adjusting the agency so that it can respond to what it perceives as pertinent to it in the evolving complex environment...the politician (and I include the agency chief and the advocate planner), working in tandem with his technological advisers and program designers, is in a position to put forth *interpretations of s urban reality », programs to deal with it, and evaluations of those programs as implemented based on knowledge either unavailable to those who might challenge him or unavailable at the time that a challenge might be most effective.*

The concerned citizen's discomfort will be increased in a new way : He will know he is unskilled in manipulating and evaluating the information from which the computer-based options are derived. Not only will he realize that he lacks some of the fact; he will know that he is unable to work with them, even when he has them.»

(Michael, D.M. On coping with Complexity : Planning and Politics. Daedulus, Fall 1968, p. 1179-1185)

Not one of the above problems has been considered. It is not possible to avoid the above issues by arguing that the UN is not a political body in the same way as a city or local government council. The UN is a political body swayed in the same way by short term political issues and split into voting blocs, and it is as a political body that it is examined with such fervour by political scientists. The Study argues that the UN is « politically objective », namely that « countries should be able to participate in UN programmes... in the sure knowledge that no strings are attached, nor any ulterior motives aspiring to the extension of political, economic, commercial or cultural influence. » (II, p. 108. «9). But it also states that «...very real political pressures now surround many of the Agencies. Their good intentions are not in doubt, but in practice it is almost impossible for them to subordinate sectoral interests to collective policy. » (I, p. 33)

The centre of interest becomes Agency oriented, or even department oriented, rather than objective oriented once an organization reaches a certain degree of complexity in the eyes of its personnel. Quotes included in the Study illustrate this :

«...what exists today is 'inter-Agency rivalry for projects', each Agency insisting, almost as a matter of right, to get a slice of the country pie, regardless of the value and the propriety of the project from the country's point of view. » (II, p. 76)

«... each United Nations body was 'pressurizing' its opposite technical ministry, which, in turn, was pressurizing the planning and development ministries. » (II, p. 76)

It is ironic that the processes which could lead to a solution to the problem of democratising the computerised planning process, are the very processes which

the conceptual filters used in the Study have been unable to detect. If a democratic society is considered as a political system, it is immediately clear that it is the function of pressure groups and unofficial « interested parties » to influence the government decision-making process to protect and further their own interests or the interests of minorities which are believed to need protection or furtherance. Government responds to and has its policies reviewed and supported by individuals represented by the leaders of such groups. At the national level they are considered a normal and essential part of the democratic process. At the international level this process also exists.

The article quoted earlier points in the direction of a solution.

«...in principle, the means for such citizen involvement exist today, operating in the form of multiple-access computer systems in which many people use the same computer and share one another's programs, data, thinking, and solutions....With access to all the data the government agencies will have about what is happening to their areas of responsibility, it can be expected that the citizens various interests will result in one or another group scanning each pertinent situation, alert for new data revealing unexpected gains or losses that can be attributed to the working out of one or another plan. These continuing monitoring efforts could force the agencies not only to appropriate programmatic responses to what the citizens discover, but also to collect new types of data needed for improved evaluation of the programs.

We really have no choice in the matter if we wish to maintain the reality of democracy....(In the absence of such an approach) the citizen would be less arid less able to assess the implications of what the government proposes in his best interest. Being unable to assess his interest, he would be forced either to abdicate political participation based on a knowledgeable assessment of the situation or to accept out of ignorance what the planners and politicians offer him. And in the urban world of 1976 these alternatives would, I hope, be unacceptable. » (Michael, op. cit. p. 1187-1191)

The above argument and solution apply incidentally to the related topic of protecting national data banks against abuse by their controllers and users. As data on individuals and organizations at the national and international level becomes accessible through directly linked computer data banks — now quite practicable — some control on the controllers is necessary. Governments are at present hesitating to implement such data banks because of the lack of adequate control mechanisms. *Again it is ironical that the conception of such national systems and us users excludes use by citizen interest groups when it is through the active participation of such groups*

that the solution to the « privacy / democracy » problem may be obtained. Such an approach to a solution also avoids the legitimate accusation that government is once again opting for procedures which exclude the public.

The ongoing debate on the need for the greater participation of the individual in the decision-making process by which his future actions are circumscribed, needs to be considered far more seriously. It is not confined to processes at the national level but also extends to the international level.

CONCEPT OF THE FUTURE UN DEVELOPMENT INFORMATION SYSTEM

The proposals for an information system are a key feature of the Study. It points out that each Agency functions in a similar fashion. Each has to deal with : programme planning and budgeting, formulation of projects, programme information and evaluation, data on projects.

« But, despite the broad similarities, numerous differences prevent UN bodies from having a unified information system.

...As a result, governing bodies and senior officials throughout the UN system do not have the information required in order to make rational system-wide policy and programme decisions. *In short, there are now simply too many separate, inconsistent, incomplete information systems relating to some facet of development cooperation activities, and these systems are undirected or uncoordinated by any central authority. »* (II, p. 222-3)

a) Development bias

The above description of the current situation is extremely important. The Study then goes on to describe an information system to resolve these difficulties. This is of course achieved by focussing on the development cooperation activities. It is nowhere recognized that the reason for the lack of coordination in the current system is the variety of topics with which the UN is forced to deal and the variety of ways in which topics must be approached. Priority cannot necessarily be given the development aspect of a project, although there may be development side-effects. There has been no study of a system which could cope flexibly with the variety of information needs.

By opting for the proposed system, the Study is therefore creating the sort of problems which it criticizes in the quote above. Unless an information system is designed for the multi-purpose solution of general problems, it must give rise to the need for other information systems. The Study can ignore this, because non-development problems (like pollution) are not

within its terms of reference — but can the UN as a whole afford to ignore this and be led into a cul-de-sac ?

The importance of the interaction between fields of activity and problem areas was dealt with in an earlier section.

No investigation appears to have been made of whether a new information system could not be made to deal with both development and nondevelopment problems so that the current political interest would not jeopardize information needs of the future.

b) Country bias

The whole information system is organized in terms of countries.

« The overall systems concept and information flow... shows the country as the starting point, the focus, and the end point of all activities. It is in the country that primary subject-matter collections of statistical data would be generated, and it is in the country that the data would be finally used. » (II, p. 255)

Is all economic and social information (even of relevance to development) directly linked to a country ? Is it all easily divisible by country ? National political boundaries are quite arbitrarily related to the geography of the regions across which they cut. It may be useful, mainly for political purposes, to be able to attempt to split data by country but even the development of a country is not of the country as a whole but of geographical regions blocked out by the political barriers. The approach is certainly not scientific, particularly where geographical regions crossing political frontiers in different parts of the world have similar problems.

No investigation appears to have been made of whether a new information system could not be made to deal with both country-based *and* non-country based perspectives on a basis of equality, and according to need, so that the current political needs would not jeopardize the information needs of the future and non-politically oriented research.

c) UN / UNDP bias concerning control information

In reading the description of the proposed information system, one becomes less and less certain for whom the system is being created and from whom information is to be obtained. It is encouraging to read that :

« The development cooperation activities of the United Nations system require ready access to a large body of technical and scientific information in a variety of subject-matter fields...including development cooperation activities carried out by external inter-governmental, nongovernmental, and bilateral organizations (encompassing research and other scholarly activities)... » (II, p. 233)

« Many other users — governments, individuals, educational institutions, students — would take advantage of the technical and scientific information maintained by the UN system. » (II, p. 235)

But this availability applies only to published *data*. « And many documents are restricted and, thus not available for wide distribution and use. » (II, p. 237) It does not show *what is being done*. Information on the corrective actions planned and underway through the different Agencies — namely the project information — is not to be made available for consultation by non-UN bodies.

Clearly a, hopefully diminishing, proportion of the operations data must remain confidential. But the Study makes no mention of interaction with non-UN bodies during the life of the project. Some projects may last years. How is an organization conducting a project in a given area to determine whether this will interact disastrously with a UN project ? The Study infers that the UN system will take into account *all* other projects (but only at the moment of formulating the project — not after). But will the initiators of these other projects (perhaps under bilateral or even national schemes) be able to take into account UN projects ? And what will happen when a project is going wrong (inside or outside the UN system) and there is pressure to make its activities even more confidential ?

Many situations can be envisaged, particularly as the rapidity of change increases, where development and pollution projects interact in an uncontrollable manner because one does not know the action being taken by the other. Such interaction can be very rapid — which would render the planned reporting mechanism useless. It must not be forgotten that there is an appreciable time delay — disastrous for control purposes — before all the appropriate decision centres in different parts of the UN-system (*and* -outside) are informed and can coordinate their response. « Moreover, because of delays in project implementation and report preparation, project results are not immediately available. » (II, p. 237) It would appear that the responsibility is placed on the government to coordinate and control. But the very countries in which most aid is required will be those in which the coordinative apparatus is probably poorest :

« ...many developing countries...had not solved the formidable problem posed by the sheer size of the information-distribution functions, and the related need for timely consultation, which arose in connexion with the multifarious points of contact between their countries and the international system... » (E/AC.51/25, para 78)

If the terms « non-UN » and « external » aid projects are interpreted as is occasionally implied to cover all the development projects in existence, thus including the projects initiated by international nongovernmental organizations, it becomes unclear as to what procedure is to be adopted for gathering the information in question. This problem is not considered. It is implied that the UNDP programme planning will take into account such aid. Since no estimate was made of the amount and nature of such aid, or the sources of such information, it would seem that such analyses will not be particularly effective. If such non-UNDS projects are included, and the information system is to be for the benefit of all, who will decide whether a given project is a « development » project and should be included ? What will be the status of external development projects not covered by a UNDP programme or by the current UNDP political definition of development ? If they are excluded, how will the effects of interaction be detected and avoided ? What will be the status of UN and non-UN non-development projects which might interact with development projects ? How will such projects be detected ?

It is indicated in the conclusion to the information section that in fact the users of the information have not yet been specified.

« ...the important initial need is to decide on the information needed in support of UN development cooperation activities, where it shall be obtained, and to whom it shall be provided. » (II, p. 276)

It is generally considered impossible to design an information system without a very clear idea of the users and suppliers, *their needs* and logical interface problems. If these have not been determined, except by consultation within the UN system, then quite clearly the system is being optimized in terms of the UN/UNDP needs. This is logical within the terms of reference. But suppose it were possible to produce a system that would provide all the information needs of the UN *and* also provide the information needs of users outside the UN — in the form they would want it, not in the form in which the UN wishes to supply it to them ?

By focussing closely on the UN system and vaguely implying that others will be served, one is faced with the conflict as to whether the Study sees the UN system as a world system for the benefit of all, or merely as an administrative system of value to a few bodies with their own special mandate. Clearly it can be conveniently argued either way. If in practice it proves to be a « UN-oriented » information system

inconveniently structured for other users — governmental or not —, then clearly each such group of users will have to create its own information system, and the same problem will enter another cycle, leading to the same degree of fragmentation of effort.

d) **Operational information bias**

The Study frequently emphasizes the need for management and a system within the UN. Management needs should therefore be reflected in the design of the information system. The Study advocates five phases in the UN Development Cooperation Cycle : country programme, project formulation, implementation, evaluation, follow-up.

There are several stages in the determination and allocation of UNDP resources

- governments allocate funds to UNDP
- UNDP Governing Council approves distribution between the various classes of programmes and expenditures (country, global, regional, programme support, etc.)
- UNDP Administrator establishes funds available for individual countries, « initially » (II, p. 379) on the basis of Governing Council criteria, for a five year period, subject to Governing Council approval.
- country programme formulation phase — UNDP in consultation with government
- project formulation.

At each stage, a management decision has to be taken in selecting between alternative ways of using the funds available. A management information system should, logically, facilitate the process by which such decisions are made by juxtaposing relevant items of information and drawing attention to exceptional trends. *The first three stages of the decision-making process are, however, not mentioned in the Chart on the United Nations Development Cycle — or as being served by the information system.* Within each country, through bilateral and non-UN organizations, whether governmental or nongovernmental, a similar situation probably exists. *At each decision-making stage therefore, a small group of people must allocate resources in the face of a maze of unknowns.* Even the channels through which the funds flow are not clearly established. The proposed information system would document individual projects and provide feedback and reports on projects. It would provide the necessary pile of administrative documents or microfiche equivalent — but *there seems to be no provision for resolving the complexity on which the decision-makers have to sit in judgement.* As an earlier report to the UN pointed out, reports analysing problem and programme relationships contribute little to the maintenance of an up-to-date clear

and comprehensive picture of the existing operational and research programmes and contacts which could be used to improve future programmes. (Walter M. Kotschnig, United States Member of the United Nations Enlarged Committee for Programme and Coordination. Development of modern management techniques and use of computers. E/ AC.51 / GR/ 1.9. 7 October 1968) It is only at the highest decision-making levels that the programme is integrated, below them it is the concern of specialized departments with an uncertain effectiveness of interaction.

Such conditions immediately recall the warnings cited earlier concerning the power of the planners in a complex situation where the totality of information is not held in a comprehensible form. Such a situation is dangerous because the decision-makers will have to decide without adequate awareness of the options or side-effects. There is no democratic checking process of *adequate simplicity* built into the system to provide planners with other views on their recommendations.

It is questionable therefore whether the information system is a management information system rather than an *operations* or *administrative* information system which provides operations information to management.

In addition, by tying the information to country project operations, given the acknowledged slowness of the project approval cycle, the whole system is made inflexible in terms of speed of response to new types of problems which cut across pre-established UNDP or country programmes. A current grave weakness of the UN programme system is that a potential project which comes under the jurisdiction of several programmes, cannot be processed or considered except by the Head of the Agency.

An appropriate new programme can only be formulated after a lengthy cycle of political deliberation at the national level, or within the Agency and its General Assembly. This is not effective in a fast moving situation. New approval and control techniques are required.

There is no facility for processing projects which come under the jurisdiction of several Agencies. This situation will not be improved with the new information system. It will not facilitate treatment of projects which are only « 10% development » oriented. The information system is geared up to handle projects and low level programmes *after the important decisions have been taken* — and it does not increase the sophistication with which such decisions are taken.

e) **Bias against some categories of operational information**

The recurring theme of all discussion on the development decades is the problem of influencing people to want development, to become involved in it, and to vote funds for it. It is impossible to influence people without making contact with them in terms of their special interests. This requires an information system. The Study makes no mention whatsoever of such an information system. Yet some such system would be required to circulate project reports, both within and outside the UN system and to act as an interface with organizations which might become intimately involved in UN projects, purchase UN publications (possibly for educational purposes), etc. Such a system could perform an important coordinative function between people involved in similar UN projects — the major current problem.

The proposed system will not ensure that a body involved in a given type of project will receive the report of that project, the report of subsequent related projects, invitations to participate in new projects, or other material distributed by the UN related to the interests indicated by its initial involvement in the project. Nor will it assist non-UN bodies to inform UN bodies of reports or activities of possible interest to them. The need for maintaining contact with organizations for the benefit of future programmes and projects, as yet unformulated, is not considered.

