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L'AGGIORNAMENTO DE LA CONSULTATION

« L'audace réussit à ceux qui savent profiter des occasions ».

M. Proust.



Ce que les délégations d'Etat à l'Ecosoc doivent savoir : « Au cours de la deuxième Décennie du développement, l'accroissement de la production des pays en voie de développement en vue de faire face à la demande de produits alimentaires coûtera environ 185 milliards de dollars. Ce chiffre a été avancé par M. Adede Boerma, directeur général de la FAO au cours de la sixième réunion annuelle du Programme de coopération FAO/Industrie ».

Communiqué de la FAO
Press 70/48
Rome, 23 mars 1971.

Dans le monde actuel, qui n'est plus la société close des forces nationales, mais pas encore la société ouverte des forces transnationales, les relations entre l'organisation des Etats et le réseau des organisations non gouvernementales passent, on le sait, par deux moyens : la consultation et la pression. La consultation au sommet des institutions intergouvernementales, universelles ou régionales; la pression à la base des sections nationales des associations internationales. La consultation au sens d'un avis sollicité ou donné; la pression au sens d'une lutte avec les pouvoirs publics, (1).

Dans l'organisation internationale, les Etats-nations sont censés représenter l'intérêt général, mais l'esprit démocratique admet qu'ils ne sont pas toute la République des peuples et des personnes, ni l'expression complète ou suffisante des connaissances et des idées, des opinions et des intérêts. C'est dans cette marge de démocratie réelle, qui sépare la puissance publique de l'action privée, que l'organisation non gouvernementale trouve sa raison d'être et de se développer dans une société de plus en plus soumise aux lois de la solidarité. Les Etats ont consenti cette évidence en introduisant le principe de la consultation dans la Charte des Nations-Unies mais du bout des lèvres, comme une sorte de grâce octroyée, en disant soit plutôt que oui : « Le Conseil économique et social peut prendre toutes dispositions utiles pour consulter les organisations non gouvernementales qui s'occupent de questions relevant de sa compétence ». Une concession en trois lignes, si l'on néglige la référence aux associations nationales. C'est tout et fort peu, s'agissant d'un monde.

Certes, le Conseil économique et social a tout de suite usé de la faculté qui lui était accordée, puis, suivant son exemple, d'autres organisations spécialisées et régionales, ont organisé le système de consultation qui est encore en application, tel quel, depuis vingt-cinq ans. Or la fonction de consultation s'est toujours ressentie de l'humilité de ses origines. Les ONG. à

peu d'exceptions près, ont été accueillies et le plus souvent traitées comme des parents pauvres, au bout de la table, en cure-dent, à la fin du repas des Etats-seigneurs. Dès lors on ne s'étonnera pas qu'il se trouve aujourd'hui tant de jeunes Etats nationalistes, héritiers inattendus de la conception jacobine de la souveraineté, pour traiter les organisations non gouvernementales sans grande considération. Ce nationalisme attardé doit apprendre que les temps sont en plein changement, réduisant le monopole des Etats et accroissant d'autant le rôle social des associations non gouvernementales. Et qu'il est dès lors anormal que la consultation procède toujours de la routine de ses débuts. Quand le Comité de l'Ecosoc chargé des ONG se réunit, c'est habituellement pour départager des tendances politiques et pour admettre ou refuser de nouvelles organisations à la consultation, jamais pour débattre de la consultation en elle-même, de ses méthodes et de son rendement.

Cet état de choses fort peu satisfaisant, du moins au niveau politique du Conseil économique et social, tient à un ensemble de circonstances : d'abord les limites mêmes de la Charte et la force de l'habitude qui résiste au changement; puis les attitudes des Etats, les uns inattentifs et négligents, les autres prévenus ou méfiants, la plupart mal informés encore des évolutions en cours et du contenu des ONG; aussi une certaine supériorité condescendante de la fonction internationale; enfin et surtout peut-être l'apathie des ONG intéressées. Car le fait est que les ONG ne sont pas

(1) Le nouveau dictionnaire Robert a récemment admis la définition que le Professeur Jean Meynaud a donnée de « groupe de pression », cette expression littéralement traduite de l'anglais : « pressure group » et maintenant d'usage courant dans les pays francophones malgré son incorrection grammaticale : . Dans son acception la plus générale, elle (cette expression) évoque les luttes engagées pour rendre les décisions des pouvoirs publics conformes aux intérêts ou aux idées d'une catégorie sociale quelconque

d'égale importance, ni exemptes de faiblesses, et que la fonction internationale les distingue entre elles. Les plus considérables régissent volontiers leurs affaires par leurs propres moyens, sans trop se soucier de solidarité. Les plus modestes, en quête de statut consultatif comme d'une faveur, s'aliènent leur liberté critique. Il arrive que la représentation permanente des ONG altère l'indépendance ou la (aigrité critique de ceux qui en font profession. Les conférences d'ONG reflètent cet état de choses.

A première vue la fonction internationale pouvait n'être pas fâchée de la discrétion sinon de la docilité de la consultation, mais à la réflexion elle devait en voir aussi le peu d'efficacité, notamment pour l'élaboration et la mise en œuvre de l'ensemble de ses programmes. C'est le sens que nous avons tout de suite prêté à la résolution 1580 (L) du Conseil économique et social du 3 juin dernier et à l'interprétation extensive qu'en a donnée le président du Conseil l'ambassadeur Driss (1). Un espoir s'est levé ce jour-là. « Lisant soigneusement cette résolution a dit le président Driss, et voyant ses implications pratiques, je jugerais que c'est peut-être la résolution la plus importante pour les ONG depuis l'établissement du statut consultatif ». On peut présumer que la malencontreuse résolution de l'Unesco, en choquant les ONG et en inquiétant la fonction internationale devant ses conséquences possibles, n'a pas été étrangère à ce jugement, tant il est clair que la stratégie au développement pourrait être compromise par le désintérêt du monde non gouvernemental. C'est à dessein que nous avons mis en exergue la déclaration du Directeur de la FAO. D'où viendront en effet, les 185 milliards de dollars destinés à satisfaire la seule demande de produits alimentaires pour l'accroissement de la production des pays en voie de développement ? Certainement pas de la contribution des Etats. La FAO nous dit que son programme de coopération avec l'Industrie « associe 82 des plus importantes sociétés mondiales à l'effort entrepris par les Nations-Unies en faveur du développement, plus précisément aux activités rattachées à l'agriculture » et elle « souhaite que d'autres sociétés acceptent de se joindre au Programme ». D'autre part, une note du Service des ONG de l'ONU nous informe que l'OCDE estime à 840 millions de dollars annuellement l'aide aux pays en voie de développement qui passe par les chenaux des ONG. Quand l'intervention du secteur privé et ses ressources en compétence et

en financement sont à ce point nécessaires, on on respecte les valeurs et on en recherche, la collaboration. L'assemblée et le Conseil exécutif de l'Unesco auraient bien fait d'y penser avant de mettre Inconsidérément la Chambre de Commerce Internationale en congé de son statut consultatif pour des raisons purement politiques étrangères à l'objet de cette prestigieuse organisation.