The key question here is once more the status of the mailing address of a body. Traditional UN procedure has been to wait until a programme or project was voted and then to attempt to collect all relevant addresses, starting from scratch. In the case of International Cooperation Year, for example, this procedure was not well advanced *three months before the end of the year* — and the termination of the associated programmes.

The possibility does not seem to have been considered that by integrating the files on the basis of which decisions are made, with the files on the basis of which distributions are made, that the period between the decision and possession of all the necessary addresses for a given type of contact or programme (survey, questionnaires, meeting invitations, report distribution, etc.) can be reduced to insignificance — instead of being a major important delaying factor in project implementation.

f) **Lack of interest in effects of programmes**

The Study creates an impression which is reflected in the design of the information system, of lack of desire

on the part of the UN to recognize the full consequences of its activities or their significance in the eyes of people who place much hope in the UN formula. The missing attitude is well summarized in the following :

« *The program of a large organization, whether intended or not...affects a wide sector of the organization's environment, one much wider than the organization may understand to be its surrounds.* Groups that are essential to an organization's continued functioning most likely make themselves known...Feedback information from groups whose support is essential may come too late, to be sure, if the organization does not make special efforts to get it...only some of them will respond directly or spontaneously. *Organizations that wish to deal responsibly with their social surrounds must be capable of eliciting and evaluating responses from those who realize they are affected but who are ordinarily silent, and from those who are affected but may not realize it....*

(Rosenthal, R.A. and Weiss, R.S. Problems of organizational feedback processes. In : Bauer, R.A. (Ed.) Social Indicators. Cambridge, M.I.T. Press, 1966, p. 309-326).

g) Documentation bias

The information system is split into three sub-systems. The technical and scientific sub-system is concerned entirely with published material, namely, internal documents, project progress and technical reports, country published material, non-UN organization books and periodicals (II, p. 233-234). The economic and social sub-system « is concerned mainly with the statistical data generated and reported by governments » (II, p. 231).

The information system is conceived in terms of documents or data that has been produced at some time in the past — the *information produced* rather than the *producers of the information*. The information produced is essential, but should not be considered the keystone of a management information system — it is detail required when necessary. An overall clear and comprehensive picture can only be obtained by focussing on the producers of information (in the broadest sense), their resources and their coordination of their current and planned activities.

The proposed information system omits one whole level of information handling which is vital for decision-making and understanding. A management information system requires information on : bodies controlling, evaluating, formulating, and implementing programmes; and on bodies coordinating resources and memberships (in the broadest sense), relationships and information networks linking them to problem areas. The proposed system does not solve the problem of the unknown number of such

bodies, how they are to be sorted out, and how to see which is the key body in a given situation. The Study indicates that no one knows how many bodies there are *within* any given Agency or within the UN system as a whole. Knowledge of the situation in the non-UN part of the system is likely to be worse. Collecting together the piles of documents produced by some of these bodies, if they produce documents (for if they do not, the proposed system will be totally unable to detect them), does not give a picture which can be comprehended by a decision-maker — such information cannot be adequately juxtapositioned for comprehension if it requires hours of reading.

The Study does not recognize that the period covered by the proposed system is one in which increasingly, if the decision-maker waits for all the relevant information, it will be too late for him to make a useful decision ; if he gets all the relevant information in the form it currently takes, he will have neither the time, the training, nor the inclination to read it all ; and if he reads and comprehends it all, he will not have the time or the ability to convey his understanding to those whose support he must obtain to carry a vote on the matter or, ultimately, to the man in the street (whose support the Study recognizes to be vital).

These are the problems which are becoming more acute with the increase in the amount of information, its degree of specialization, the difficulty of locating it (and justifying its expense), the increasing rapidity of change, and the onlooker's despair in the face of complexity. These problems are not solved by delegating some of the decision-making functions because then all the problems of communication between individuals and departments with their own purposes and perspectives arise. Any attempt to divide up the task merely poses once more all the problems of adequate coordination and integration of programmes and the need for a clear overall perspective. This cannot be conveyed in a report. The shorter the report, the less depth and detail it can contain. The longer the report, the less likely it is that it will be read and understood.

« ...the sessions and methods of the Council and its Committee for Programme and Coordination have not given their members the time or continuity of experience that is necessary for resolving coordination problems in so complex a framework as that of the United Nations family of organizations. *The copious documentation provided...loses much of its value if it cannot be mastered by the government representatives for whom it is intended.* »

(Enlarged Committee for Programme and Coordination. Final Report. E/AC.51/GR/25 2 October 1969, p.9)

This dilemma is partially acknowledged by the Study in connection with the Study report itself : « Few Ministers will have time to read this Report... » (I, p. viii). The people who have to read relevant documents are not necessarily the people whose time is occupied by the meetings in which the decisions are actually taken, and the two groups do not necessarily communicate very effectively.

These are the problems of decision-making today and the acute problems of tomorrow. To solve them, they must be treated objectively today. The system shows the *projects* in which given organizations have decided to become involved and not the *organizations* which (a) are currently involved in projects, (b) are not, but which are potentially interested in particular projects in the future. This is the recurring blind spot in the Study.

The fundamental weakness in the bias towards a library system as the basis for a management information system is that the library system cannot collect together all the information relevant to a particular topic.

« It is estimated that by the end of 1970, about 100,000 document references will be stored in the FAO, ILO and UN documentation centres. After 1970, the volume in these libraries may grow by 15,000 to 20,000 documents each year, which will represent only that fraction of total available documents of particular interest to development cooperation. » (II, p. 236)

The *UN developing system collection of scientific and technical information will stand at 3% of that of a university library and will not increase at a similar rate.* The 3 % may be the « cream of the cream », but even with the best expertise selecting such material is nearly impossible as material in this field dates quickly. The non-UN material may on the other hand contain a « hodge-podge » of donated, national government, and publishers' free copies. Some measure of the comprehensiveness of this service is indicated by the following :

« ...but all relevant documents do not enter into these documentary facilities...in FAO, for example, it has been estimated that only 10 per cent of the relevant documents are published. Moreover, because of delays in project implementation and report preparation, project results are not immediately available. And many documents are restricted and thus not available for wide distribution and use. » (II, p. 237)

Chart 6-5 also indicates the criteria by which documents are chosen for inclusion :

UN : * Any relevant document issued under UN authority. Material from non-UN sources on issues before the Organization.

FAO : «...technical documents produced by FAO... reports of FAO/UNDP projects...Technical... documents in FAO fields...»

ILO : « Selected documentation related to Organization major programmes — from internal and external sources. »

UNESCO : For the proposed system : « All UNESCO documents... By 1973, documents of other organizations and Member States relating to specific UNESCO activities. »

Briefly, if there is as yet no programme on the topic, the document will not be sought, obtained and included even if it is recognized as a problem elsewhere. *The UN technical and scientific information system, as a management system aid, is therefore totally unprepared for any topic which is not yet covered by a UN system programme.* Once a new topic programme has been approved by political processes, one must then add the delay during which the system locates all relevant references and acquires the relevant materials published elsewhere on the topic. Then, and only then, can decisions be taken using information from this particular sub-system. It can surely only be dangerous to create the impression that this narrowly oriented information system is adequate to meet the complex interacting problems of the future. *In the effort to locate and acquire documents — which are a record of past activity — the system loses sight of the importance of keeping track of the organizations, individuals and information systems which are active now, plan to act, or might be convinced of the necessity to act, in the near future.* It is this network which is producing information now. And it is this network which is tapped for expert advice on new areas the organization is moving into. Here one sees the operational weakness of a documentation system for management purposes. Up-to-date information must be sought by processes which do not form part of the information system — whence the somewhat lengthy process of establishing expert commissions and missions to obtain information in a particular form. Such bodies are based solely on the organization's immediate contacts and not on an objective determination of the key person or group in the network. It is of course the information produced by points in this network which will eventually be detected by the library system at some undetermined point in the future. *It is the picture of what this network is doing now or might do that is the basis of a management information system. It is only by maintaining this picture as up-t-date as possible that a global strategy for anything can be adequately elaborated and quickly implemented.*

B. Report of the Commission on International Development (« Pearson Report »)

(The following remarks are based on the French edition. Quotes have therefore been translated.)

The Report is based on the efforts of a team of World Bank experts to study the effect of aid over the past twenty years and to propose strategies which could lead to more rapid progress in the future. The major points criticized in the Jackson Report find their equivalent here, namely :

- a focus on development with no apparent awareness of the context and consequences of development;
- a narrow focus on the UN family, OECD and the development banks in most sections without fully recognizing the dependence on other bodies if the recommendations are to be successfully implemented (the interesting exception is dealt with below).

And yet the Report makes the context oriented point : « Who can ask where his country will be in a few decades, without asking where the world will be ? » The first chapter of the Report has the interesting title « A Question of Will ». This is not taken up in the text however, which, whilst apparently recognising the problem of persuading public opinion and ensuring the creation of political will (which the Secretary General of UNCTAD has stressed as being of the highest priority « in order to avoid a second Development Decade of even deeper frustration that the first » (TD/96)), merely goes on to suggest as a strategy for the future that the following are required : improved exchange facilities, foreign capital, evaluation of effectiveness, increase in aid, solution to the problem of increasing debt, improved aid administration, improved quality of technical assistance, reduction in population increase, increased aid to education and research, and increased multilateral aid. Presumably the question of « will » is whether the governments will want to do this. The problem of how to overcome the increasing lack of interest in development aid, noted by the CESI Report, is not touched upon. The possibility that the solution to this problem might in fact influence the strategy chosen — as would be the case in the operations of a business faced with a similar problem — is not considered. Once again, we are faced with a partial approach to a problem.

One chapter in the Report is entitled « Partners in Development » (also the title of the English version of the Report). The partners are the governments

supplying financial aid and the governments receiving such aid. No other bodies would appear to be considered as partners in the development process.

In a chapter concerned with more effective aid, there is however a section on private and benevolent aid which (freely translated back from the French) runs as follows :

« Only too often it is forgotten that private non-profit or benevolent organizations make a very appreciable contribution to development aid. Here again, problems of effectiveness are taking on increasing importance and present many points in common with those which we have examined in the public sector. According to DAC estimates, the total resources of (« dont disposent ») non-profit organizations equal more than 1000 million dollars per year, of which 700 million dollars at least come from private funds....The results of this financial effort are multiplied by the tasks accomplished by a multitude of workers who offer their services free or whose remuneration is purely symbolic...Thus in 1968, some 25,000 citizens of the rich countries worked unpaid in low income countries. This figure has quintupled in six years and represents today more than a quarter of the total technical assistance personnel working in foreign countries on official programmes. These figures, of course, give no indication of the efforts made by the nonprofit organizations and by the volunteers in their own countries to sensitize political circles to the importance of government aid programmes. (*) *In the last analysis, it is the feeling of individuals that they have an obligation towards a world community in the process of development which, expressed in words and acts, has been the motor for the effort accomplished in the domain of public aid.* » (emphasis added)

How non-profit bodies do not, generally, and in many cases it is so stated in their constitutions, accumulate funds. The income is balanced by the aid dispensed. From this and the quote, one may conclude that :

- a) non-profit bodies have *similar* problems to public sector bodies;
- b) the \$ 1000 million channelled yearly through non-profit, nongovernmental bodies is in fact *greater* than the total average annual *multilateral* government aid over the period 1964-1967 to developing regions, namely \$ 784 million (Table 28). This last figure represents 14% of the total of multilateral and bilateral (from the Development Assistance Committee member countries) aid. The nonprofit figure can also be compared with that for the financial aid supplied by multilateral institutions to developing countries (calculated on a different basis), namely: World Bank group, \$ 851 million; Regional development banks, \$ 336 million; and UN Specialized Agencies, \$ 3000 million (Table 25). (In what direction the \$ 1000 million per year flows, the Report does not

say. As a potential source of development aid, it is quite obviously highly important. (*))

- c) there is a *multiplier effect* on the value of the financial aid due to the number of voluntary workers, and this is increasing;
- d) members of non-profit bodies and volunteers are a *key factor* in increasing government aid.

The implications of this conclusion have certainly not affected the Capacity Study team. From the context they have apparently not affected the Pearson team. The quote is *not* from a section which forms part of the main argument concerning future strategy, but from one on aid effectiveness. Despite the figure for aid from private sources, these sources are not discussed elsewhere in the report or the tables. Nor is there any suggestion that they should be discussed. As mentioned earlier, the problem raised in the first chapter was that of « will ». The key to this problem has apparently been recognized in the quote above. No comment is made on how to obtain a will to develop, given this recognition. The Report states a goal and a strategy with no idea of how that strategy should be implemented. We are back to a position of « If only the rich nations would...»

And consider the following views :

« ...a strategy is not an economist's ten year global plan but essentially a political instrument, a call to action... » (Martin, Edwin M. The strategy for the Second Development Decade : a challenge to donors. An address to the Vienna Institute for Development, 1969). « To be real such action must be backed by « political will ». Speeches at the United Nations citing the mobilization of public opinion have become almost routine. For several years we have heard the need for political will stated by many people...stressing the absolute necessity for public understanding of the inter-relatedness of our world and thereby supporting government policies which reflect this reality.... In exploring a role for interest and pressure groups we need both realistic assessment *and* an attitude which recognizes the high stake in the game of development. People are undoubtedly influenced by the written word and audio-visual communication. In complex Western industrialized countries, however, it is through groups

(*) This point is also made by a past Minister of Overseas Development of Great Britain (Reg Prentice, MP. More priority for overseas aid. International Affairs, vol. 46, January 1970, p.4, but also: « A most impressive development has been the growth of Third World First in the universities — a movement in which students sign bankers' orders committing one per cent, two per cent or even three per cent of their grants to the aid of the charity of their choice. Throughout Britain, growing numbers of people are recognising that the fight against poverty is one of the biggest issues of our time. But...they are not taken seriously enough by those in positions of power... »).

that most people identify their interests. *Using organized groups (non-governmental organizations) can be a major tool in this identification process. Certainly these groups are already organized in every conceivable expression of human interest. Can we take advantage of them ? »* (Roosevelt, Curtis. The politics of development : a role for interest and pressure groups. Paper presented to an SID Conference, New Delhi, 1969, emphasis added.)

How does the Pearson Report handle this possibility ? Recognizing the importance of volunteers, and ignoring the structures they themselves have built up, it recommends (in agreement with ECOSOC) that an international volunteer corps should be created. It is not clear whether this is supposed to be governmental, but it seems quite clear that the other nongovernmental structures are considered *de trop*. This approach of course ignores all the « non-volunteer » nongovernmental bodies and their functions which a political scientist (see above) or a sociologist would consider vital. One can see here the consequences of a study by economists. The volunteers represent manpower — therefore they must be brought under the UN development aegis. The nongovernmental structures have no significance in economic terms — therefore they may be ignored. This attitude recalls some of the early disasters of development aid, when it was thought that Western man could fix any developing country by pouring in money and techniques and ignoring the social structure and customs. The important constraint could only be detected with another discipline — which was then considered to be irrelevant in that context. Only time and lack of success could bring the point home. How does a UN Agency determine whether a topic is being evaluated in the light of *all* the relevant discipline perspectives ? How often do sociologists check the recommendations of economists, etc ? Does the World Bank have non-economists on its staff? Why are high-powered teams set up on such important matters with only the insights of a single discipline to guide them ? Some requirements of an integrated approach to the control, management or understanding of change are illustrated by the following :

« Although political scientists, economists, and sociologists have concerned themselves with organizational structure, there is as yet no organized body of theory or doctrine of practice on which a unified disciplinary or interdisciplinary applied-research activity can be based... . In most problems involving...(such)...systems each of the disciplines we have mentioned might make a significant improvement in the operations. But as systems analysts know, few of the problems that arise can adequately be handled within any one

discipline. Such disciplines are not fundamentally... biological, psychological, social, economic, political, or ethical. These are merely different ways of looking at such systems. »

And each « way » highlights different features which are significant and critical.

« Complete understanding of such systems requires an integration of these perspectives. By integration I do not mean a synthesis of results obtained by independently conducted unidisciplinary studies, but rather results obtained from studies in the process of which disciplinary perspectives have been synthesized. *The integration must come during not after, the performance of the research.* * (Ackoff, R.L. Systems, organizations, and interdisciplinary research. General Systems Yearbook, vol. 5 (1960), Society for General Systems Research, p. 1-8)

This approach also saves a great deal of confusion, time and resources. Because if strategies, recommended as a result of the perspective of one discipline, ignore certain critical factors (and constraints) which can only be detected by another, then the inadequate strategy can be eliminated at an early stage of strategy formulation. Without this, the corrective can only be brought to bear through the lengthy and muddled process of report and counter-report. But only if representatives of other disciplines consider the original unidisciplinary report worth criticizing (for, by definition, none is equipped to detect the significance of another). And only if administrative structures are so arranged that *all* the other relevant disciplines are brought to bear on the problem (*).

(*) À technique for systematizing the determination of relevant disciplines under such circumstances forms part of a project proposed by Clark, Jere W. and Judge, A.J.N. Development of transdisciplinary conceptual aids; simple techniques for education, research, pre-crisis management, and program administration highlighting patterns of information transaction and sub-system interdependence, New Haven, Southern Connecticut State College, 1970.

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the mobilization of public opinion for the second united nations development decade

*Extracts from a report by the Centre for Economic and Social Information
of the United Nations Office of Public Information*

I. Introduction

1. During its second session held from 14 April to 1 May 1969, the Preparatory Committee for the Second United Nations Development Decade expressed the wish to receive a report which would indicate the measures already undertaken — as well as those which should be envisaged — with a view to mobilizing public opinion in regard to the objectives of the Second Development Decade. The preparation of this report was entrusted to the Centre for Economic and Social Information of OPI.

2. The present report which is submitted to the Preparatory Committee for consideration at its fourth session to begin on 29 September 1969, endeavours to analyse the problem which both national authorities and international organizations will be facing in their efforts to create greater awareness of the need for increased international co-operation for development. It then goes on to indicate some of the initiatives already taken towards achieving this end and formulates a series of suggestions for future action.

3. This report should be viewed not only as a response to the Preparatory Committee's request but also in the context of other requests recently made by a number of bodies of the United Nations to the effect that increased attention be given to *improving the effectiveness of public information activities* as they relate to the economic and social work of the United Nations family. Such requests have been formulated by the General Assembly, the Economic and Social Council, the UNCTAD Trade and Development Board, and other United Nations bodies. Comments on the subject have also been made in the Governing Council of UNDP.

4. In view of the undeniable setbacks in the field of international development policies, it is hardly surprising that at least part of the difficulties encountered should have been attributed to weakness in re-

gard to information. The Secretary-General of the United Nations has himself pointed, in recent statements, to the fact that *one of the greatest obstacles to development was very likely the difficulty of moving Governments and peoples in the richer nations*; adding that it was tragic that, at the very moment in history when assistance efforts are beginning to yield results, public and official support in most of the aid-giving countries appears to be weakening. It is no doubt for this reason that the present and similar reports have been requested. At the same time, it is obvious that, if progress is to be made in the developing countries, the peoples of those countries must likewise be made aware of the action required of them.

II. The complexity and urgency of the problem

5. Ever since the period of decolonization began some twenty years ago, *the mistaken impression has been prevalent in some public opinion circles — as well as among those responsible for providing them with adequate information — that economic development is a relatively simple and natural process which ought to take place almost as a matter of course*. Experience has clearly demonstrated that this assumption is wrong and that the problem is far more complex. Thus a period of rethinking is taking place in almost all quarters and it is imperative to ensure that this re-examination of fundamentals also involves those who have heretofore been responsible for information activities connected with development.

6. This being said, the task of explaining the necessity of promoting the economic and social development of the less prosperous part of the world is in itself one of the most difficult that Governments and intergovernmental bodies face today. The mobilization of opinion for a decade of development will require that individually distinct societies, each with its own language, culture, political and socio-economic con-

ditions, be alerted to the pressing need for a multifaceted, concerted and global undertaking, and help to bring about the transformation of that alertness into a common will.

7. Such was the task of the United Nations at the beginning of the First Development Decade when, unlike today, there was little or no previous experience to draw upon. Given the largely experimental nature of the First Decade, coupled with what some now feel was an over-optimistic approach, it appears that, *during the next ten years, a basically different attitude to information — more diversified and more sophisticated — will have to be adopted.* And if the goal of a well-informed and adequately mobilized public was not achieved during the decade that is drawing to a close, that period has at least brought to light problems and requirements which we are now in a position to take into account as we enter the *Second Decade of Development.*

8. First of all, *it is more fully realized that one of the main reasons for the failures of the past and the difficulties of the present is that development is not in itself a simple idea.* It is relatively easy to appeal to public opinion to reduce hunger in the world, to alleviate sufferings caused, say, by an earthquake, or to launch a drive against some particular disease. But the new and formidable task of information is now to explain that development is a complicated long-term process which involves concepts over which economists, sociologists and scientists still argue and with which they still struggle. After one has spoken of national product, of transfer of capital and skills and of the building of infrastructures, and more, it will also have to be made clear that development cannot be gauged only in economic terms but that the social component is in fact the one of ultimate importance; the social component is concerned with objectives of health, education and those things which in the end affect the spirit of man as well as with problems such as the population explosion, the basic reasons for starvation and malnutrition. In this field, expenditures are required which, while adding to the economic wealth of the country in the long perspective, nevertheless in the short term represent heavy constraints without necessarily showing immediate results. People must be brought to realize that aid is only one factor among the numerous elements required to generate development, and that financial resources alone will not suffice. Thus, information in this field faces a fundamental dilemma : over-simplification or such overly abstruse explanations as to intimidate.

9. *Complex ideas do not tend to have a mobilizing effect on public opinion.* It is therefore most likely that the information efforts made both at the national and international levels will bear little fruit, unless more thought is given to the « rationale » — whether it be based on morality, economic self-interest, political or other considerations — underlying any international co-operative effort in the field of development, and unless it is explained with vigour, imagination and originality to all concerned. In other words, the first — and no doubt the most difficult — question to be answered has to do with the reasons which militate in favour of this co-operative effort in which the world must engage.

10. If this summary diagnosis is accepted as valid, then *both Governments and the United Nations family are faced with the need for information programmes, national as well as international, which are unprecedented both as to approach, scope, diversity and initiative.* And one of the first conclusions to be drawn is that it would be pointless to continue appealing to individuals' charitable feelings or humanitarian sentiment alone. If there is to be a « message » it cannot be conveyed in those terms. It can cogently be argued that the nature of man is such that an appeal to his emotions is more ephemeral than a summons to his intellect. Any success in the latter direction is more likely to endure. In other words, a sense of lasting participation can only result from the prior understanding of the fundamentals of a given situation and the true nature of a problem.

11. Similarly, the use of slogans which imply that the effort can be one-sided, simple and of short duration, will again result in failure. The use of such an oversimplified method in face of problems of such magnitude implies a fundamental disrespect for those who are subjected to them. In this sense, it is unfortunate that the impression has often been given that formulae could be devised which would bring a rapid solution to one of the most complex and intricate problems of our age. This, for example, is one of the consequences of information programmes which tend to over-emphasize the part played by the United Nations system in the field of development rather than showing the total nature of the problem. It is only by explaining the various dimensions of the issues involved that the affluent, on the one hand, and those just emerging from poverty, on the other, will acquire a sense of interdependence and collaboration in a long-term historical task.

Indeed, the consciousness has to be conveyed that unless a global, co-ordinated and all-out effort is

urgently made, our world will continue to drift towards irremediable disequilibrium. The public must be made to understand that this disequilibrium is already too great and that the continued deterioration of the North-South relationship will soon bring us beyond the point of no return.

12. Clearly then, an appeal to the moral consciousness alone of the citizens of the affluent countries is no longer adequate. Henceforth, it will have to be supplemented by information capable of bringing about a conscious, determined, prolonged and productive effort. Information must be provided of a type which will make it possible for citizens — by means of an analytical effort on their part — to understand and judge either the deficient utilization or the real effectiveness of the contribution to genuine development which they are called upon to make. It should not be ignored that even the more sophisticated public opposition often stems from insufficient knowledge and concepts which have become outdated.

13. As a matter of fact, such an effort at greater involvement appears to coincide with a number of new favourable factors which — if they are fully mobilized — could well alter the situation more rapidly than was heretofore believed possible. Public opinion should be made more fully aware that revolutions are taking place in the field of technology and of agriculture which, coupled with the new productive capability of more and more countries, are changing the face of the earth. In addition, for the first time in history, family planning measures are already being adopted by numerous Governments, which can have a long-term effect on the existing situation.

14. In the light of these considerations, the thinking which produced the existing information concepts and methods, is no longer relevant or adequate to the present task; in any event, it is known that they were not devised to meet today's needs. Furthermore, more advanced information techniques for the dissemination of information now exist and should be adopted to meet the problem.

15. In particular, it has been customary to assume that to mobilize the public for a particular idea, one must try to reach the widest possible audience and provide its members with a steady flow of information. By definition, the « widest possible audience » is extremely heterogeneous in composition ; unless each of its components is approached in a language and with supporting data corresponding to its preoccupations, the desired impact will not be achieved. The generalized approach may be applicable, as has been

suggested above, when opinion is to be mobilized for a specific emergency situation or when the idea to be put across is a simple one, and the action sought of brief duration. But this is not the case with the Development Decade.

16. Experience shows that public opinion responds to leadership. In order to focus it, the formulation of concrete aims by the competent authorities is indispensable. Furthermore, public opinion, in almost all cases, is *national* opinion. It follows that *the task of reaching the largest possible number of specific groups within the national framework must be the responsibility mainly of national authorities rather than of the information services of an international organization such as the United Nations*. Instead, the energies of the information services of international bodies — in co-operation with the national authorities — should be directed towards providing not only the basic impulse but also global indications. But the actual application and use of these indications is essentially for the national authorities. International information can provide a common frame of reference and an over-all co-ordinating influence; the task of persuasion must belong mainly to Governments. However, these Governments respond to major national segments of the population - i.e. business, workers, farmers, teachers, religious leaders and youth. Consequently, these groups have a major role to play. There is thus a two-way flow.

17. It is with these thoughts in mind that measures indicated in section III of the present report have already been initiated and that further measures are also being recommended in section IV.

III. Measures already undertaken

18. It is with these considerations in mind, that CESI has already undertaken the following activities, even prior to the decisions regarding the general framework of the strategy for the Second Decade :

a) Leadership Symposia...

b) Briefing Papers

The preparation is already well advanced of a series of « Briefing Papers » or studies on various aspects of economic and social development, which will be directed to the influential leaders of opinion and appropriate disseminators of information. The papers, each of which will consist of from forty to sixty pages, are — in the main — being prepared by prominent outside persons and organizations...

c) Field trips for leading economic journalists...

d) Involvement of Youth...

e) Major film series on development...

D.D.2

It is widely acknowledged that DD1 was not a resounding success, for many reasons. One is that it was insufficiently planned and expected too much, too soon. Perhaps this is not a criminal fault : admittedly because of it the gap between industrialised and non-industrialised countries has widened even more - I do not think anyone would even be so optimistic as to say it has held steady - and opportunities have gone, never to be realised. Nevertheless, the fact DD1 failed was not a criminal mistake. What **will** be criminal is if DD2 follows its unillustrious predecessor's footsteps. And for all the noises from the U.N., for all the busyness conveyed by planning meetings, preparatory committees, etc., DD2 is likely to be as big, if not bigger, a failure than DDL DD1 established a number of fields of action - improved food production and conservation, decrease in illiteracy, increase in monies channelled towards development projects, but it did so in an incredibly piece-meal and naive way. While the enlightened struggled for increased cooperation between the different programmes, the implementers of those programmes jealously pursued their solitary way. While non-governmental organisations strove to implement U.N. programmes - often not particularly well-conceived either - their advice was not sought at the planning stage and their views were resented. But these are old quarrels which do not need repeating here. What gives rise to far more concern is the thinking which is apparently going on in preparation for DD2. For example, the Economic and Social Council recently endorsed an agreement reached by the DD2 Preparatory Committee that « the main objective during the next Decade should be to promote a sustained growth, in the developing countries, leading to higher standards of living, full employment and conditions for economic and social progress

** Second United Nations Development Decade.
** Mrs Raymond-Cox writes in her personal capacity and is not necessarily slating the views of WAGGS.*

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and development to facilitate the process of narrowing the gap between the developed and the developing countries ».

It is apposite to quote immediately a remark printed in the Research Notes of the U.N. Research Institute for Social Development (« A Review of Recent and Current Studies ») : « It should be made clear that this Development index is only a measure of development. It is not designed as a measure of level of culture or civilisation, or of human welfare or happiness, or a 'better life', and does not deal with human freedoms, social tensions, maladjustment, crime and delinquency, etc. »

And yet the Director-General of Unesco, at the ceremony for International Literacy Day, said : « Is it not intolerable that millions of human beings should be left in ignorance and therefore in material and moral want when the international community commands the resources needed to eradicate this crying injustice ? » It is a false and dangerous extrapolation of an argument that those in ignorance are in material and moral want, and it highlights the consequential misplacing of priorities and emphases, if this view is allowed to prevail, **without** taking into account the many other - possibly far more potent - factors which can lead to material and moral want. This was apparent at the Meeting on Youth Employment and National Development in Africa, held in Niger in May this year; the report contained this sentence : « The familiar situation in Africa is that of an oversupply of literate youth. »

The ECOSOC approach seems to perpetuate the feeling that this narrowly defined development must be sought after with little or no regard of the other, necessarily concomitant, factors. Is this, really, what the U.N. is now aiming at ? Is it what « We, the people » really want ? Who has asked us ? What did we reply ? Do we want better roads at the expense of our health services ? Or do we want better health services at the expense of our children's education ? And

what do we mean by « better » ? Do we mean that, given certain resources, more people are treated but by less qualified staff using less sophisticated techniques, or do we mean less people are to get better treatment ? And do we wish to improve our school system by : more universities and less attention to primary and secondary schools; or by building schools in rural areas and restricting the number of universities ? And so on.