Aussi bien avions-nous pris connaissance avec un vif intérêt du questionnaire en sept points soumis par M. Curtis Roosevelt, chef de la section des ONG à l'ONU, à la Conférence des ONG siégeant à Genève et transmis aux membres de cette Conférence par son président, M. Horace Perera. Sans doute une réserve initiale de principe doit être faite, nous semble-t-il, à propos de la méthode même d'un questionnaire qui relève plus de relations de maître à élèves que d'une collaboration mutuelle à égalité d'estime. Ne serait-il pas plus normal à l'avenir de demander *le point de vue* des ONG sur telle ou telle question ? Mais enfin l'intention apparaissait nettement d'une large réflexion sur la fonction de la consultation, au-delà de questions concernant plus spécifiquement la stratégie au développement. On pouvait lire parmi les sept points mentionnés :

- Compte tenu des remarques de l'ambassadeur Driss, aux ONG, votre organisation a-t-elle considéré les implications de la résolution 1580 (L) et a-t-elle des suggestions spécifiques qui aideraient le Comité de l'Ecosoc chargé des ONG à exercer ses responsabilités.
- Bien que la résolution 1580 (L) ne mentionne pas le statut consultatif, elle se réfère à la recherche de relations plus significatives avec les Nations-Unies. Pensez-vous que le système consultatif fonctionne bien ? Si vous répondez par oui ou par non, avez-vous des suggestions spécifiques pour des améliorations qui pourraient être introduites ? Par exemple pensez-vous que le présent système de classification soit utile ?
- Quels problèmes particuliers votre organisation pourrait-elle trouver pertinents de soulever en rapport, avec la résolution 1580 (L) ?

Cette réflexion, à peine ouverte sur la consultation largement entendue, serait-elle déjà en perte d'audace ? On le craindrait en lisant le compte-rendu original que nous publions aujourd'hui de la dernière session du Comité sur ses organisations non gouvernementales (17-21 janvier 1972), auquel

assistait notre Représentant M. Charles S. Ascher, en qualité d'observateur. Nous apprenons ainsi que le Comité élu au dernier moment, s'est réuni au niveau de seconds secrétaires d'ambassades ignorants de leurs dossiers, qui se sont acquittés d'un devoir de présence, avec l'impatience des profanes, quand il y avait tant à dire et à faire en connaissance de cause. Il se confirme donc que les missions gouvernementales ne se disputent pas le Comité des ONG au marché des Comités et que les élus ne sont même pas instruits de leur matière. C'est dommage et il faudra changer cela par un effort d'information si l'on veut vraiment valoriser la consultation. Quant à l'enquête prescrite par la résolution 1580 (L) il est manifeste que le Comité s'est senti plus à l'aise dans les avis de procédure et les consignes d'économie que dans le fond même de la question. Sous un prétexte budgétaire, la grande enquête espérée risque ainsi de se borner à un nombre limité d'ONG apparemment concernées par le développement. Le questionnaire adressé aux ONG est ramené à trois points se référant tous au développement :

1. donnez de courts exemples des programmes que votre organisation a accomplis ou prévoit, qu'on puisse considérer comme une contribution à la stratégie au développement ;
2. quelles suggestions pratiques proposez-vous pour développer des relations plus significatives et productives avec le Conseil économique et social, pour permettre à votre organisation de contribuer plus efficacement à la mise en œuvre de la stratégie du développement ?
3. votre organisation a-t-elle des activités susceptibles de mobiliser l'opinion publique et (de servir) la volonté politique des Nations-Unies en faveur des efforts de développement, y compris la diffusion de l'information ?

En revanche il a été jugé approprié d'envoyer un autre questionnaire, à toutes les ONG cette fois, en application d'une autre résolution de l'Ecosoc 1651 (L1), pour savoir quelles mesures les ONG ont prises pour aider à la mise en œuvre de la Déclaration d'octroi de l'indépendance aux pays et aux peuples coloniaux. Le Secrétariat de l'ONU fera un rapport oral sur cette seconde enquête, avec le souci notable de ne pas offenser les

(1) Voir « Associations Internationales », n° 8 d'août 1971. La résolution visait essentiellement « une enquête sur « les contributions au développement déjà faites ou projetées par les ONG Jouissant du statut consultant qui travaillent principalement dans le domaine du développement économique et social », après avoir souligné « la nécessité pour (ces) ONG de s'efforcer de développer des rapports plus significatifs et plus productifs avec le Conseil économique et social ».

Editorial (suite)

ONG à l'instar de l'Unesco. Il serait pourtant fâcheux que les doux enquêtes interfèrent en politisant une fois de plus l'esprit de la consultation.

En tout état de cause on nous assure que l'appel du président Driss pour une révision de la consultation est implicite dans le questionnaire en trois points du Comité de l'O.N.U. Cela va peut-être sans dire, mais, selon le mot de Talleyrand, cela irait encore mieux en le disant.

Peu importe finalement la forme d'un questionnaire qui n'a que valeur d'indication. La parole est maintenant aux ONG elles-mêmes. Elles ont l'occasion et les moyens de se faire entendre si elles le veulent, directement ou par leurs conférences ou encore, le cas échéant par la voix de notre Revue. Robert FENAU, X,

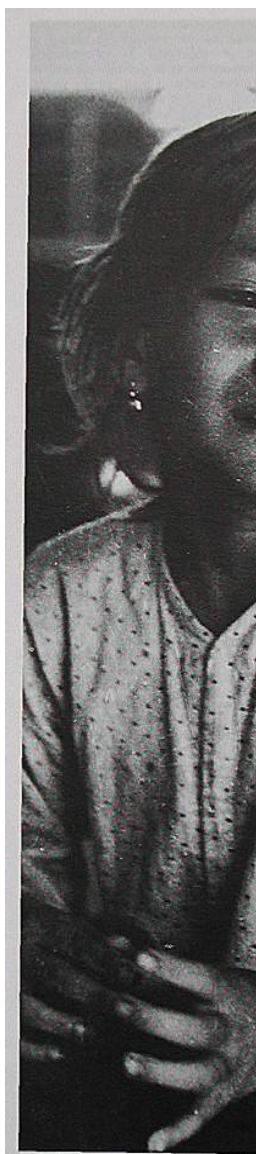


Photo Terre des Hommes, Lausanne.

SOLIDARITE UNIVERSELLE EN CAS DE CATASTROPHE PROVOQUEE PAR L'HOMME

Parler d'Indépendance nationale absolue ne sert à rien. Il n'existe rien de tel ».

HAMBRO, Ancien président de l'Assemblée des Nations-Unies,

par J. Moerman

La souveraineté des Etats doit-elle être limitée ?

Le devoir de solidarité entre les peuples du monde n'est plus contesté de nos jours. L'assistance technique, la politique d'aide au développement et les services de volontaires en sont des preuves.

Ce devoir de solidarité est également reconnu lors de certaines catastrophes naturelles d'une ampleur qui dépasse nettement les possibilités de secours qui se trouvent dans les pays victimes

(p. ex. tremblement de terre au Pérou, raz de marée au Pakistan Oriental, etc.). Les autorités des pays frappés n'hésitent pas, d'ailleurs, à lancer des appels à la conscience universelle, et, dans de pareils cas, la communauté mondiale prend ses responsabilités. En un mot, les catastrophes naturelles gigantesques sont actuellement considérées comme des événements dépassant le cadre d'une nation et engageant la responsabilité du monde entier.

Il y a des catastrophes provoquées par l'homme qui sont, elles aussi, d'une ampleur gigantesque et qui présentent le même caractère : elles ne peuvent être maîtrisées par les pays victimes et elles ne peuvent laisser indifférente la conscience universelle. Chaque être humain se sent concerné par ces catastrophes. Dans de pareils cas la communauté mondiale, n'écoulant que l'appel de son devoir, est désireuse d'apporter spontanément de l'aide aux victimes de ces catastrophes. Dès lors, pour que l'organisation de l'assistance humanitaire internationale soit possible, il faut que soient réalisées les conditions, non seulement de la part de ceux qui viennent en aide, mais aussi de la part des responsables des pays qui en ont besoin. Autant dire que, face au devoir de solidarité qui pousse la communauté mondiale à intervenir, les Etats ne peuvent invoquer leur souveraineté pour empêcher l'aide humanitaire internationale. Il doit être entendu à priori que cette aide ne peut représenter aucune ingérence dans les causes du conflit et que le malheur du peuple en question doit être tel que l'immense majorité des populations concernées souhaite cène aide internationale. Un état qui s'opposerait à cette aide dans des pareilles conditions commettrait un acte que l'on Pourrait qualifier de génocide.