The choice is infinite and too complicated for any one person, or even organisation, to view comprehensively. But that does not mean it cannot be done. Today's technology has brought this vast field of global planning (albeit still in its infancy and far from perfected) within man's grasp. Through electronic processing of an enormous amount of data - which can be supplied from a vast range of sources, from the man in the street to the government planner it is possible to see how a decision taken in one field can influence all the other fields, since each must bear some relation to another, even if it bears no apparent direct relation to the field under immediate consideration. Thus, if a government decides to devote of its resources more than in previous years to school building in rural areas, the resulting chain reaction can be seen, by using the model put together by the electronic processor, to affect all other aspects of the country's life and it is possible to decide how best to rearrange the remaining reduced resources available. By the same process it is also possible to discover what people want instead of what government says they want. Now, in the U.N. family, this sort of planning does not appear to be taking place. Each Agency

makes a desperate bid to induce governments to step up their efforts in the fields of : housing, agriculture, health, welfare, education; to increase their GNP; to provide more jobs; without being at all clear as to how each of these demands will react on the overall structure of the country.

Of course, countries, urged on and encouraged by the U.N., have already carried out projects to improve some aspect of their national life - campaigns to grow more food, improve literacy, build roads, establish health and welfare services, build new steel mills, eradicate malaria - but have they achieved their goal ? By eradicating malaria, have they not imposed additional strains on their housing, educational, welfare, employment and food resources ? By building a new factory, have they not created more unemployment ? This is not to say such things should not be done - indeed, it is the contrary - but it is to ask : (1) whether the effects were known when the projects were implemented; (2) whether they would not have achieved less strain and better results more quickly by being done in a different order ?

Surely, the greatest service the U.N. could give, with its magnificent potential but its none too glorious record, would be to help every country collect the data needed to establish an overall picture of that country's situation, and then - and only then - try to help it decide on the priorities which will lead it to the goals which the country itself has set. That is what true development means and DD2 could be the greatest challenge the U.N. has ever met and conquered.

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SCIENTIFIC AND TECHNICAL
COMMUNICATION: Part I

Extracts from the report of the Committee on Scientific and Technical Communication (SATCOM)
of the National Academy of Sciences and the National Academy of Engineering (U.S.A.)

RECOMMENDATION A2

Effectiveness and economy demand a basic philosophy of shared responsibility between private organizations — those for profit and those not for profit — and the federal government in the management of scientific and technical information. In this sharing, the major scientific and technical communities and organizations involved in major information-handling activities should exercise leadership in improvement and management, recognizing the place of their activities as part of a national aggregate of endeavor in which the government also plays a major role. Equally, all government agencies should rely on organizations of the relevant scientific, technical, and information-handling communities for a major share in the management of the information services required by agency missions and activities.

The federal government has many reasons for starting, expanding, and supporting information programs, some of which are narrowly mission-oriented and others so broad that they cover whole fields of science. Few can be fully effective if conducted in a routine way; insight and guidance from persons skilled in relevant fields of science and technology and in the communication of information are nearly always necessary to ensure the usefulness of these programs.

In the management of information programs, scientific and technical societies, or jointly established institutions of such societies, can fulfill three conditions essential to effective operation. The first is continuity; erratic shifts of emphasis with the drift of fashion and major excursions in annual budget are controlled in the interest of the long-term unfolding of science. **Second**, many highly competent people, because of their lively and devoted interest in the information services so essential to the advan-

These extracts, and those to be included in subsequent issues of International Associations, raise some important questions when considered as a comment not only on the situation in the U.S.A. but also on the information activities of international societies and associations and their possible relationship to those of intergovernmental organizations. It is of particular interest to compare the sophisticated approach to the relationship between government, non-profit and for-profit bodies outlined here with the somewhat rigid and isolationist attitudes evident in the United Nations approach to similar problems (see : Planning for the 1960s in the 1970s, this issue).

ment of their respective disciplines, are willing to assume responsibility for the professional quality of such services and to work on a voluntary or part-time basis. This point was emphasized in a 1958 report issued by a special panel of the President's Science Advisory Committee, and more recently a COSATI task group report also referred to the ability of the scientific and technical societies to marshal the best efforts of their members to their publication programs. **Third**, when scientific and technical societies provide necessary information services, operating as they inevitably must with government assistance, their performance can be carefully monitored and assessed by the contracting agency in the best interest of the public. Substantive experts on the staff of a funding agency act as public advocates, ensuring that quality and responsiveness are intrinsic to the supported programs. : When the government provides such services itself, its substantive experts frequently must function in an operating role, which may detract from or obstruct their power of deliberate review in the interest of the public.

In regard to for-profit bodies, their responsiveness to user needs and their sensitivity to the marketplace enables them in certain instances to accomplish most effectively the objectives of the government.

RECOMMENDATION A3

We recommend that, as a guiding principle, all government-sponsored scientific-and-technical-information programs directed in major part to workers outside government service, or to workers in government whose activities are similar to those outside, should be managed, in whole or in part, by the appropriate societies or institutions jointly created by such societies or by commercial organizations.

RECOMMENDATION A6

The policy-making groups of our scientific and technical societies must encourage the managers of their major information services to develop ways in which access and transfer activities can operate on a more truly international basis through sharing the work as well as the products across national boundaries.

Of particular importance in the development of direct cooperative arrangements of international scope is the introduction of such considerations during the early stages of planning new advanced information programs and services. In every instance, maximal receptiveness to international partnership should be emphasized and suitable mechanisms of cooperation developed. Further, there is great need for the significant involvement of planners and managers of information programs in the special problems of access faced by the developing countries. Such involvement can best be achieved through direct professional contacts.

RECOMMENDATION A7

To minimize the delays and frustrations that so often beset professional groups striving for international agreements, the appropriate agencies of the federal government should explicitly acknowledge their responsibility to encourage and, if necessary, officially assist such groups in their efforts to set up and implement international agreements for sharing the work and products of scientific-and-technical-information services. In turn, professional organizations in the private sector should inform appropriate government agencies of their international activities in scientific and technical communication, including the planning of international meetings.

Past international research programs sometimes have not made adequate provision for the storage and dissemination of the information they have generated, or have done so only belatedly. There should be an early effort to anticipate and identify the requirements for special information programs, to determine their scope and cost, to appraise the

impact of the program output on existing information activities, and to determine whether the latter are adequate for the new demands; need modification, or should be supplemented by *ad hoc* activities.

RECOMMENDATION A8

We recommend that, whenever any large international research program is undertaken, the central management of the program provide, from the earliest stages of planning, a special effort addressed to the handling of the information and data pertaining to and generated by the projected research.

RECOMMENDATION A9

When federal agencies participate in internationally managed information activities that touch areas of significant interest to nongovernmental organizations or services, the federal government should ensure that the U.S. delegations include knowledgeable representatives of the major groups affected.

Such action is important (a) to ensure proper regard for the legitimate concerns of nongovernmental groups and (b) to provide for maximum

effectiveness, "breadth of outlook, and technical expertise within the groups representing our coun-

ty.

RECOMMENDATION B1

Scientific and technical societies must develop, propose, and assist in implementing new and better ways to identify needs for critical reviews and data compilations and to further efficient preparation of them. They should also give greater emphasis to fostering awareness of the existence of such reviews among potential users and stimulating education in their use.

NEED-GROUP SERVICES

The scientific and technical societies, like so many of our political and social institutions, face increasing feelings of alienation among a growing number of their members. Together with significant pressures toward one large unified society serving all scientists and technologists in each discipline, the feeling is already rife in some disciplines that societies have become too large and distant to be effective. Though

it is too early to predict the results of these diverse pressures, one possibility deserves attention. Since scientific and technical communication is the central purpose of the societies, a change in the user's view of such communication could influence the organization of these societies. Possibly, a two-level structure, attained in very different ways in different disciplines, will develop: Small societies, and divisions, professional groups, and committees of

large ones, may exist in large measure to serve need groups, while large societies and federations of smaller ones would carry out tasks, such as basic abstracting and indexing, that require greater size and scope to make them effective.

If the information requirements that define need are to be met, both formal and informal organizations must participate in meeting them. The problems of doing this change radically as we move from research through development to practice. Active researchers typically participate effectively in organizations and interact with those working on similar problems. Workers involved in development form a transitional group. Those engaged in practice are least accustomed to such organizational participation and interaction; consequently, the problems of meeting their needs are greater and more puzzling.

RECOMMENDATION B5

Each society or association, the membership of which includes many persons concerned with practice, especially in engineering, medicine, and agriculture, should increase substantially its attention to information programs that will:

1. *Ensure that access, awareness, and appraisal services comparable to those supplied for the body of research literature are provided also for publications of particular interest to the practitioner, such as textbooks, monographs, handbooks, manuals, patents, trade journal publications, company reports, catalogs, specifications, and standards*

2. *Stimulate the production of critical reviews and surveys of contemporary fields of knowledge, the condensation being focused on particular domains of application of interest to the practitioner and adapted to his needs.*

3. *Identify types of data banks, including diverse types... which need to be established in a field; establish or foster the creation of required data banks; and provide an indexed inventory for existing ones that describes coverage and conditions of access*

4. *Meet the needs resulting from requirements of continued education to keep practitioners in its field up to date*

Since many of the services enumerated in this recommendation traditionally have been handled by for-profit organizations, scientific and technical societies should take the initiative in encouraging these organizations to undertake them. In instances in which it is clear that such services will not be available from for-profit organizations, then societies should undertake them directly.

Many of the smaller need groups, with the exception of those served by small societies, feel particularly the lack of specialized services. We need to create organizational structures that will foster the initiation and development of services for such groups.

RECOMMENDATION B10

Those societies and agencies concerned with the conduct and support of abstracting services should seek actively to identify difficulties, find solutions, and take the initiative in proposing and testing arrangements through which an increasing contribution by the sponsors of research to the input costs of the basic abstracting services can make transfer for reprocessing financially possible at approximately output costs.

RECOMMENDATION B12

Not only major societies and federations of societies, but smaller societies and divisions within larger ones, should begin now to prepare for the day when provision for adequate broadly used reprocessing of access information is one of their major responsibilities, both to their members and to the future of the fields of science and technology they represent. The aid of commercial services should be actively for the fullest development of useful information reprocessing.

ACCESS TO BASIC SERVICES

Need-group information services, even those based on simple reprocessing of abstracts and associated indexing information, will not spring into being at once. For a long time many workers will have to rely on the basic services, while all workers probably will do so when seeking information outside their areas of specialization.

Indexing and abstracting services have developed in a wide variety of patterns. The *Guide to the World's Indexing and Abstracting Services in Science and Technology* lists over 1,800 such services, but it is of limited value to the seeker who wishes to find either a service available in his library system that covers his area of search reasonably well or a collection of services that will give him almost exhaustive coverage. Frequently, all that keeps the user from complete bewilderment is his ignorance of what is available. We badly need a tool, or tools, that will provide guidance to users of diverse backgrounds and with varying requirements for completeness of coverage.

OVERLAP BETWEEN NGO INFORMATION SYSTEMS

- how wasteful and destructive is it ?
- what solutions are there ?

To what extent do the following comments on UN Specialized Agencies and the UN system in the Jackson Report also apply to international non-governmental agencies and the NGO system?

«...what exists today is inter-Agency rivalry for projects, each Agency insisting, almost as a matter of right, to get a slice of the country pie, regardless of the value and the propriety of the project from the country's point of view »
« Often the information required is known to one or other parts of the UN development system but is not readily available, either because communication facilities are inadequate, or because it is « hoarded » by the Agency concerned. »

« The mere description of the present structure for development cooperation identifies its major shortcomings : it is far too fragmented, and has large areas of overlap which create major problems of coordination and an unnecessary degree of bureaucratic complexity,... the structure is hampering accomplishment of the programme's objective of providing effective development cooperation. »

« In short, there are now simply too many separate inconsistent, incomplete information systems relating to some facet of development cooperation activities... »

A limitation of the Jackson Report, discussed in this issue, is the narrow focus on development at a time when this topic is now understood as intimately related to the problems of environmental pollution. The tendency to limit thinking in this way to a particular problem area in fact invites the rephrasing of one of the quotes above to give :

« Often the information required is known to one or other parts of the world system but is not readily available, either because communication facilities are inadequate, or because it is « hoarded » by the bodies concerned with one particular approach to, or aspect of, the complex of interacting world problems. »

An NGO only exists because it has a special interest in a particular set of problems. At what point in the development of the NGO does this healthy special interest start to override the general interest to give a situation of « my NGO (or problem area) — right or wrong » ? This is not a very important problem when NGO projects are few and far between. It does become important when NGOs start building up « comprehensive » information systems — particularly those which make use of computers. It is then that overlap leads to wastage of carefully acquired resources.

Here are some problems which NGOs must collectively face in working out the kind of information systems they need, particularly in the light of comments in the Jackson and SATCOM Reports :

- how to build up their data bases in such a way they can be fed into a computer;
- how to divide up the potential users of the information systems so that each is effectively served and each system is efficiently used;
- how to divide up the potential sources of funds to support such information systems so that each system is adequately funded.

At the same time, NGOs must be concerned with :

- conserving the
 - resources of each system, to ensure its survival;
 - resources of the network of information systems, to ensure that the service as a whole is adequate on a cost/effectiveness basis;
 - total resources available, to avoid wastage of the limited funds available for this type of undertaking;
- avoiding unnecessary duplication and overlap;
- ensuring comprehensive rather than fragmented coverage;
- serving the maximum number of users with the maximum variety of purposes;
- avoiding confusion on the part of
 - nongovernmental users
 - governmental usersfaced with a multiplicity of services;
- avoiding pestering the same bodies two or more times for the same information;
- providing adequate security/privacy codes to prevent abuse of the data stored;
- providing a comprehensive picture of projects and programmes underway;
- preparing for the near future in which computer files of all such data banks will be linked, and data is transferred automatically from one to the other according to a programmed « arrangement » between the different parties.

These are very real problems. Many of them also arise in the case of commercial data banks, but there is an added twist in the case of nonprofit data banks. The nonprofit information systems are supposedly created to supplement one another and not to compete. And yet in order to survive each is forced to « hoard » information to increase the relative quality of the service it has to offer, just as with the (nonprofit) UN Agency information services. There is an extra turn to the twist in that usually one of the objectives of the responsible NGOs is to make available information at minimum cost, and yet it is clearly in its interest to raise the cost of such information to other NGOs which possess their own data banks.

It is these problems which will govern the rise and fall of NGO information services over the next 10-15 years. NGOs can either take the view that their own field of interest is too specialized to warrant

collaboration with more general data banks, in which case their information functions will be swept into the maw of commercial or government data networks and the NGO will fall by the wayside or else they can actively investigate methods of organizing, financing and controlling nongovernmental, nonprofit collective information services.

The key to the provision of such a collective NGO information system is the development of a system which permits *each* NGO to view its part of the system as the most important (other parts merely being « subsets »), whilst at the same time: ensuring that this necessary conceptual distortion does not either result in a permanent distortion of the relationship between the constituent parts, or in repeated inclusion of items of information in overlapping areas of interest: Thus while each NGO could think in terms of « its own » part of the data bank (and it would indeed have proprietary rights and responsibilities), the computer would, whilst permitting such a distinction if necessary, meld the different items of data together into their most useful form for collective use of the information system by the participating NGOs.