Une aide humanitaire internationale devra être apportée en l'occurrence tant par les Nations Unies que par les organisations non-gouvernementales compétentes. Les Nations Unies toutefois ne pourront atteindre cet objectif qui se trouve dans fa ligne de leur idéal, que si les Etats intéressés marquent leur accord sur le principe de l'aide. Il faudrait donc un instrument international rendant possible le secours, chaque fois que la conscience universelle estime que le refus d'aide correspondrait, en fait, à un génocide.

D'aucuns vont même jusqu'à dire que dans de pareils cas l'aide humanitaire internationale devrait pouvoir être protégée par la force. Cette suggestion mérite-t-elle d'être retenue ?

Comme les Nations Unies sont fondamentalement dépendantes des décisions des Etats souverains, elles ne peuvent par elles-mêmes obtenir la création des instruments internationaux nécessaires, les Etats, du moins d'une façon générale, tenant encore toujours d'une façon absolue au principe de leur souveraineté. Dès lors, seul un grand mouvement d'opinion de masse pourrait changer cette situation en exerçant une pression sur les Etats. C'est ici que les ONG peuvent intervenir. Elles pourraient rendre aux Nations Unies un service que personne d'autre ne peut leur rendre. En effet, apporter une contribution spécifique dans la réalisation des objectifs des Nations Unies est une des vocations particulières des ONG. Le lancement d'un tel mouvement d'opinion semble devoir revenir spécialement aux ONG de jeunes et à celles qui s'intéressent en particulier à l'entraide : Ligue des Sociétés de la Croix Rouge, Caritas International is, ONG s'occupant de l'enfance, des femmes, etc. Il est évident que les grandes organisations chargées des moyens de communication sociale doivent également être sensibilisées à ce projet.

L'idée de la supériorité de la solidarité universelle sur la souveraineté nationale sera assez facilement admise par de nombreux cercles sur un plan purement théorique, encore que les obstacles sur le chemin à parcourir soient assez évidents. Toutefois, avant même d'étudier les obstacles, il faudrait préciser de façon positive le projet lui-même avec quelques représentants d'organisations internationales acquis à l'idée fondamentale.

Dans un stade supérieur et une fois réalisé un accord de base entre un certain nombre d'organisations sur les grandes lignes de l'objectif, il faudra préciser les modalités de présentation, les conditions requises pour qu'un cas tombe dans la catégorie considérée, les implications juridiques, la nature des actions à entreprendre, etc. Le présent texte ne vise qu'à réunir quelques personnes sur une idée fondamentale, qui pourra servir de point de départ d'études détaillées et de programmes concrets.

Puissent ceux qui doivent prendre une décision concernant la proposition méditer les paroles suivantes de M. Hambro, Président de l'Assemblée Générale des Nations Unies : « Je n'ai pas l'intention de porter atteinte à la souveraineté des nations et je ne veux pas les priver de leur indépendance. Mais lorsque la souveraineté et l'indépendance font obstacle à une coopération constructive dans des domaines vitaux, il faut modifier ces concepts dans l'intérêt commun, afin de protéger l'environnement et d'assurer de ce fait la survie de la race humaine sur terre ».

« Parler d'indépendance nationale absolue ne sert à rien », a affirmé M. Hambro avec vigueur, - il n'existe rien de tel ».

PS : Les personnes ou organisations qui sont d'accord sur l'idée de base et qui seraient désireuses de participer à une première prise de contact sont priées de se faire connaître au Secrétariat général du BICE (Bureau International Catholique de l'Enfance) 65, rue de Lausanne — 1202 Genève — Suisse.

L'ordinateur contre le sous- développement

t

par Charles Schiffmann

Appliquer à des populations sous-alimentées de Haute-Volta les techniques les plus savantes de la psychologie des foules, des études de motivation et du comportement, peut paraître un snobisme d'ethnologues, ou à la rigueur une provocation. Cordialement détestées par les adversaires de la civilisation de consommation, ce sont là les armes de la persuasion qui font vendre des crèmes de beauté. Le « Fonds Européen de Développement » ne s'en est pas moins servi pour le bon motif : favoriser le progrès rural. A la campagne de

L'affaire commence en octobre 1957. Le gouvernement de la Haute-Volta demande au Fonds européen de Développement (qui est alimenté par les six pays de la Communauté) une aide financière non remboursable pour lancer une campagne nationale de lutte contre les dégâts provoqués par les parasites sur les graines semées et sur le contenu des greniers. La campagne devrait couvrir l'ensemble du territoire, soit 275.000 kilomètres carrés. La Haute-Volta est l'un des plus pauvres des dix-huit États africains et malgache associés à la C.E.E. Pays de gens paisibles, dont le revenu moyen ne dépasse pas 50 dollars par an et par habitant, il n'a pas d'accès à la mer. Il vend un peu d'arachide, quelques

noix de karité, du coton. Son bétail s'exporte tout seul, à pied, par les chemins qui mènent vers les pays limitrophes. L'agriculture voltaïque nourrit cinq millions de personnes à base de sorgho, de mil, de maïs, de riz, de niébé et de vouandzou (sorte de haricot), de sésame ou d'arachide. Cette culture est une lutte perpétuelle contre les insectes, qui obligent à semer deux fois en saison sèche pour obtenir une récolte. Au niveau national, on évalue la perte à deux milliards et demi de francs C.F.A. (25 millions de francs français). La plus grande part des récoltes est consommée par les agriculteurs eux-mêmes. Les degrés de sous-alimentation s'évaluent difficilement en monnaie.

Moderniser sans bouleverser
les traditions

Plutôt que de fournir des engins modernes à quelques privilégiés, les autorités de Ouagadougou préfèrent moderniser dans son ensemble l'agriculture traditionnelle. On n'y parviendra que progressivement, en améliorant d'abord les méthodes de culture, en vulgarisant les produits phytosanitaires, les semences sélectionnées, les engrais, avant d'en arriver à la culture attelée, aux rotations améliorées et à l'intégration de l'élevage dans l'agriculture. Toujours, il faudra éviter de bouleverser les traditions.

Le gouvernement de la Haute-Volta avait constitué en 1961 un Service de la protection des végétaux. Mais, pauvre en moyens matériels, celui-ci craint de voir son action s'éterniser. C'est pourquoi il fait appel à la Communauté européenne.

Pour le Fonds européen de développement, c'est une affaire assez simple. Le gouvernement voltaïque possède des stocks de pesticides. Il suffit de bien organiser une campagne de vulgarisation. Un devis évalue cette campagne à un peu plus d'un million de dollars (250 millions de francs C.F.A.) pour trois ans et cinq mois, ce qui est une somme relativement modeste : la moyenne des 700 projets financés par le F.E.D. tourne autour des deux millions de dollars.

Le F.E.D. décide donc de donner son appui à une double action : propagande et distribution des produits.

Il utilisera les moyens gouvernementaux et locaux dont dispose la Haute-Volta et il y ajoutera cinq équipes mobiles capables de projeter des films en brousse et d'organiser des discussions de groupes avec les agriculteurs.

Pour justifier l'opération, on spéculé sur la rentabilité : empiriques, mais délibérément modestes, les hypothèses laissent escompter un accroissement de valeur ajoutée de 242 millions de francs C.F.A. pour le traitement des semences et de 143 millions pour la conservation des récoltes dans les greniers, à partir de la cinquième année.

Poudre rouge
et poudre blanche

En février 1968, la campagne commence, une poudre rouge pour la protection des semences, une « poudre blanche qui sent mauvais » pour la conservation des récoltes. Les petits sachets, qui ont rejoint chez les distributeurs locaux la demande des paysans mis au courant de leur utilité et de leur mode d'emploi, sont vendus très bon marché (20 à 30 F C.F.A., soit 0,4 à 0,6 F français). La radio, où des programmes spéciaux ont été mis sur pied avec l'aide du F.E.D., a fait du « matraquage ». Les cinq équipes mobiles, équipées de camions et de groupes électrogènes, ont projeté leurs films à travers le pays inondé d'affiches et de tracts.

Après cette première opération, on se demande ce que cet effort a pu rapporter. Les agronomes connaissent évidemment les différents « rendements à l'hectare » obtenus avec ou sans poudre rouge. Compte tenu du nombre de sachets distribués, ils pourraient estimer le gain de production. Mais ce ne serait qu'une hypothèse de laboratoire. Dans la réalité, tant d'éléments peuvent entrer en ligne de compte qu'il a toujours paru presque vain de vouloir estimer le résultat de pareille entreprise.

Depuis que la coopération existe des insecticides, des engrais et des semences sélectionnées sont distribuées dans le monde entier à des populations

sous-alimentées. Mais — sauf, bien entendu, dans le cas de cultures industrielles solidement encadrées par des hommes tiroirs-caisses — il semble plus facile au XX^e siècle d'organiser des rendez-vous spatiaux que de chiffrer exactement le rendement d'une campagne de vulgarisation agricole.

Dans des populations dites primitives, la plupart des questions posées par des gens issus de sociétés « techniques » demeurent sans réponse. A cette « incommunicabilité » s'ajoute l'inertie de ceux qui prétendent connaître l'Afrique pour y avoir passé quelques années dans des villas climatisées avant de s'enfermer avec leur « science » dans des tours de verre technocratiques. Cette attitude est faite d'un mépris à peine déguisé, ou à peine conscient, tant à l'égard de l'homme africain que de l'homme de science : « Vous voulez évaluer des rendements ? Mais ils ne savent même pas ce qu'ils récoltent... »

Le rendement à la calebasse

Le tout est de s'entendre sur le sens des mots. Il est évident que du côté de Bobo-Dioulasso, où les champs n'ont pas de superficie mesurée, l'expression « rendement à l'hectare » n'a pas beaucoup de sens. Mais cela signifie-t-il pour autant que des hommes dont la survie dépend de leurs propres cultures ignorent ce que leur donne la terre nourricière ?

A y regarder de plus près, on constate que les cultures en Haute-Volta sont mesurées non pas en surface mais en termes de production : un champ produit un certain nombre de paniers de mil... Dans un passé récent, il en allait de même dans certaines régions européennes, telles que l'Auvergne, où des actes notariés mesuraient la taille des fermes au nombre de vaches qui les habitaient.

Le paysan voltaïque n'ignore pas davantage combien de calebasses de semences il a répandues sur son champ avant de récolter le nombre de paniers qui fait les bonnes ou les mauvaises années. Dans toutes les campagnes du monde, c'est le même sujet de conversation.

Ces problèmes de langage seraient-ils insolubles à l'âge de l'ordinateur ? Convertis en litres, les tines, les calebasses et les paniers ne demandent qu'à exprimer dans le langage binaire des cartes perforées ces insaisissables rendements.

Mise à l'épreuve
par l'ordinateur

Les responsables du F.E.D. veulent en avoir le cœur net. Il finit par procéder à

une évaluation scientifique de la campagne de protection des semences et des récoltes en Haute-Volta. Elle seule pourra dire quel a été le bénéfice tiré de l'opération, dans quelle mesure la campagne d'information a influencé ces résultats. On saura alors s'il faut continuer, comment? Autant de questions dont les réponses se trouvent sur le terrain.

C'est à une entreprise spécialisée dans les sondages d'opinions et les études de marchés en Afrique, la société Marcomer, et à sa filiale d'Abidjan, l'« Institut ivoirien d'opinion publique », que le F.E.D. demande de chercher ces réponses. Cette entreprise, qui collabore avec l'I.F.O.P., est membre de la chaîne Gallup. Son directeur fondateur, Michel Hoffmann,

a acquis depuis 1958 une solide expérience et des données précieuses sur l'Afrique.

Pour se faire une image de 430.000 exploitants de la Haute-Volta (c'est-à-dire des chefs de cellules familiales de neuf personnes en moyenne), la société d'études retient un échantillonnage de 2.000 chefs d'exploitations représentatifs, soigneusement sélectionnés. Le

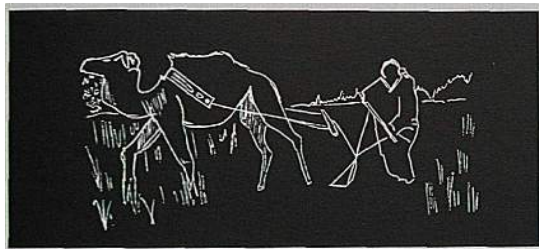
confidentiels et n'auront rien à voir avec l'impôt, expliquer le choix des personnes interrogées...

Le questionnaire révèle toute l'habileté des psychologues. On ne demande pas : « Connaissez-vous le Thioral? » (c'est le nom du pesticide destiné aux semences), mais on interroge ingénument : « Peut-on faire quelque chose contre les insectes, les maladies qui gâtent les semences? » Ce n'est que lorsque la « poudre rouge » apparaît spontanément dans les réponses que la suite du questionnaire fait allusion au Thioral. Précises ou évasives, chargées parfois d'une certaine dose de croyances populaires, les réponses soigneusement répertoriées iront gonfler les colonnes de chiffres et de pourcentages.

Pour apprécier l'importance des récoltes, il faut aux enquêteurs mesurer la contenance des paniers utilisés, en tenant compte de la nature des céréales (épis ou grains) amassées dans ces récipients.

Plus de 200.000 réponses

Les données recueillies sur place, plus de 200.000 réponses aux question-



questionnaire, mis à l'épreuve préalable d'un échantillonnage plus restreint, ne comportera pas moins d'une

centaine d'interrogations. Il faut agir vite, mais sans brusquerie, pour ne pas influencer les réponses. Cent enquêteurs africains, issus des diverses ethnies, parlant, outre le français, au moins deux

langues locales, et dirigés par quatre chargés d'études (deux Européens, un Sénégalais et un Camerounais), sont envoyés sur le terrain. On leur a fourni quelques voitures et un impressionnant matériel de campement de brousse. En un mois et demi, en avril-mai 1970, juste avant la saison des pluies, ils rassemblent toutes les données. Ce n'est pas une mince affaire : certains villages peuvent avoir, en même temps, plusieurs noms, éclater ou se regrouper, d'autres n'existent plus en raison de l'épuisement des terres les plus proches. Il faut donc organiser d'abord une tournée pour repérer correctement les agglomérations, établir des croquis. Le jour précédant l'enquête, il faut avertir les notables, leur indiquer que les renseignements qui seront demandés seront

naires, sont ensuite triées, recoupées, comparées au moyen de l'ordinateur. C'est un travail colossal. Seul un ordinateur à grande capacité, de la troisième génération, en viendra à bout.

Or, le résultat du dépouillement fait apparaître que la rentabilité de cette campagne de vulgarisation dépasse tout ce qu'on a pu imaginer.

La radio voltaïque avait annoncé aux cultivateurs que la dépense d'un sachet de poudre rouge (20 fr. C.F.A.) leur vaudrait, sur les récoltes, un bénéfice supplémentaire de 100 fr. C.F.A.