There is clearly a saving for all in the systems design. NGOs would acquire the advantages of a sophisticated system, and the cost of using the system is greatly reduced due to the increase, in the number of users. What is being suggested is really the need to dissociate conceptually the *computer level* from the organizations which own or use parts of the data bank — at this level there is unity and integration. At the *organizational level*, the NGO owners and users can be as disunited as they feel to be necessary — linked only by procedural and data input standards.

A collective NGO information system of this kind would also facilitate contact between IGOs and NGOs at the data exchange level, since the political implications of such contact would be lessened. An approach of this kind could prove a real breakthrough. NGOs could use this form of common service, optimizing their overall contribution, but avoiding all the terrible problems — apparently insoluble except on a limited scale — of personalities, status and recognition, and differences of opinion on organization procedure and matters of substance. The scheme is quite practical technically and financially, and does not require a large initial pool of committed users. This sort of approach could place NGOs in a position of strength in the face of the impressive information systems now being planned and implemented by commercial interests and government agencies.



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A special monthly section prepared during the United Nations International Education Year (1970)

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facing the crisis of intellectual poverty*

I. Poverty in the Midst of Plenty

The Indictment

"To be or not to be, that is the question." These words from the pen of Shakespeare apply as much to educators and educational institutions in America today as they ever have to anyone anywhere. At no time in our history has there been a greater need for educators to buck the tides of conformity, rigidity, overspecialization, and mediocrity and thereby demonstrate that they *are* real educators. Our society, especially the business component, has already begun to make the transition from a narrow, mechanical, static base of specialization and fragmentation to an open-ended, dynamic base of adaptability and synthesis. Instead of being in the vanguard of this technological and social revolution as we might have expected, educators generally, with too few exceptions, are still solving yesterday's problems with yesteryear's methods.

With the accumulation of information doubling each five to ten years, we might expect to have enough knowledge to solve most of our major problems. Yet, as Professor Harold G. Cassidy pointed out in a recent article, a crisis is developing in information. This crisis, which he says is intricately interwoven into the crisis of population, resources, pollution, health, and armament, is "a crisis of intellectual poverty."

This crisis is being caused in large part by three significant trends which are accompanying the exponential growth of accumulated information: (1) The number of specialties is increasing; (2) The time

Will the storehouse of information from which we are drawing in the age of the information explosion prove to be a treasure chest or a Pandora's Box?

required to prepare for any one specialty is typically increasing; and (3). The degree of inter-dependence among specialties is increasing. To acknowledge the paradox of intellectual poverty in the midst of a superabundance of information is to indict a host of social, political and economic institutions, but especially the educational system.

The Silver Lining

Fortunately, the knowledge explosion of the last two decades is providing also the scientific and educational means for achieving a major breakthrough in restructuring, integrating, and simplifying large bodies of scientific information in many diverse fields of thought. In the realm of science, perhaps the most important single discovery (or set of discoveries) to come out of the knowledge explosion is the fact that the cybernetic feedback process is common to all self-regulating, open systems — physical, biological, or social. In the realm of education, perhaps the single most important educational development of the last two decades is the largescale formulation and testing of practical, teachable, heuristic procedures and practices whereby the average college student and the average professional worker can develop consciously the type of open-mindedness and mental flexibility required to transfer knowledge from one field to another.

The first of two main purposes of this article is to describe some experimental efforts to update educational curricula and administration within the framework of creativity, cybernetics, and general systems processes. Cybernetics may be defined for our present purpose as the systematic, behavioristic study of the process of communications in biological,

(*) Adapted from an article in the Journal of Creative Behavior, Fall 1969.

physical, and social organizations with emphasis on regulation and control through feedback processes. The term, systems analysis, may refer to either or both of two types of intellectual activity. From the standpoint of model building, systems analysis is the comparative study of the structure and functioning of various types of organizations or systems. From the viewpoint of problem solving, it is an organized, open-ended way of planning for (or programming) the most effective use of scarce means to achieve given ends — i.e., to solve the problem — emphasizing the overall picture and the functional inter-relationships among the components of the problem situation.

The second purpose of this article is to provide some reasoned speculations regarding some of the implications of the movement for systems education for the educational system of the future.

II. Futuristic Experiments in Systems Education *Specialist With A Universal Mind*

As our society evolves gradually from an age of what might be called the "specialized specialist" toward that of the "specialized generalist" — i.e., a specialist with a universal mind — it is important that our thinking regarding the nature and functions of our education system be re-examined. In the day of mass production, standardization, and relatively continuous routine, it may have been appropriate to use the educational system to program the mind of the future worker to do a certain job in a certain way, "once and for all time." With the coming of the information explosion and the consequent rapidity of change in the techniques of production and problem-solving, however, a new set of demands is becoming more and more insistent. Individuality, mobility, flexibility, and creative synthesis are getting to be the order of the day. *The task of the educational system is becoming one of programming the student's mind with various techniques he can use to program and to re-program his own mind in a dynamic world of computers and space travel.*

Mental Warehouses versus Mental Laboratories
We might think of a student's mind as a system for the acquisition, storage, retrieval, and utilization of information. Back in the days of mass production and standardization when the mind was programmed to acquire, store, and utilize a fairly definite body of knowledge in a reasonably unchanging way from year to year, the warehouse, or storage function, commanded most of the attention in the nation's schools and

colleges. In the future, however, the mind will be required to be more of a mental laboratory with built-in storage facilities than a mental warehouse. It will have to make day-to-day decisions regarding what raw materials (facts) will be selected and accepted; what uses will be made of them; where and how they will be stored; when and how they will be utilized in the process of performing an experiment; and how the results of one experiment will be used in designing the next experiment.

Storage Bins versus Incubators

American educators should stop thinking "of our colleges and universities as postadolescent storage bins during the knowledge-injection cycle and start thinking of them as incubators of leaders for the issues our society confronts." — U.S. Commissioner of Education
Harold Howe, II.

The decisions made by a mental laboratory parallel the decisions typically made by an industrial laboratory, which is, of course, a business firm. The overall managerial task of the firm is usually described as that of economizing — i.e., the process of using one's scarce resources to achieve given ends or goals, array these ends in an hierarchy (i.e., to set priorities), identify its means (labor, equipment, etc.), and conceive of alternative uses for each of the various means. Is this, then, not essentially the task of the mind regarding what experiments to perform, what information to marshal, and how to perform the experiments?

It may be worthwhile to push the analogy a bit further. The economist speaks of production as being the process of using basic resources (raw materials, labor, etc.) to create goods which have utility or useful qualities. So it is with the mental laboratory. The mind takes facts (and perhaps feelings) as basic resources and through the process of combination and recombination, creates ideas which hopefully have useful qualities.

The economist speaks of four essential types of utility which are relevant here — namely, form, place, time, and possession (exchange) utility. In transforming raw materials into the finished product, the industrial firm creates *form* utility. By transporting the products from the factory to the retailer, the truck driver creates *place* utility. By storing the product until a customer needs (buys) it, the retailer

creates *time* utility. By exchanging the item for money (or other goods), the retailer creates *exchange* utility. Within this context it is obvious that all four types of utility are essential if in fact society is to realize the benefits of production. .

Likewise, in the case of our mental laboratory, to concentrate on the storage and transportation functions (the creation of time and place utility) to the neglect of what we are calling form and exchange utility is futile. In order to follow through, the mental laboratory must somehow be able to transform stored facts into the forms (ideas) which are needed and be able to negotiate the exchange or use of these ideas if the laboratory is to continue to justify its existence.

One important difference in these two otherwise analogous processes should be noted. Whereas, "in" an economic exchange a person must part with one thing in order to acquire another, in an idea exchange, each person is able to retain the idea he «gives up."

Intellectual Half-Way Houses" ..

The really, crucial Implication of this discussion is that in the emerging, dynamic world of ideas where synthesis and interchange will be of the essence, the need for devising better institutional arrangements

for the meeting of minds will become more and more acute. These clearinghouses or market places must provide opportunities not only for members of one specialty to get together but for numerous types of specialists at different levels of sophistication. It means that our society may need to establish some institutions which might be called "halfway houses" between the advanced technician and the intelligent layman, between the specialist and generalist, and between the theoretician and the practitioner. Such agencies would serve as intellectual crossroads, so to speak, The benefits would accrue over time to the theoreticians/and advanced technicians, as well as to the laymen, and practitioners. The expectation of a growing/gap between an 'increasingly large army of technologically unemployed and a decreasingly small group of advanced technicians/and theoreticians will -not be advantageous to any "group: Neither will rigid separation. of the natural sciences from the social sciences and the humanities be expected to benefit any of the parties concerned. In order for each specialist to maintain a meaningful perspective of his own work he must be able to comprehend its pattern of interaction with the work of other specialists. . . .

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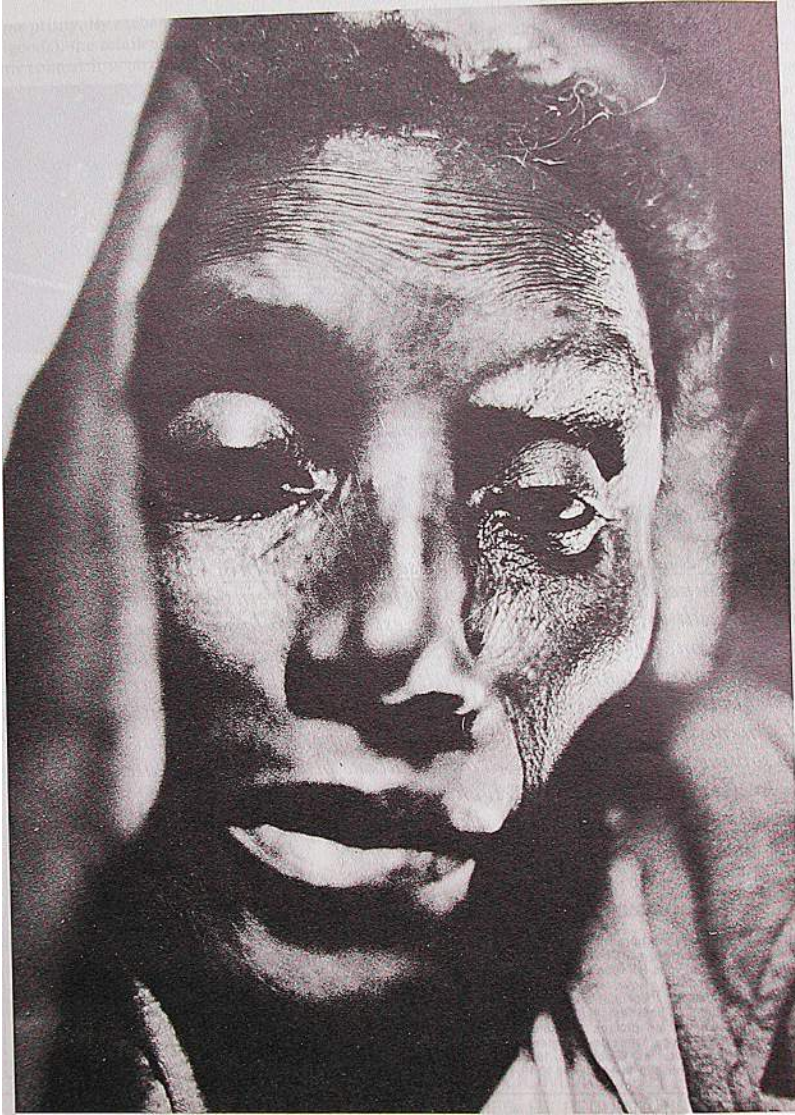
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PRIX ETUDIÉS ET RÉDUCTIONS EN HIVER



News from International Associations (NGO)

A écoute des associations internationales (ONG)

L'Institut von Karman de Dynamique des Fluides, dont le siège est situé 72, chaussée de Waterloo à Rhode St Genèse, Belgique, organise un cours post-universitaire d'un an en dynamique des fluides expérimentale du 5 octobre 1970 au 3 juillet 1971, ainsi qu'une programme post-gradué de recherche.

D'autre part, l'Institut von Karman organise chaque année une série de cours spéciaux à l'intention des ingénieurs et physiciens des établissements industriels et de recherche des pays de l'OTAN. La liste des cours qui seront présentés en 1970 vient de paraître.

The VIth AFRASEC Conference, held in Cairo from 9-12 November 1969 acceded to the request of Dr. Mohamed Ali Rifaat for retirement from the post of Secretary General of the Afro-Asian Organisation for Economic Co-operation « which position he occupied since the very inception of this Organisation with such distinction, devotion and loyalty ». Dr. Rifaat is a member of the Executive Council of the Union of International Associations. His successor as AFRASEC Secretary General is Mr. Amin Awadallah, former Under-Secretary of State in the Ministry of Industry and the Ministry of National Economy of U.A.R. and Dean of the Faculty of Commerce in the Arab University at Beirut.

(AFRASEC)

Le Bureau international catholique de l'Enfance vient de publier la Charte du BICE pour le Livre d'Enfant, rédigé par sa Commission Presse et Littérature Enfants et qui servira de base aux travaux et aux sélections annuelles effectuées par cette organisation sur les plans national et international. Le texte existe en français, allemand, anglais, espagnol et portugais.

(BICE)

Avec l'assistance du Gouvernement de la République Arabe Unie, les Bureaux internationaux réunis pour la protection de la propriété intellectuelle (BIRPI) ont organisé un Séminaire arabe de la propriété industrielle, qui s'est tenu au Caire du 3 au 7 novembre 1969. Onze pays y étaient représentés, ainsi que quatre organisations intergouvernementales et trois organisations internationales non gouvernementales.

(La Propriété industrielle)

Un Comité d'experts africains pour l'élaboration d'un statut type de sociétés d'auteurs à l'usage des pays africains, convoqué par l'Unesco et les BIRPI, s'est réuni du 9 au 12. juin 1969 à Abidjan grâce à l'hospitalité du Gouvernement de la Côte d'Ivoire.

Les participants étaient sept personnalités ayant des responsabilités en matière de droit d'auteur, ressortissants de sept Etats membres de l'Unesco et / ou des BIRPI, invités à titre personnel. Des observateurs de huit Etats africains et de trois organisations internationales non gouvernementales ont participé également à la réunion.

(Bulletin du droit d'auteur)

The International Council of International Social Service (ISS) met in Geneva from 20 - 25 October 1969. In reviewing the work of ISS throughout the world, the Council agreed that greater emphasis be placed on analysis and use of ISS's experience in dealing with people in movement, in order to reduce or prevent the problems they encounter. Throughout the discussions ran the theme that the times require ISS, in all its varied forms, to work actively with other agencies - local, national and international - to shape the policies and programmes affecting people moving from one country to another.

The Council agreed that a working group prepare the framework for a study which would include information on migration patterns, on ISS involvement in migration and on potential new areas for service. Such a study would have as its aim the development of co-ordinated social action on behalf of people in movement.

With regard to ISS participation in inter-country adoption, the Council emphasised adherence to ISS established principles, and urged that on-going adoption programmes should in future include plans for follow-up studies in cooperation with other interested and competent bodies.

(ISS Press Communiqué)

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Le Dr Hernan Santa Cruz (Chili) en ouvrant la 15e session de la conférence bisannuelle de la FAO (Organisation des Nations Unies pour l'alimentation et l'agriculture) dont il a été élu président, a déclaré : « La FAO, pourrait prendre la tête d'une action concrète et positive en faveur du développement, action qui ferait tâche d'huile et influencerait sur l'activité des institutions sœurs ».

M. Santa Cruz a déploré l'indifférence de l'opinion publique à l'égard des activités des organisations internationales. Nous ne devons pas nous jeter de la poudre aux yeux : dans les pays en voie de développement, bien peu sont ceux dont la foi en les organisations internationales ne chancelle pas. Rares sont les personnes pour qui celles-ci continuent véritablement à aider ces pays à combler ce fossé ».

(FAO)



(Photo : UNESCO / I C E F / L I N G)

A midwifery tutor demonstrates the use of the smokeless chula (a local device for cooking) which has proved popular among housewives in Indian villages because it is inexpensive, reduces smoke and fumes. Community Development in India has become one of the most important projects to receive assistance from the United Nations Children's Fund (UNICEF). Village health committees are organized to promote public health under the guidance of government medical officers. Villagers are learning more management of their farms and improved fertilizing methods and, as a result, many Indian farmers now have better crops. Their sick cattle are tended by government veterinarians.

The Twentieth Anniversary of the United Nations Convention for the Suppression of the Traffic in Persons and of the Exploitation of the Prostitution of Others has been celebrated on December 2 1969.

This Convention had been the result of fifty years of work by the International Bureau for the Suppression of Traffic in Persons in co-operation with the International Abolitionist Federation. It has now been ratified by 39 countries, of which 14 are in Europe, 11 in Asia, 8 in Afrika, and 6 in America.

The Bureau's Conference in May 1968, held at the Caxton Hall and afterwards at the House of Commons, was attended by representatives of Interpol and of seven Nations, as well as by delegates from 2 International Non-Governmental Organisations, and from 16 National Welfare Associations in Britain. It discussed measures to implement the Convention of 1949 and also the proposal of Interpol for an additional Convention to combat new methods of Traffic in Persons. Such a Convention would enable swift action to be taken against disreputable employment agencies which induce girls to take up so-called « entertainment » and dance-hostess » engagements, which are in fact the gateway to prostitution. The girls thus engaged find themselves far from their own country, often with their passports held by their employers and with little chance of returning to their country of origin. They may also be involved deliberately in the Traffic in Drugs, so as to bring them even more seriously within the network of international vice.

This Meeting also approved the proposal of Dame Joan Vickers, D.B.E., M.P., to the Council of Europe, that a European Missing Persons Bureau should be set up. The proposed Bureau would include a European documentary service and a comprehensive filing system. It would harmonise, on a European basis, the national definition of Missing Persons and the circumstances under which searches for these should be conducted.

La première reunion du Comité Economique Consultatif de la Chambre de Commerce Internationale (CCI), des Organismes à compétence économique des Nations Unies et de l'Accord Général sur les Tarifs Douaniers et le Commerce (GATT), a eu lieu à New York les 20 et 21 novembre 1969, au siège de l'Organisation des Nations Unies. La réunion s'est tenue sous la co-présidence de M. Philippe de SEYNES, Secrétaire Général Adjoint des Nations Unies aux Affaires Economiques et Sociales, et de M. Marcus WALLENBERG, Président d'Honneur de la Chambre de Commerce Internationale (CCI); elle a permis à 14 représentants de la CCI de rencontrer les dirigeants de plusieurs organismes à compétence économique des Nations Unies et du GATT.

Une importance particulière a été accordée, de part et d'autre, à l'interdépendance de l'aide officielle et du capital privé pour assurer le succès d'un effort total de développement. On est notamment convenu que l'augmentation du flux des capitaux privés et même son maintien au niveau actuel dépendaient d'un volume croissant et régulier de l'aide, ne serait-ce que parce que, sans cela, le poids sans cesse plus lourd de la dette ne pourrait être supporté par les pays en voie de développement.

Après avoir étudié d'une manière détaillée le chapitre du rapport de la Commission Pearson consacré aux investissements privés étrangers, les participants ont, en général, appuyé l'idée de la création d'un système de garantie multilatérale des investissements. Ils ont reconnu que la Société Financière Internationale devrait jouer un rôle plus dynamique, spécialement en ce qui concerne l'identification des projets. Le Comité Consultatif a également exprimé le sentiment qu'une attention plus grande devrait être accordée à l'extension de la pratique des accords bilatéraux tendant à encourager les investissements privés dans les pays en voie de développement.

(CCI Communiqué)

L'Organisation internationale du travail a lancé un Programme mondial de l'emploi, à l'exécution duquel participera le Programme alimentaire mondial de la FAO. L'OIT se propose, grâce à ce Programme mondial de l'emploi, d'aider les gouvernements à fixer des objectifs adéquats pour l'emploi et le développement des ressources humaines, à élaborer les moyens permettant d'atteindre ces objectifs et à fournir ou promouvoir l'assistance extérieure requise pour combler l'écart entre les possibilités des pays en voie de développement et les moyens considérables qu'exige une telle entreprise.

L'expérience acquise par le PAM et les rapports étroits établis entre l'OIT et le PAM dans l'élaboration et l'exécution de projets seront très utiles pour la planification du Programme mondial de l'emploi.

Les experts et le personnel de l'OIT en mission dans les pays en voie de développement aident le PAM à rechercher, élaborer, évaluer et exécuter les projets qui mettent à profit la coopération technique de l'OIT et l'aide alimentaire du PAM, ou qui se servent de cette aide pour la formation et la mobilisation des travailleurs employés à des activités de développement. Dans tous ses projets, le PAM applique les normes de l'OIT, même lorsque les gouvernements bénéficiaires n'ont pas encore ratifié les conventions pertinentes de l'OIT.

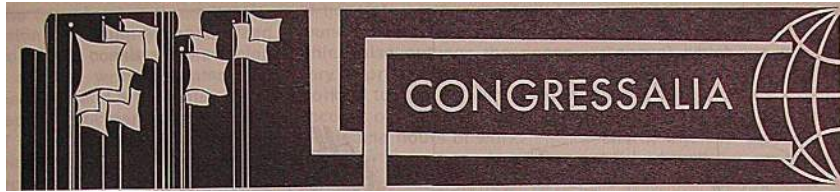
Fournir de la nourriture aux travailleurs, c'est garantir que le travail sera bien fait et que plus de tâches pourront être exécutées. C'est pourquoi la collaboration entre l'OIT et le PAM revêt une si grande importance. Les organisations internationales sont tenues de travailler en association de plus en plus étroite et intime, étant donné que la coordination des efforts accroît l'efficacité de leur action dans la grande bataille livrée contre la faim.

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Under the auspices of the Technical Committee a session of the International Union of Local Authorities Congress, held in Vienna in June of this year, was devoted to the subject of futurology. During the session the participants took part in a computer game in which they could express their opinion on different aspects of long term planning for a city.

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A «-< declaration of general and special rights of the mentally retarded » has been officially adopted at the 4th Congress of the International League of Societies for the Mentally Handicapped,



Las Vegas

MRS FAY PANNELL, Managing Director of CONFERENCE SERVICES LIMITED London, and Business Manager in the UK for the Union of International Associations, represented the Union in Las Vegas recently at the 1969 Convention of the American Society of Association Executives.

One thousand six hundred delegates attended the five day Conference, all of whom represented professional associations — mostly in the USA — or branches.

The meeting was particularly instructive in relation to conference presentation since it served as a « testing area » for new ideas in staging, new techniques, new audio-visual aids etc; the merits of which were then discussed by delegates and adaption considered for use at their own conferences.

A merchandising section making available to delegates comprehensive lists of services, suppliers etc proved extremely useful.

Next year's Congress in Washington will celebrate the Association's fiftieth anniversary. This was the first occasion on which the U.I.A. had attended. Mr James P. Low, the Association's Executive Vice-Président, in welcoming Mrs Pannell said

how happy they were to receive a representative from the U.I.A. He hopes to attend the Barcelona Conference in May on Congress Organisation at which Mrs Pannell, President of IAPCO is presenting one of the reports.

Europe

« Times » annonce que cinq des principales compagnies européennes de navigation aérienne, soit BOAC, BEA, Lufthansa, Alitalia et Swissair, se sont entendues sur un plan — qui existe depuis 18 mois — concernant la construction d'hôtels de catégories de prix moyens et inférieurs dans les centres de navigation aérienne d'Europe. Elles créeront à cet effet une société internationale, l'European Hotel Corp. qui devra construire en premier lieu une demi-douzaine d'hôtels à Londres, Paris, Rome, Zurich, Francfort et Munich, dont le coût sera d'environ £920 millions. Elle prévoit de porter ultérieurement ce chiffre à 20 à 40 hôtels; d'autres sociétés de navigation aérienne seront invitées à participer. Dans les principaux centres, ces hôtels offriront probablement jusqu'à 400 chambres. L'accord doit encore être ratifié par les directions des sociétés et par les autorités.

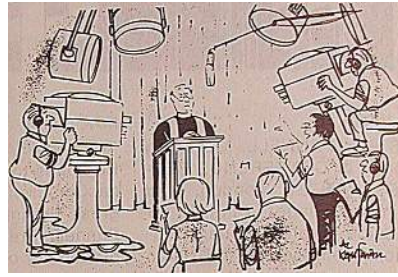
AITC Guide

The International Association of Conference Translators (AITC)* is at present engaged in pre-

paring the final draft of a brochure provisionally entitled « A practical guide for users of conference language services ». The purpose of this brochure is explained as follows in the introduction : « As all organizers of international meetings know, language plays an important rôle in such meetings and is a key problem. The use of professional interpreters to enable participants at international meetings to communicate orally is standard practice, and a guide to help users in the proper employment of interpreter services has already been published. The use of other language staff, namely, revisers, translators, precis-writers and editors, in connexion with most international meetings is also standard practice. This guide is designed to assist employers in the proper utilization of their services ». After a general introduction which attempts briefly to situate the problem, the guide deals in turn with each of the main linguistic skills involved in conference work, namely, precis-writing, translating and editing. The various chapters seek to describe clearly the work of each category of language staff, thus enabling conference organizers to assess their requirements as accurately as possible and to recruit the staff which is the best equipped to contribute to the success of the conference.



« Notre prochain conférencier n'a pas besoin, je crois, de vous être présenté? » (A.L.I.)



Ne parlez pas trop vite, relevez la tête, ayez l'air spontané. (A.L.I.)



Nous en avons pour un bout de temps! (A.L.I.)



Menez sur le rapport « discussion animée ! » (A.L.I.)

The first chapter covers precis-writing, a highly specialized skill which consists in producing a concise written summary of the views and arguments advanced by participants in the course of a meeting, together with all the decisions, conclusions and recommendations adopted by the meeting. An account is given of the different types of record that can be produced : (a) monolingual (b) bilingual or multi-lingual (c) minutes or (d) reports; the necessary working conditions and working tools are described, and an indication is given of staff requirements and hours of work. After reading the chapter as a whole, a conference organizer should be able to decide the kind of record he requires for a particular meeting, the number of precis-writers he will need to engage in order to produce the record at a given time, and hence the cost.

The second chapter deals with the most important of the Association's activities — translating, and is divided into two parts covering the work of the translator proper and the work of the reviser, a highly experienced and qualified linguist.

For small meetings, requiring a very limited language staff, one or two persons, it is preferable to recruit reviser-translators or an capable of producing a competent and workmanlike job without supervision. For larger meetings, where several translators or teams of translators are employed, the recruitment of one or more revisers is desirable not only to check and coordinate the work of the translators but also to organize the language section. A full statement of the different functions

of translator and reviser will be found in the text of the guide, which also outlines the necessary working conditions and working tools, and gives a clear account of output, staff requirements and hours of work. The next chapter concerns the editing of conference documents. Again this is a highly specialized task relating mainly to the preparation of conference documents for publication. An account is given of the functions of the editor in this particular context, the working conditions and tools required, and output, staff requirements and hours of work.

Finally, the guide contains a series of annexes covering the Association's Professional Code, its rates, a model letter of appointment, and a list of basic dictionaries and reference works.

It is the intention of the Association to submit the final draft of the guide to the 5th International Congress on Congress Organization, to be held in Barcelona from 6-9 May 1970, prior to its publication in the series

International Congress Science.

Before producing this final version, the Association would like to know whether, in the light of the brief summary given above, any essential points have been overlooked. Most of our experience of conference work has been gained as employees of the United Nations, and it may very well be that smaller organizations have different kinds of problems with which we are less familiar. We should therefore like to invite all international associations, conference organizers, etc. who may be interested in the guide to send us their

observations and suggestions (A.I.T.C., 24 avenue Krieg, 1208 Geneva) which we shall try to take into account in drafting the final version. In this way the Association hopes that the brochure, when it is eventually published, will live up to its title : A practical guide for users of conference language services.

Etude sur les Congrès

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 images illustrant ces pages.

Australia

As it enters the supersonic 1970's, Australia plans to capture an increased share of the lucrative world convention business.

The southern continent is a year-round convention setting, with the added geographic advantage of offering stopovers in the South Pacific and Asia for delegates en route.

It also offers a temperate climate, a variety of unique scenic and other attractions, and rapidly-improving tourist facilities. A multi-million-dollar boom in accommodation development is helping to provide the right amenities for convention visitors. The opening this year of new international airport facilities in Melbourne and Sydney will begin to provide easier access for the world's fastest and biggest jets, while within the country, fast, effective internal jet air services and air-conditioned rail and road travel are also opening up.

In 1970, Australia will have at least 47 International Conventions which will attract an estimated 14,000 overseas participants.

Another 16 international meetings have already been notified for 1971.

Many high prestige international organisations are included. In October, 1970, the 18th International Dairy Congress in Sydney will be attended by 2,500 delegates, with 1,500 from overseas, while in Adelaide, the Eighth World Churches of Christ Convention will be attended by 2,000 overseas visitors.

Rotary International's Sixty-Second Annual Convention in Sydney during May, 1971, will attract 7,000 overseas visitors among a total of 14,000 delegates, and ASTA's 41st World Travel Congress in Sydney in October, 1971, 3,000 overseas visitors, including some of the world's most influential travel sellers.

Medical and scientific groups account for a large proportion of the conventions and conferences won for Australia in 1970 and 1971.

Six-hundred overseas representatives of American, British, Canadian, Australian, New Zealand and South African Orthopaedic Associations will attend the Fifth Combined Orthopaedic meeting in Sydney in April, 1970, where the total attendance will be 1,000.

During 1971, 1,200 plastic surgeons, 1,200 radiologists and 1,000 delegates to the International Conference on Medical and Biological Engineering will come from overseas.

The Pacific Science Association Congress will bring 600 overseas visitors to Canberra in August-September, 1971, in a total attendance of 1,600.

Important future

The Australian Tourist Commission, Australia's official national tourist organisation for attracting overseas visitors, believes Australia has an important future as a major international convention venue.

At recent A.T.C. Convention conferences in Sydney and Melbourne, Mr. Neil McDonnell, Conventions and Group Tours Manager for the Commission, said Australia was beginning to arrive on the Convention scene at last.