Il serait fantaisiste de croire que chacun des 750.000 sachets distribués en 1969 ait rapporté un tel bénéfice. Quelle a été la réalité, sachant que pour provoquer un gain de rendement, le pesticide doit être utilisé dans les règles de l'art, et que, dans ce cas, ce gain est d'au moins 20 % ?

La réponse est nette : la moitié des agriculteurs de Haute-Volta a utilisé le produit recommandé, et le quart de

ceux-ci a respecté le dosage prescrit. Le gain de rendement obtenu par cette catégorie d'agriculteurs est évalué pour

la seule année 1969 et pour cinq cultures (mil, sorgho, maïs, arachide, niébé) a 150 millions de francs C.F.A.

Pour 1970, et pour le seul traitement

des semences (donc sans tenir compte de la protection des récoltes), le gain peut être estimé à 200 millions. Il atteindra pour 1971 au moins 250 millions (toujours pour les mêmes cultures principales) soit un total de 600 millions sur ces trois années, alors que le coût global de la campagne financée par le F.E.D. a été de 250 millions de francs C.F.A.

Il faudrait évidemment ajouter à ces appréciations prudentes les gains obtenus sur d'autres cultures et dans l'opération de protection des greniers.

Un sachet pour une demi-truie

Ayant ainsi amplement justifié *a posteriori* la campagne de vulgarisation, l'enquête a fourni une foule de renseignements précieux qui permettront d'en corriger certaines orientations. Elle a montré, par exemple, que le bon dosage des produits ne paraissait pas toujours d'une évidence nécessaire aux agriculteurs ou que ceux-ci y perdaient? leur latin. On avait recommandé « un sachet pour une demi-tine » (la tine vaut 20 litres). Mais certains ont jugé plus expéditif d'utiliser un sachet pour une tine (demi-dose) tandis que d'autres, mélangeant les termes, versaient un demi-sachet pour une tine, soit un quart de dose : le résultat alors, n'a pas été bon.

L'entreprise de sondages recommanda donc à son client, le Fonds Européen de Développement, de concentrer à l'avenir les messages sur le bon dosage, et de modifier le conditionnement du produit de façon à offrir « un sachet par tine ».

L'enquête a permis par la même occasion de mesurer ce que les professionnels de la persuasion appellent « l'impact des média utilisés ». Si 75 % des agriculteurs ont été touchés d'une manière ou d'une autre, soit par la campagne (radio, films, affiches), soit par l'encadrement, deux agriculteurs sur cinq ont bénéficié de l'incitation simultanée de la campagne et de l'encadrement.

Cette constatation n'est pas suffisante, il ne faut pas confondre la portée des moyens avec le rôle qu'ils jouent en réalité dans la diffusion des produits. Toutes les couches de la population restent soumises à un environnement, à la pression du groupe, à des traditions. L'important est de savoir ce qui freine ou ce qui accélère la diffusion d'une innovation. On le *tait* un peu mieux aujourd'hui grâce à « l'étude de motivation ».

On a pu observer ainsi, en Haute-Volta, un phénomène analogue à celui qui a freiné la diffusion du tracteur dans les campagnes européennes : le tracteur acheté par les paysans les plus riches a été longtemps considéré comme une marque de standing plus propre à asseoir la réputation des « notables » qu'à augmenter la productivité.

L'exemple est transposable sous d'autres latitudes. Les vulgarisateurs de la « poudre rouge » doivent prendre garde que celle-ci n'apparaisse pas comme une marque de « snobisme de brousse » qui freinerait sa diffusion plus large. En revanche, certaines

catégories d'exploitants, identifiés avec précision par le sondage et l'ordinateur, sont particulièrement sensibles aux nouveautés. Leur influence peut être déterminante pour une diffusion rapide des techniques modernes parmi le plus grand nombre. C'est évidemment cette classe de « novateurs » qu'il faut chercher à atteindre.

A vrai dire, la compréhension de cette « psychologie des foules », rendue possible grâce aux ordinateurs, n'est pas tout à fait neuve. Elle est à la base des techniques courantes de marchés et des campagnes publicitaires.

Le commencement du commencement

Ainsi, l'expérience tentée par le F.E.D. apporte une contribution essentielle à la formation d'une théorie sur la « diffusion de l'innovation en milieu rural ». Il ne faut pas être spécialiste du sous-développement pour en apprécier l'intérêt : pourquoi les méthodes qui servent à faire accepter un nouveau dentifrice ne pourraient-elles pas servir à ((vendre » le progrès rural du tiers-monde?

Augmentée par les progrès de la médecine, la démographie réclame une augmentation parallèle de la production agricole. Au demeurant, l'agriculture est, sans aucun doute, la vache à lait du démarrage économique. Par une production alimentaire accrue, elle donne aux hommes l'énergie indispensable à toute activité économique, elle leur permet de devenir des acheteurs, des épargnants, des contribuables, des citoyens.

Depuis l'enquête en Haute-Volta, les responsables voltaïques et ceux du Fonds Européen de Développement croient avoir trouvé un instrument important pour favoriser le progrès agricole en Afrique. Et, déjà, le Mali et le Niger ont demandé à la Communauté européenne de les aider à entreprendre chez eux une action de vulgarisation agricole de masse.

Charles Schiffmann

Marcel van ZEELAND

Notre Institut vient de perdre en la personne du Baron Marcel van Zeeland un de ses membres les plus éminents. Notre Secrétaire Général a assisté à ses funérailles à Soignies, sa ville natale, et présenté les condoléances émues de l'UAI à la Baronne van Zeeland et à sa famille.

De formation juridique et économique, l'ancien Directeur-Fondateur de la Banque des Règlements internationaux à Bâle avait complété ses études à l'Université de Princeton et professé les sciences bancaires.

Collaborateur de diverses revues, Marcel van Zeeland est l'auteur de plusieurs ouvrages qui ont attiré l'attention de ses contemporains « Les Etats-Unis, banquiers du monde » (1928); la crise de l'Etalon-or (1935); Revision des valeurs (1937). L'expérience van Zeeland en Belgique.

Ancien délégué adjoint de la Haute Commission interalliée des territoires rhénans à Aix-la-Chapelle, chef de mission du rapatriement beige de et par la Suisse lors de la dernière guerre, sa carrière diversement féconde lui a permis d'exercer de nombreuses missions qui lui ont assuré une réputation internationale de compétence et de générosité.

Ainsi a-t-il été le promoteur de plusieurs fondations culturelles et charitables.

Mais sans doute tint-il par dessus tout à sa charge de Trésorier Général de la Ligue des Sociétés de la Croix-Rouge à Genève, qu'il accomplit magnifiquement jusqu'à ses derniers jours.

Le baron van Zeeland était aussi un homme de culture étendue et d'âme sensible, poète, auteur dramatique et compositeur à ses heures de loisirs.

Notre Institut conservera le souvenir d'une noble personnalité qui a honoré son assemblée. Que le Vicomte Paul van Zeeland, ministre d'Etat, le frère du défunt, membre éminent lui aussi de notre Institut qui doit beaucoup à son appui, trouve ici l'assurance de notre profonde sympathie.

(Reproduit de 30 Jours d'Europe).

Second
Seminar
for leaders
of
International
non-
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THE PROG RAM ME



PARTICIPANTS :

This Seminar will bring together forty or fifty people, a part of which will be composed of secretaries general or directors of international non-governmental organizations, and the other part of delegates of intergovernmental organizations, multinational corporations, and foundations, and representatives of the research community (university professors, directors of institutes of international relations). Among the participants will be some personalities from developing countries and leaders of youth movements.

GENERAL ORIENTATION :

In contrast to the first Seminar in Turin, which was devoted primarily to the administrative problems of INGOs (training of executives) and to a lesser degree to the exchange of general ideas, the second Seminar in Milan will be primarily one of reflection on the current or expected changes in international and transnational relations. This will be related to the examination of certain special problems of management, information and personnel.

Working documents will be prepared and transmitted to participants before the opening of the Seminar.

DURATION :

The duration of the Seminar will be three days.

PARTICIPATION FEE :

20 US dollars per person.

Participants shall pay their own travel expenses.

With the cooperation of the competent Italian authorities, the UAI will make the necessary arrangements to ensure that participants obtain suitable accommodation under the most advantageous conditions.

THEMES :

Sessions of the Seminar will be devoted to the following two themes :

I. — The philosophy of non-governmental organization,

II. — The functioning of non-governmental organizations.

I. The philosophy of non-governmen-

tal organization.

a) Past or expected changes in the role of INGOs resulting or which might result from past or expected changes with respect to :

States and their main internal administrative units

intergovernmental organisations

technology

decision-making processes

coordinated or joint action of INGOs

and temporary associations

between

INGOs

the distinction between public and private, profit-making and non-profit making.

b) The internal changes in INGOs, with respect to :

their international organs and structures

their national members

their relationships with national members at the individual level

c) The relationships which exist or could exist between INGOs and multinational corporations with respect to responsibilities of the latter concerning individuals; consultative, normative and operational activities.

d) The search for a new form of relations between INGOs and IGOs, taking into account the following : the contrast existing between the legal and the psycho-sociological reality of INGOs

the conflict existing between the internal function of INGOs and their function as envisaged from the point of view of IGOs

the prospects offered by the Second Development Decade

the modifications in the terminology

concerning INGOs

the relations between national branches

of INGOs and States.

II. — The functioning of non-governmental organizations

a) Problems of information

received and utilized by the INGOs between the secretariats and the members of INGOs

between INGOs

in their other external relations

b) The management of operational functions of INGOs

c) The selection, recruitment and training of INGO personnel.

FIELD PROJECTS AN ASSESSEMENT

Introduction

This is a simple version for practical purposes of a technical report presented by the International Institute of Social Studies to the Fourth Freedom from Hunger Campaign Conference, held in Rome 3-7 November 1969. It intends to provide useful, firsthand information about rural projects in developing countries, partly financed by assisting Western agencies for development.

The present study does not depict a number of individual projects. It would have been almost impossible to draw general conclusions from selected cases. We have interviewed donors in 191 projects and field executives in 203 projects, from 121 projects both donors and executives; 12 percent of the projects being located in Latin America, 43 per cent in Africa and 45 per cent in Asia. In this way, we can draw more general conclusions about the world of rural projects, not for each individual case, except as to its chances.»

It is well to recall here what the results of an inquiry like ours are. Most people like to hear judgements in black and white : things done in such a way are good, in another way are bad. One will not find such judgements here. This is not a propaganda pamphlet. We shall rather find that under certain conditions an « x » percentage of the projects are nearer to white and a « y » percentage nearer to black. Reality is always more shaded than propaganda makes us believe, it may also happen, and often does, that the facts show that a factor believed to be of great importance does not really matter. The general result of a scientific inquiry is to do away with our preconceptions and to read the truth in the facts.

To give just one or two examples where a factor was shown not to have impact. Private agencies often say that government-managed projects suffer

from red tape and corruption and thus have less chance of success. Government officials often say that private agencies are foreign controlled and serve their own clients rather than the country's development. Now the facts show that there is no difference between publicly and privately controlled projects as to their development impact, and that foreign administered projects have equally good or bad relations with the home governments as all others.

The Freedom from Hunger Campaign, a global picture

In 1960 Dr. B.R. Sen, the then Director General of FAO, launched a campaign to induce both governments and private agencies from the developed as well as from the developing world to face actively the danger of food shortage imminent for hundreds of millions in the poor countries. « Joining hands across frontiers to mobilize food resources * could be considered to be the core of his message. In order to give the campaign an administrative body he created a desk at FAO Headquarters and advocated the creation of a Freedom from Hunger Committee in each country. Since then, the Coordinator's office at the FAO has been very active, it is an address where well elaborated rural projects can be proposed for obtaining technical advice and to seek among the affiliated donor agencies the necessary financing for them. The committees mentioned have been set up in almost all countries outside the Eastern block as well as in a few pertaining to the latter. However, these committees did not become the main agents of the action envisaged except in a few countries.

Yet the Campaign was not launched to set up a new bureaucracy, but to gain joint cooperative action. This action has developed effectively, as we shall see, though it is hard to say what has been due to this FAO initiative and what to other impulses. The joint action occurred mostly between private donor agencies on the one hand and governmental and private agencies in developing countries on the other, it works the world over.

Many would like to be informed about the total number of rural development projects as well as about the total sum transferred from the rich countries to the projects in the poor countries and what has been their effect. We now speak about rural development projects rather than about projects to fight hunger. Our investigation has shown indeed that most agencies in the first decade listed all their rural projects under the FFHC programme. They certainly moved away from mere relief (which never was the aim of the Campaign) and separated relief in disasters, as in cases of earthquakes, floods, or famines, from their regular programmes. If food was donated, it used to be a factor in production (salary in kind) rather than for purposes of improving consumption. Likewise the conviction emerged that the increase of food production was not the only solution : improvement of food, storage, marketing and the preparation of balanced diets are at least as important for good and regular nutrition. Moreover, food production in this wider

sense itself appeared to be part of a much larger, global process of human, social institutional development. To

(*) Extract from * An assessment of cooperation in Freedom from Hunger Campaign Field Projects. »

FOOD AND AGRICULTURE
ORGANIZATION OF THE
UNITED NATIONS
Rome 1971

principal aim of the agencies joining the FFHC, so that an evaluation has to measure their performances against these goals and not merely in tons of food produced. Therefore, in this study we speak about rural development projects.

The total number of these projects is hard to assess. There is no reliable registration of them in the developing countries. Full registration in all developing countries is not to be expected because of organizational and sometimes political difficulties. From the side of the donors attempts have been made to register them, especially by the OECD and ICVA. Comparing their *Directory of Development Assistance of Non-Governmental Non-Profit Organizations* (Paris, 1967) with the list which is regularly published by the FFHC Coordinator's Office, it is manifest that only a part of the rural development projects sponsored by donating agencies have administrative links with this FAO office. Therefore it was decided to evaluate all projects « in the spirit » of the Campaign. The OECD-ICVA Directory lists 172 donor agencies operating in the field of agriculture, 55 donors operating in the field of animal husbandry and fisheries, 82 operating in rural and community development and 86 assisting in setting up cooperatives. If we assume — which would be my guess — that an agency assists, on the average, five different projects in each field, the total amount of the FFHC-type of projects is about 1,975. This number is not complete either, as neither government financed projects, nor those financed by voluntary agencies within the developing countries are included. The total sum of money which goes into these projects is even harder to assess. It does not matter so much that among the money disbursed by private agencies there is often an important part of public money involved: private agencies giving development aid are sometimes subsidized by their governments. This is definitely in the spirit of cooperation pushed by the Campaign itself. Moreover, all this money serves the same goal. It may be possible to collect figures on the total foreign money value transferred to all projects ⁽¹⁾, but there are no figures available on the division of these resources among relief and development projects, nor among rural and non-rural projects. Nor do we

* The projects studied are middle-sized projects, i.e. between S 20,000 and S 250,000.

(1) From the OECD publication *Resources for the Developing World, the Flow of Financial Resources to Less-Developed Countries 1962-1966* (1970) we estimated the flow from private

non-profit agencies to have been in 1965

sources plus \$ 400 million from the USA. The figure in the publication for the USA, being \$ 200 million from large funds and \$ 419 million from registered agencies, is then adjusted by deducting the amount estimated to have been disbursed to Israel.