After study and research, the Commission has outlined a six-point programme of Convention activity which calls for A.T.C. to :

- Continue basic research on all international Conventions in Australia.
- Work to identify and encourage Australian Chapters of international organisations to bid for conferences.
- Set up a clearing house on Convention information. This includes study of the « migratory tendency » of Conventions, and will make sure that facilities are adequate to handle a Convention before bids are placed.
- Assess these facilities to make sure they are not oversold.
- Investigate large business and non-profit corporations — not necessarily international — which might be prospects for study tours or sales meetings in Australia.

- Co-operate in overseas bids and in promotional activities for Conventions already assigned to Australia.

Largest Convention venue in Melbourne is the Exhibition Buildings, first erected in 1880 for an international exhibition and once used to house the Victorian parliament. Still used for large exhibitions and expositions, it has a theatre capacity of 1,200 to 6,000 and banquet capacity of 750 to 4,000.

The new Masonic Centre in Melbourne has a theatre capacity of 2,300 and banquet capacity of 800. Melbourne's fine contemporary-designed National Gallery with a theatre capacity to 900 and banquet facilities for 500 will have considerably enlarged and more versatile Convention facilities when the second stage of its construction is completed in 1972. Melbourne is having the most spectacular hotel and motel building boom in its history. Recently-announced projects valued at nearly \$Aust 50 million will add 3,000 rooms for overseas visitors by 1972. In most of these projects, Convention facilities are featured, usually providing for a minimum of 1,000.

Although this formula may not apply equally to Australia, the 23,000 Convention delegates in the next two years will equal in spending power about 50,000 tourists.

About 445 Australian organisations belong to 1,675 non-governmental organisations and it is believed Australia should theoretically be able to gain in the future the Conventions of one out of every four NGO's in the world.



5e Congrès international sur l'organisation des congrès

BULLETIN No 12

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.

M. William Eteki-Mboumoua, Président de la 15e. session de la Conférence générale de l'Unesco et ancien Ministre de l'Education du Cameroun, a bien voulu accepter de prononcer le discours de fond sur l'avenir des organisations et des réunions internationales, à la séance d'ouverture du Congrès. Le discours de clôture sera prononcé par M. R. Davis (U.S.A.), Chef de la Division des Conférences de l'Organisation des Etats Américains.

Rappelons que les Présidents, Vice-Présidents et Modérateurs de séances sont les suivants ;
M. Alfredo Sanchez Bella, Ministre de l'Information et du Tourisme d'Espagne.

M. F.A. Casadio (Italie), Président de l'Union des Associations Internationales.

M. Ato Hapte Selassie Taffesse (Ethiopie), Administrateur de l'Ethiopian Tourist Organization.

M. Andrés Ribera Rovira (Espagne), Président de la Chambre de Commerce, Industrie et Navigation de Barcelone, Président de la Foire Internationale de Barcelone.

Comte Guglielmo Mannucci (Italie), Président de l'Association Internationale des Palais des Congrès.

M. R.C. Lonati (France), Secrétaire Général de l'Union Internationale des Organismes Officiels de Tourisme.

M. Jorge Vila Fradera, Vice-Président de l'Association Internationale d'Experts Scientifiques de Tourisme.

M. R. Pinhas (France), Secrétaire Général de l'Association Internationale des Interprètes de Conférences.

M. Loose, (Pays-Bas) Chargé de Cours au Centre Universitaire de l'Etat à Anvers.

M. F.A. Sviridov, (U.R.S.S.) Secrétaire Général de la Fédération internationale de Documentation.

M. P. Poindron (France), Inspecteur Général des Bibliothèques de France.

Prof. E. Alkjaer (Danemark), Director, Institute for Transportation, Tourism and Regional Science of the Copenhagen School of Business Administration.

M. Sanderson (U.S.A.), Past-president of the international Association of Convention Bureaus.

M. J.H.L. Molenaar (Pays-Bas), Directeur de l'Union Internationale des Villes et des Pouvoirs Locaux.

M. B. Salgram (Australie), Executive Director of the Melbourne Convention Bureau.

M. J. De Wachter (Belgique), Secrétaire Général de la Fédération Universelle des Associations d'Agences de Voyages.

M. D. Wallace (Canada), Directeur de l'Office du Tourisme du Gouvernement Canadien.

Mr. William ETEKI-MBOUMOUA, President of the 15th Session of the UNESCO General Conference and Former Cameroon Education Minister has kindly agreed to give the main speech on the future of International Organization and their meetings at the opening session of the congress. The closing speech will be given by Mr. A. Davis, Head of the OAS Conference Division.

As already mentioned the Presidents, Vice-Présidents and Co-ordinators for the various sessions are as follows ;
M. Alfredo Sanchez Bella, Spanish Minister of Information and Tourism.

Mr. F.A. Casadio (Italy), President of the Union of International Associations.

Mr. Ato Hapte Selassie Taffesse (Ethiopia), Administrator of the Ethiopian Tourist Organization.

Mr. Andrés Ribera Rovira (Spain), President of the Barcelona Chamber of Commerce, Industry and Shipping - President of the Barcelona International Fair.

Count G. Manucci (Italy), President of the International Association of Congress Centres.

M. R.C. Lonati (France), Secretary General of the International Union of Official Travel Organisations.

M. Jorge Vila Fradera, Vice-Président de l'Association Internationale d'Experts Scientifiques de Tourisme.

Mr. R. Pinhas (France), Secretary General of the International Association of Conference Interpreters.

Mr. Loose, Lecturer, State University, Antwerp.

M. F.A. Sviridov, (U.R.S.S.) Secrétaire Général de la Fédération internationale de Documentation.

Mr. P. Poindron (France), Inspector General of French Libraries.

Prof. E. Alkjaer (Denmark), Director, Institute for Transportation, Tourism and Regional Science of the Copenhagen School of Business Administration.

M. Sanderson (U.S.A.), Past-president of the International Association of Convention Bureaus.

Mr. J.H.L. Molenaar (Netherlands), Director of the International Union of Local Authorities.

Mr. B. Salgram (Australie), Executive Director of the Melbourne Convention Bureau.

Mr. J. De Wachter (Belgium), Secretary-general, Universal Federation of Travel Agents Associations.
Mr. D. Wallace (Canada), Director of the Canadian Government Travel Bureau.

Books,

reports

and proceedings received

- WORLD HEALTH ORGANIZATION. *Health Economics. Report on a Seminar* (Moscow, 25 June-5 July 1968). Copenhagen, Regional Office for Europe W.H.O., 1969, 24 X 19 cm., EURO 0339, iii + 61 p.
This report is also available in French and Russian.
- FONDATION INTERNATIONALE PENALE ET PENITENTIAIRE. *Actes de la 2e. réunion des chefs des administrations pénitentiaires*. (Paris, 26/29.9.1967). Bruxelles, la Fondation internationale pénale et pénitentiaire, 1969, 24 X 16 cm., 132 p.
- COMMUNAUTE EUROPEENNE DU CHARBON ET DE L'ACIER. COMMUNAUTE ECONOMIQUE EUROPEENNE. COMMUNAUTE EUROPEENNE DE L'ENERGIE ATOMIQUE. COMMISSION. *2e. rapport général sur l'activité des Communautés 1968*. Bruxelles-Luxembourg, la CECA, la CEE et la CEEA, 1969, 23 X 15,5 cm., 500 p., Prix : FB. 200,—
- CENTRE INTERNATIONAL POUR LE REGLEMENT DES DIFFERENDS RELATIFS AUX INVESTISSEMENTS. *3e. rapport annuel 1968/1969*. Washington, le CIRDI, s.d., 25 X 17,5 cm., 3e. rapport, 20 p., Existe aussi en langues anglaise et espagnole.
- RIJKSFACULTEIT DER LANDBOUW WETENSCHAPPEN. *Twintigste International Symposium Over fyto-farmacie en fytiatrie* (7 mei 1968). Gent, Mededelingen Rijksfakulteit Landbouw-welenschappen, 1968, 24 X 15,5 cm., XXXIII (3), pp. 537 - 1501, tabl., graph., illustr., photos.
- INTERNATIONAL LABOUR OFFICE. *Minutes of the 173 rd Session of the Governing Body* (Geneva, 12-15 November, 1968). Lausanne, the I.L.O., s.d., 31 X 21 cm., ix + 187 p., nd., Price: 24 F.S.; US. \$ 6.00; 46 s.
- LIGUE EUROPEENNE DE COOPERATION ECONOMIQUE. *La L.E.C.E. - 1946-1969*. Bruxelles, la L.E.C.E., s.d., 21 ÷ 13 cm., 43 p., photos.
- UNION INTERNATIONALE D'ASSOCIATIONS DE PROPRIETAIRES DE WAGONS PARTICULIERS / INTERNATIONALE UNION VON BERBANDEN DER PRIVATGUTERWAGEN-B ESITZER. *Rapport de gestion pour 1968 / Geschäftsbericht für 1968*. Genève I.U.I.P., s.d., 29 X 21 cm., 11 p.
- LA DOCUMENTATION FRANÇAISE. *La convention de Vienne sur le droit des traités*. Paris, la documentation française, 1969, 26,5 X 21 cm., Notes et études documentaire n° 3.622, 28 p.

Ouvrages,

rappports

et comptes rendus reçus

- INTERNATIONAL AGRICULTURAL AVIATION CENTRE. *Report of the Third International Agricultural Aviation Congress*. (15th - 18th March, 1966 - Arnhem, The Netherlands). The Hague, I.A.A.C., s.d., 24,5 X 16 cm., 386 p., tabl., graph., photos.
- THE PERMANENT SECRETARIAT OF THE AFRO-ASIAN PEOPLES SOLIDARITY ORGANIZATION. *The VIIIth Council Session of the Afro-Asian Peoples' Solidarity Organization*. (Nicosia - Cyprus, 13-17 February 1967). Cairo, the Permanent Secretariat, 1967, 19 X 13 cm., 190 p., illustr.
- ORGANISATION MONDIALE DE LA SANTE. *Les effets de la pollution de l'air sur la santé*. (Rapport sur un Symposium - Prague 6-10 novembre 1967). Copenhague, le Bureau Régional de l'Europe de l'O.M.S., 1969, 24 X 19 cm., EURO 1143, vi + 79 p., graph., illustr.
- ORGANISATION MONDIALE DE LA SANTE. *L'économie sanitaire* (Rapport sur un Séminaire-Moscou 25 juin-5 juillet 1968). Copenhague, le Bureau Régional de l'Europe de l'O.M.S., 1969, 24 X 19 cm., EURO 0339, iii + 68 p.
Existe en éditions anglaise et russe.
- INSTITUTO INDIGENISTA INTERAMERICANO. *Reunión para la intergración de la enseñanza con las investigaciones antropológicas*. 25 de julio al 2 de agosto 1967. Anuario Indigenista. Mexico, the Instituto Indigenista Interamericano, 1967, 23 X 15 cm., Vol. XXVII, 256 p., Price : 15 U.S.S.
- INTERNATIONAL BANK FOR RECONSTRUCTION & DEVELOPMENT. INTERNATIONAL DEVELOPMENT ASSOCIATION. *Annual report 1969*. Washington, the I.D.A., 1969, 28 X 21,5 cm., 98 p., tabl., graph., photos.
- SOCIETE FINANCIERE INTERNATIONALE. *Rapport annuel 1969*. Paris, la S.F.O., 1969, 28,5 X 21,5 cm., 54 p., tabl., graph., photos.
Existe en édition anglaise.
- ORGANISATION DES NATIONS UNIES POUR L'EDUCATION, LA SCIENCE ET LA CULTURE. *Etude comparée sur l'accès des jeunes filles et des femmes à l'enseignement technique et professionnel*. Paris. l'Unesco, 1968, 27 X 21 cm., ED/MD/3, 133 p., tabl., graph.
- UNESCO. *Conférence sur l'application de la science et de la technique au développement de l'Asie. Partie II - Discours prononcés à la conférence* (New Delhi. 9-20 août 1968). Paris, l'Unesco, 1969, 26,5 x 20,5 cm., Rapport final, 91 p.

- ORGANISATION INTERNATIONALE POUR LES PROBLEMES HUMAINS DU TRAVAIL ET DU LOISIR. *Deuxième colloque international « Loisir et Monde moderne ». Equipement socioculturel* (Namur, 6 au 8 avril 1967). Namur, l'Organisation, s.d., 29x20.5 cm., 183 p.
- UNION INTERNATIONALE DES TRAVAILLEURS DE L'ALIMENTATION ET DES BRANCHES CONNEEXES. *Rapport du groupe d'étude sur la prévention des maladies professionnelles et des accidents*. Genève, l'Union, 1968, 29 X 21 cm., 35 p.
- INTERNATIONAL LABOUR ORGANISATION. *Sixth Asian Region Conference. Tokyo, September 1968. Record of Proceedings*. Geneva, I.L.O., 1969, 25.5 X 17.5 cm., xxii X 17.5 cm., xxii + 238 p.: II F.S.; U.S.S. 2.75.
- EUROPEAN SOCIETY FOR OPINION AND MARKETING RESEARCH. *Seminar on operational research in marketing* (Neu Isenburg (Germany), 6th - 9th November, 1968). Brussels, ESOMAR, s.d., 22 X 15 cm., viii + 248 p., tabl., graph.
- FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS. *Toward a strategy for agricultural development* (FAO's Five Areas of Concentration). Rome, the F.A.O., 1969, 23 x 15.5 cm., Basic Study n° 21, ix + 66 p., Price : \$ 1.00.
- EUROPEAN COAL & STEEL COMMUNITY / EUROPEAN ECONOMIC COMMUNITY / EUROPEAN ATOMIC ENERGY COMMUNITY - COMMISSION. *Second General Report on the activities of the communities 1968*. Brussels-Luxembourg, the ECSC-EEC-EAEC, 1969, 23 X 15 cm., 484 p., tabl., Price : \$ 4.00; FB. 200,—.
- ALDER Claudius. *Koordination und integration als rechtsprinzipien*. Brugge, Collège d'Europe, 1969, 23 X 15 cm., Cahiers de Bruges N.S. 23, xxxiii + 344 p.
- ASIAN AFRICAN LEGAL CONSULTATIVE COMMITTEE. *Report of the Ninth Session held in New Delhi, from 18th to 29th December, 1967*. New Delhi, the Secretariat of the Committee, s.d., 21.5 X 14 cm, iv291 p.
- WORLD'S WOMAN'S CHRISTIAN TEMPERANCE UNION. *Twenty-sixth report and minutes of the 24th convention, Tokyo, Japan, May 7th-16th, 1968*. Ripley The W.W.C.I.U., s.d., 169 p.
- PAN AMERICAN UNION. *Twelfth Seminar on the acquisition of Latin American Library Materials* (Los Angeles, June 22 / 24, 1967). Washington, Pan American Union, General Secretariat, Organization of American States, 1968, 27 X 21 cm., Reuniones bibliotecológicas, n° 15, Final Report and Working Papers Vol. II, ii + 300 p. Price : \$ 2.00.
- PARLEMENT EUROPEEN. *5e. réunion de la Conférence Parlementaire de l'Association. CEEEMA*. (Tanarive, janvier 1969). le Parlement Européen, 1969, 21 X 14.5 cm., Informations PE-i-725 1969/2, 20 p., photos.
- INTERNATIONAL FEDERATION OF UNIVERSITY WOMEN. *Human Rights and Responsibilities. A guide to reinterpretation of intellectual, moral and social values*. (International Year for Human Rights 1968). Karlsruhe, 1968. London, the I.F.U.W., 1968, 22,5 X 14.5 cm., 62 p.
- FEDERATION INTERNATIONALE DES ASSOCIATIONS D'APICULTURE. *Procès-Verbal de l'Assemblée Générale de l'Apimondia à l'Université de Maryland (E. U.); Protocoles des réunions du Conseil Exécutif de l'Apimondia; Rapports financiers et bilans; Brèves communications du Secrétaire Général; Assemblée générale ordinaire 1969 de l'Apimondia*. Rome, la F.I.A.A., 1969, 21 X 14 cm., Apimondia, n. 13-14, juillet 1969, 30 p. Existe en éditions anglaise et allemande.
- INTERNATIONAL COUNCIL ON SOCIAL WELFARE / INTERNATIONAL ASSOCIATION OF SCHOOLS OF SOCIAL WORK / INTERNATIONAL FEDERATION OF SOCIAL WORKERS. *International Social Work*. New York, 1969, 24.5 X 18 cm., Vol. XII, n° 1, 1969, 99 p., Price: US.\$ 1.25.
- WORLD FEDERATION OF THE DEAF / FEDERATION MONDIALE DES SOURDS. *Proceedings of the International Conference on Education of Deaf Adults / Actes de la Conférence Internationale sur l'éducation des adultes sourds / Atti della conferenza internazionale sull'educazione dei sordi adulti*. (held in coopération with the Italian Agency for the Protection and Welfare of the Deaf within the UNESCO's Campaign on Literacy of Adults), Roma 22 / 24.9.1966. Padue, World Federation of the Deaf, 1968, 24 X 17 cm., the voice of silence, n. 3-4 - 1967 - 11th Year, xxxvi X 154 p., photos.
- ORGANISATION DE L'UNITE AFRICAINE. UNESCO *Conférence sur l'éducation et la formation scientifique et technique dans leurs rapports avec le développement en Afrique*. (Nairobi, 16-27 juillet 1968). Paris, Unesco-OAU, 1968, 27 X 21 cm., Rapport final, 83 p., liste des participants.
- PAN AMERICAN UNION. *Third Inter-American Port and Harbor Conference* (Vina del Mar, Chile, November 15 / 23, 1968). Washington, General Secretariat of the Organization of American States, 1969, 27 X 21 cm., Final Act OEA / Ser. C/Ser.C/VI.10.4, iiX91 p., List of Participants, Price : \$ 0.50.
- COLLEGE D'EUROPE / COLLEGE OF EUROPE. *Semaine de Bruges 1968. L'entreprise publique et la concurrence. Les articles 90 et 37 du Traité CEE et leurs relations avec la concurrence / Public Enterprises and Competition. Articles 90 and 37 of the EEC Treaty and their bearing on competition*. Bruges, Collège d'Europe, 1969, 23 X 15 cm., Cahiers de Bruges, N.S. 22, 516 p.

New International Meetings Announced

Information listed in this section supplements details in the Annual International Congress Calendar (published as the December 1969 issue of the magazine) as well as details in earlier 1970 issues.

- 1970 Apr 2-4 Stockholm (Sweden)
Scandinavian Society of Obstetrics and Gynecology. Int gynecological congress.
Mrs A L Laurell, Koogresstjänst, Grevgatan 16, 114 53 Stockholm, Sweden.
- 1970 Apr 6-10 Cambridge (UK)
The Institution of Mechanical Engineers. 4th int conference on stress analysis.
1 Birdcage Walk Westminster, London SW1, UK.
- 1970 Apr 6-18 Cairo (UAR)
African Postal Union. Seminar.
5 rue 26 Juillet, Cairo.
- 1970 Apr 8-13 Geneva (Switzerland)
World Meteorological Organization. Informal planning meeting on collection, storage and retrieval of data for research.
41 av, Giuseppe Motta, 1211 Geneva 20, Switzerland.
- 1970 Apr (First half) Rome (Italy)
FAO / UNESCO / WMO / UNDP. inter-agency group on agricultural biometeorology : 3rd session.
41 av Giuseppe Motta, 1211 Geneva 20, Switzerland.
- 1970 Apr 16-17 Geneva (Switzerland)
World Meteorological Organization. Executive committee : panel on collection, storage and retrieval of data for research.
41 av Giuseppe Motta, 1211 Geneva 20, Switzerland.
- 1970 Apr 16-22 Zurich (Switzerland)
World Meteorological Organization. Executive committee : panel on meteorology and economic development.
41 av Giuseppe Motta, 1211 Geneva 20, Switzerland.
- 1970 Apr 20-25 Cairo (U.A.R.)
African Postal Union, Executive Committee. Meeting.
5 rue 26 Juillet, Cairo.
- 1970 Apr 20-25 Geneva (Switzerland)
World Meteorological Organization. Meeting on historical sea surface temperature data project.
41 av Giuseppe Motta, 1211 Geneva 20, Switzerland.
- 1970 Apr 21-23 Minneapolis (USA)
Int Astronomical Union. Colloquium n° 7 : « Proper motions ».
W J Luyten, 221 Space Science Building, University of Minnesota, Minneapolis 55455, USA.
- 1970 Apr 22-23 Naples (Italy)
Lutheran World Federation. Commission on World Service.
750 route de Ferney, 1211 Geneva 20, Switzerland.
- 1970 Apr 26-May 2 Rome (Italy)
Int Union for Child Welfare. 14th advisory committee. Theme : Continuity of care through co-operation between institutional organizations and community resources.
UIPE, 1 rue de Varembe, 1211 Geneva 20, Switzerland.
- 1970 Apr 27-May 2 Rome (Italy)
World Meteorological Organization / Int Association of Meteorology and Atmospheric Physics. Symposium on higher education and training.
41 av Giuseppe Motta, 1211 Geneva 20.
- 1970 Apr 27-May 6 Geneva (Switzerland)
Inter-Governmental Océanographie Commission (UNESCO) / World Meteorological Organization. Panel of experts on telecommunications : 3rd session.
41 av Giuseppe Motta, 1211 Geneva 20, Switzerland.
- 1970 May 4 Nice or Cannes (France)
Int Association of Crafts and Small and Medium-Sized Enterprises. Int meeting.
98 rue de Saint-Jean, 1211 Geneva 11, Switzerland.
- 1970 May 4-8 Hong Kong (Hong Kong)
Federation of Commonwealth Chambers of Commerce. 24th congress.
69 Cannon Street, London EC4, UK.
- 1970 May 4-8 Rome (Italy)
World Meteorological Organization, Executive committee. Panel on meteorological education and training.
41 av Giuseppe Motta, 1211 Geneva 20.
- 1970 May 8-11 San Francisco (USA)
American Psycho-analytic Association. Annual meeting.
Mrs Helen Fischer, 1 East 57th Street, New York, NY 10022 USA.
- 1970 May 10-12 Ostend (Belgium)
European Clothing Manufacturers Association. Yearly general convention. P : 100 to 120.
Fédération nationale belge des industries du vêtement et de la confection, avenue des Arts 20, 1040 Brussels, Belgium.
- 1970 May 11-14 Liège (Belgium)
Association des Ingénieurs de Montefiore. Congrès int sur les centrales électriques modernes.
M Craisse, 31 rue St Gilles, 4000 Liège, Belgium.

1970 May 11-15 Geneva (Switzerland)
World Meteorological Organization Executive Committee.
panel of experts on meteorological aspects of air pollution.
41 av Giuseppe Motta, 1211 Geneva 20.

1970 May 15-19 Monte Carlo (Monaco)
Esperanto Group of Monaco / French Union for Esperanto. •
2nd French, Italian, Monégasque Esperanto meeting, 62nd
French espéranto congress.

1970 May 15-21 Bogota (Colombia)
Confederation of Tourist Organizations of Latin America.
13th congress.
Paraguay 729, Buenos Aires, Argentina.

1970 May 17-21 Medellin (Colombia)
Confederation of Tourist Organizations of Latin America.
13th congress.
Paraguay 729,5 Piso, Buenos Aires, Argentina.

1970 May 25-29 Knokke (Belgium)
8th European conference on psychosomatic research.
Miss M E Heuben, St Jozefkliniek voor Psychiatrie,
3070 Kortenberg, Belgium.

1970 May 25-29 Stockholm (Sweden)
Int Confederation of European Sugar-Beet Growers; Cong-
ress. P : 400.
Mr Bengt Göransson, Reso kongresstjänst, Fack,
105 24 Stockholm, Sweden.

1971 May or June Liège (Belgium)
Association des Ingénieurs de Montéfiore,
Symposium int sur les réseaux.
M Graisse, 31 rue St Gilles, 4000 Liège, Belgium.

1970 Jun 1-2 Liège (Belgium)
Colloque int sur « la réactivité des matières plastiques aux
hautes températures ».
Prof E Leclercq Poor Gamski, 2 rue A Stévert,
4000 Liège, Belgium.

1970 Jun 7-14 Gembloux (Belgium)
Collaborative Int Pesticides Analytical Committee. 14th
annual meeting and symposium.
Ing J Henriët, 164 chaussée de Namur, 5800 Gem-
boux, Belgium.

1970 Jun 8-10 Dusseldorf
(Germany)
European Convention of Constructional Steelwork Associa-
tions. Annual meeting.
Weena 700, Rotterdam, Netherlands.

1970 Jun 11-12 Locarno (Switzerland)
European Confederation of Woodworking Industries. Gene-
ral assembly.
36 avenue Hoche, 75-Paris 8e, France.

1970 Jun 11-13 Stockholm (Sweden)
Swedish statistical Society. Meeting of the statisticians of
the Nordic countries. Theme : « Statistics and the adminis-
trative meeting ».
Statistiska centralbyran, Fack, 102 50 Stockholm 27
Sweden.

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1970 Jun 12-14 Stockholm (Sweden)
Int Allotment-Garden Society. Congress. P : 400.
*Bengt Göransson, Reso Kongressstjänst, Fack,
10524 Stockholm, Sweden.*

1970 Jun 18 Lisbon (Portugal)
European Federation of Plywood Industries. Annual congress.
FEIC, 30 avenue Marceau, 75-Paris 8e, France.

1970 Jun 21 - Aug 1 Harvard (USA)
Int Marketing Institute. 11th annual session, residence courses with optional study tour.
16 Garden Street, Cambridge, Massachusetts 02138, USA.

1970 Jun 29-30 Bursa (Turkey)
Regional Cooperation for Development. Council.
ARCIDEVELOP, 5-Vassal Shirazi, North of Boulevard, Tehran, Iran.

1970 Jul 14-17 Manchester (UK)
European Organisation for Caries Research. Congress.
Prof PAdler, Stomatologische Universitätsklinik, Debrecen, Hungary.
or
Dr R. Held, 18 passage du Terraillet, 1204 Genève, Switzerland.

1970 Jul 24-30 Marseilles (France)
Int Union of Social Democratic Teachers.
Annual conference.
JD Hamilton, 11 Channell Road, Liverpool L6-6DD, UK.

1970 Jul 28-31 Maribor (Yugoslavia)
Int League of Esperantist Teachers. Int teachers'conference.
KOK, Tomanova ul 19, Maribor, Yugoslavia.

1970 Aug 2-5 Louvain (Belgium)
European Group for the Study of Lysosomes. 1st int research conference. Theme : Autophagy, vesicular transport, exocytosis. P : 100. Ex.
Dr P J Jacques, 6 Dekenstraat, 3000 Leuven, Belgium.

1970 Aug 4-7 Brussels (Belgium)
European Hop Growers Convention. Int congress.
A Maton, Van Gansberghelaan 61, 9220 Merelbeke, Belgium.

1970 Aug 6-7 Macclesfield (UK)
Int Astronomical Union. Symposium n° 46 « The crab nebula ».
F Graham Smith, Nuffield Radio Astronomy Laboratories, Jodrell Bank, Macclesfield, Cheshire, UK.

1970 Aug 8-15 GRAZ (Austria)
World Esperantist Youth Organizations. Congress.
Nieuwe Binnenweg 176, Rotterdam 2, Netherlands.

1970 Aug 10-14 Munich (Germany Fed Rep)
Int Astronomical Union. Symposium n° 41 « New techniques in space astronomy ».
R Lüst and G Boldt, Institut für extraterrestrische Physic, 8046 Garching /München, Germany Fed Rep.

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1970 Aug 11-14 Cambridge (UK)
Int Astronomical Union. Colloquium n° 10: « Gravitational n-body problem ».

G Contopoulos, University of Thessaloniki, Thessaloniki, Greece.

1970 Aug 12-14 Edinburgh (UK)
Int Astronomical Union. Colloquium n° 11 : « Automation in optical astrophysics ».

H Brück, Royal Observatory, Edinburgh 9, Scotland, UK

1970 Aug 12-15 Heidelberg (Germany)
Int Astronomical Union. Colloquium n° 9 : « The IAU system of astronomical constants ».

G A Wilkins, H M Nautical Almanac Office, Royal Greenwich Observatory, Herstmonceux Castle, Hailsham, Sussex, UK.

1970 Aug 17-20 Leningrad (USSR)
Int Anatomical Congress. 9th int congress.

Prof M G Prives, rue Tolstoi 6 / 8, Leningrad, USSR.

1970 Aug 17-22 Mexico (Mexico)
Int Union for the Scientific Study of Population / Und Commission for Latin America / Latin American Demographic Center / El Colegio de Mexico. Latin American regional population conference.

Mrs S Lerner, El Colegio de Mexico, Guanajuato 125, Mexico 7 D F.

1970 Aug 20-30 Kiev and Krivoi Rog (USSR)
Int Union of Geological Sciences. Int symposium on the geology and genesis of precambrian iron-manganese formations and ore deposits.

Prof W P van Leckwijck, Mechelse steenweg 206, 2000 Antwerp, Belgium.

1970 Aug 21-Sep 4 Madison (USA)
Int Union of Pure and Applied Physics. Symposium on polarization phenomena in nuclear reactions.

Prof C C Butler, Physics Department, Imperial College, London SW7, UK.

1970 Aug 22-30 Canberra (Australia)
Int Union of Biological Sciences. 14th int congress of entomology.

IUBS, Prof F A Stafleu, Botanisch Museum, Lange Nieuwstraat 106, Utrecht, Netherlands.

1970 Aug 23-28
Int Institute for Children's, Juvenile and Popular Literature. 6th int congress. P : 100, Ex.

18a Fuhmannsgasse, 1080 Vienna, Austria.

1970 Aug 25-28 Maryland (USA)
Int Union of Biological Sciences. Int Symposium on insect pathology.

IUBS, Prof F A Stafleu, Botanisch Museum, Lange Nieuwstraat 706, Utrecht, Netherlands.

1970 Aug 28-30 Merton (France)
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