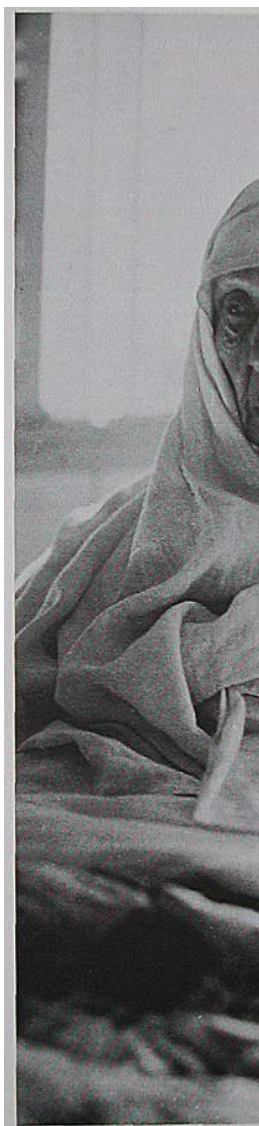


Photo Nations Unies



Photo UNITED NATIONS.

know anything about the money donated by private organizations at home to the developing world : usually from urban humanitarian organizations to rural projects. And how much is the contribution of the beneficiaries to the projects ? It is certainly not as big as the share of the developing countries in the total development investments which is 85 percent against 15 percent foreign assistance (Lester B. Pearson : *Partners in Development*, p. 30). In our investigation we found that in two-thirds of the projects a contribution from the beneficiaries in nature or money was made, and in four-fifths of the cases some contribution in terms of unpaid labour. A fair estimation would be to say that at least 15 percent of the money in rural projects comes from the beneficiaries themselves,

To those who are primarily interested in the profit from foreign money invested in rural development projects, we are sorry to say that we were not able to assess the total investment, nor the total profit in terms of money. Who then are the partners in the Campaign ? From our data it appears that on the side of the donor agencies governments play but a small role

(2 percent of the donors are government agencies, 5 percent cooperate with their government, 11 percent are government subsidized). Also church or church-affiliated agencies are rather limited (14 percent altogether). The rest are non-denominational private agencies. It is important to note, however, that 36 percent are members of a larger international agency, as church agencies usually are also. This implies that half the donor agencies could coordinate their efforts (a rather ineffective desire expressed by 75 percent : see further page 149) through relatively few centres. See also article « An NGO Collective Long Term Objective », p. 151. The picture on the side of receiving and thus executive agencies is different : 21 percent of the projects are run by government agencies and 12 percent by private agencies in cooperation with governments; only 2 percent are government subsidized. Here, 36 percent of the projects are administered by church agencies in one way or another and only 18 percent by non-denominational, non-government agencies. *Better integration of the projects within the developing countries could thus be reached for a great part*

through collaboration of government and churches. This is not impossible at all as, according to our findings, foreign administered projects (as church projects may be) have as good relations with the government as all other projects.

The inquiry reveals another interesting contrast between the donors and the recipients. The staffs of the donor agencies — if they have qualified staff at all and 25 percent do not have such staff — are rather old ; only two out of ten agencies have a quarter or more members under 30 years of age. The field executive agencies in seven out of ten cases have a quarter or more members under 30 years. In the relations between the boards of donor agencies and their own members, as well as in the negotiations between donors and recipients there may occur, in addition to other tensions, a generation conflict ! The present inquiry does not show this conflict but the recent World Food Congress at The Hague did.

The World of Projects

Projects and plans

The scope of this study was to assess the projects, the field work of the Campaign, not the psychological impact of the campaigning, except in so far as this resulted from the projects. There is, of course, a development concept behind this project-oriented approach. Some believe in the global national planning approach, whereby along national lines funds are allocated to sectors and to regions that get priority in view of the country's development. They distrust the piecemeal work of projects. Others advocate starting just there where somebody is able to perform some local development. All such efforts together, they think, will start a development process from below. Obviously, these approaches are not contradictory : plans are implemented through projects, projects in order to gain a development impact have to be or to become coherent, complementary and mutually supporting.

The Freedom from Hunger Campaign started from the side of the projects. Their coordination was of a later date, which is apparently now coming about here and there. In many cases it is still on the initiative of some private agency or individual that an opportunity is seized for some substantial improvement in a relatively small area and that a project is started. After such an initiative has been taken, the need for integration seems to rise. At present only 14 percent of the project leaders see their project in operation as an isolated effort. Over 40 percent judge it to be part of a - geographically larger effort » (a vague expression, consciously put in this way). Over 50 percent see it as part of a lar-

ger systematic programme ». Now many would conclude that it is thus part of a national or state plan. This is the case for only half the number of projects forming part of a « systematic programme », i.e. for one quarter of all projects. In the other half of the cases either local government, or (more often) private agencies are indicated as the planners. The project approach chosen by the Campaign has, probably through its intentions to contribute to development, not neglected the planning approach. The piecemeal approach itself has led to planning from the local level upwards, even if not always state planning. This was a finding of our investigation. Moreover, we have the impression - but the data are not available to prove it - that most projects (three quarters of them) started in the no-man's land of national planning. Help to most rural areas is not actually started as the outcome of a governmental plan, which cannot in any case spread the available resources so thinly everywhere that they would not be effective anywhere. We have the feeling that many FFHC projects have started in the areas which did not gain priority from the government (« are neglected », evil tongues will say). It is a happy event, from a human as well as from a political point of view, that private foreign and local money and personnel can make some start nevertheless. It is all the more interesting to find that these projects become part of a systematic programme or of a geographically larger effort (1).

There are other facts known which demonstrate this integration from another aspect in 35 percent of the cases a foreign expert attached to a project as technical adviser advises on other projects as well. More surprising even is the fact that if projects need additional technical advice, in 59 percent of the cases this is sought from institutions inside the country in which the project is located, against 32 percent from institutions abroad. *This clearly demonstrates that most FFHC projects are not foreign islands in the poor parts of the countries,*

Expanding projects

The projects were, by selection, rural projects listed in the categories : Agriculture, Animal Husbandry or Fisheries and Community Development. We asked the leaders to list them along different lines : as technical, educational or structural. By the latter we meant : setting up organizations such as cooperatives, agricultural extension services, youth or women's clubs. Only a few, i.e. one out of five projects, cover only one of these aspects. One

out of four judge to cover all these aspects at an equal rate. One fourth are mainly technical with educational aspects involved. Another fourth mainly educational with some technical and structural aspects involved. Very few are exclusively (4 percent) or predominantly (5 percent) structural. There is a clear tendency of the projects to become more and more comprehensive in the field. How much this tendency comes from the field itself is shown by the fact that even the donors are less aware of it. Twice as many donors as recipients believe that they are involved in a purely technical project with no other aspect involved, whereas at the other end the recipients judge their projects to be fully comprehensive twice as often. Misunderstanding between donors and recipient executives ? The cooperation between donors and recipients is judged to be satisfactory or very satisfactory by both partners in about eight out of ten cases, and very rarely (2 percent) to be really unsatisfactory. Yet, the donors who judge the plans and reports on paper, often have views on the very nature of their projects which are very different from those who are at work on the project and write the reports. (The recipients report to the donors in 90 percent of the projects, half of them regularly, half of them irregularly). There is a good explanation for this difference of views. Not primarily, I think, because the reports are delivered in the line with the project plan and the original agreement, but because in the field itself the projects tend to develop beyond the boundaries of the initial project plan. Again about 65 percent of the donors believed their supported projects to be executed unchanged, compared to 51 percent of the field-executives who reported their projects to have been changed, half of them as a substantial extension and the rest as a change of emphasis. Only in 2 percent of the cases was a substantial reduction reported. As the reasons for change, « unforeseen opportunities » were listed most often by both donors and recipients. « Unforeseen difficulties » were only half the cases of « unforeseen opportunities ». *The conclusion from this is that most FFHC projects are dynamic in nature and are inclined to expand in functions as well as in quantitative coverage. Donors are less aware of this. These should not stick too rigidly to the original agreement and in their assistance leave room for « unforeseen opportunities », which fortunately is the greatest reason for changes.*

Assistance to projects

Initiating projects

Projects are initiated in various ways. The idea to start a project in the field originates from a government in about 15 percent of the cases, in about

another 15 percent from church agencies, in about 10 percent from an individual, a social entrepreneur, and in about 40 percent from non-denominational private agencies, rather seldom from the FAO or the donor agency. The initiative of asking for financial or technical assistance in 18 percent of the cases comes from FAO, in about 40 percent of the cases from the receiving agency, in 12 percent from governments. *It is evident that conceiving a project is largely a private initiative, seeking finances for a project, however, needs much more public support,*

The motivation to start a project in an overwhelming amount of cases is a combination of meeting local needs, anticipated regional development impact and expected participation by the beneficiaries. On the donor side, apart from these more objective criteria, the good relations already existing between donor and recipient agency are of decisive importance. A good hint to future project initiators : in order to obtain assistance, establish good relations with some donor agencies first !

The decision to start a project or to give assistance has not always been made on solid grounds. According to donors about 40 percent were decided without a good prior survey about the feasibility of the project. Certainly, the recipients tell us that they themselves carried out such a Survey in half of the cases, but according to the donors they did so only in one quarter of them. The difference is, of course, due to the

definition of what a good survey is. In a

limited number of cases the survey was entrusted to FAO (about 10 percent), to a government agency (also about 10 percent) or an independent agency (4 percent). Although most (75 percent) donor agencies have an expert consultative body - which, I suppose, requests a feasibility study before consenting to the allocation of money - yet in half of the projects under study this body was not consulted. Moreover, this body rarely has social scientists among its members, although in 90 percent of our projects the human factor was much more decisive for success than technical or financial factors.

Summarizing we may say that a rather serious feasibility study has been made in only half of the cases whereas the social feasibility was rarely checked, intuition on the side of the initiators and good relationships on the side of the donors still play a major role. The success of our projects prove these qualities not to be too deceptive. *But there is still ample space for reducing the risks of failure.* We should not forget that the failure of a project means not only money lost, which is bad enough, but very often a drama for project leaders and for beneficiaries, who in this case will be the victims.

(1) It is a pity that no question was raised about the location of the projects : in a town, near a town or far from a town. Concentration within a service centre would promote the cooperation of projects.



WHO Photo by P. Almasy.

Delays in the projects

Complaints are often heard that for whatever reason great delays occur in getting a project started or in the execution itself. These complaints are not confirmed in our inquiry. The time involved in reaching an agreement between the donor and the initiator of the project, as well as the time lapse between the agreement and the actual start, is reported to be according to expectations in the great majority of cases. This means that in these cases no frustration occurred due to timing. But it is true that in the minority of cases there were twice as many cases in which — both on the side of donors and recipients — the time was longer or much longer than was expected, compared to the cases in which the time lapse was shorter or much shorter (about 20 against 10 percent). This means that there is twice as much frustration — on both sides — as happy surprises. As to delays in the projects already under execution, these have not occurred in about 60 percent of the cases. Where they occurred it was due, in order of weight, to bureaucratic red tape (12 percent), to difficulties in finding the right personnel (11 percent), or to delays in the delivery of equipment (e.g. custom formalities) (7 percent). The case of lack of interest on the side of the beneficiaries as a cause of delay, is very, very rare indeed (3 percent). According to donors FAO initiated projects suffer most from delays; according to receiving agencies the government initiated ones. Private projects suffer least from them, according to both groups.

Material and technical assistance

The assistance provided to projects takes all sorts of forms : money for capital investment, for recurrent costs; equipment; personnel varying from technical assistants, personnel trainers and volunteers to scholarships for personnel to be trained. In the same project these types of assistance may come from different sources. It has been impossible to establish trends in the kinds of assistance most often provided, except that money for recurrent costs is seldom listed by donors but more often by recipients, which leads to the suspicion that donors are usually reluctant to pay for these costs (they often say that a project should prove its viability by bearing its own recurrent costs), but recipients (have to) use the money earmarked for other purposes to cover these costs. Another trend is evident i.e. that seldom is only money provided. It is usually combined with other forms. Some people may believe that donors take complete care of a project. This is not the case. In over 80 percent of the projects stipulations were made in the

agreement between donor and receiving agencies that the receiver himself should contribute financing (20 percent), equipment (20 percent) and paying personnel (42 percent). In over 60 percent of the cases these contributions have been fully made, in the other cases partially. The field project leaders report in majority that next to the primary duties in the project, they have to seek additional finances inside or outside the country, additional technical assistance, or to train personnel; in most cases even all three.

In practically no case are alt burdens assumed by the donors. (1) Technical assistance is as important as financial assistance. A good initiator of a project seldom also has the technical knowledge needed to carry out its aims or to deal with the technical difficulties which may occur. *Ama-teurism cannot be a leading principle.*

Nevertheless, it is the principle as to project management. Not even a good

technician is by nature a good manager. It is highly desirable that region-wise training courses for project managers be organized, such as AFPRO has done in and for India. This case is, however, unique.

The need for technical knowledge is much more widely recognized. Only 10 percent of the projects are without technical assistance. In providing this, FAO plays an important role, though less than the donors suppose. The donors themselves in this respect play a much bigger role than they know themselves. In 13 percent of the cases the donors report giving technical assistance, but 32 percent of the receivers report that they receive it from the donors! The difference is probably due to the fact donors think of technical advisors sent to the projects and the recipients of technical advice received, or just of foreign project managers.

The inquiry reveals an unpleasant trait on the recipient's side. It is good international custom that, if there is a foreign manager or technician attached to a project, a national counterpart is appointed. This has happened in about 50 or 60 percent of our projects, but only in half of them does he work full time on the project and part-time working was seldom reported. It is to be feared that in many cases the appointment is made in name and not in fact, so that the experience gained in the project under foreign personnel assistance in half of the cases is not transferred to nationals.

An evaluation

Evaluation of the projects

How did these projects, as pictured above, with all their variety, all their

(1) A very normal situation indeed, were it not that contributors often say or advertise that « we have » (instead of « we assist ») a project in some place or another.

partial defects, work out? The broad and general judgement of the evaluator is that they have been a success, a great success. But this judgement may be due to his initial scepticism. Success can never be a 100 percent. An equal distribution between success and failure is normal in human conditions. More success than failure in particular aspects of the projects is a definite success of the Campaign. We have tried to measure success according to a particular scale, that from global to specific traits. Along these lines the projects present a clear picture: the more global judgement is the more favourable; the more specific the less favourable. The yardsticks and their outcome were the following:

1. With your present experience, would you undertake the same project again? 89 percent of the project leaders say « yes », and only 5 percent « no ». This means that at most 11 percent have not come up to the expectations of the project leaders.
2. Do you have the solid impression that the project will go on after the termination of outside assistance? 75 percent are firmly positive, 3 percent are negative and 18 percent answer that they cannot give a firm answer yet. This means that in three out of four cases the projects took so much root in their own environment that it is already certain they will continue without the resources of the present external help and for the fourth it is rare that continuation without foreign assistance is excluded.
3. Do the projects aim at becoming self-supporting? This is a tricky question. Merely economic projects should, of course, aim at becoming self-supporting. Primarily educational projects seldom are, not even in the most developed countries. Moreover, in developing countries the currency is often weak. If a project depends on imports, e.g. for replacement of capital goods received, it may be self-supporting in local currency, not, however, in foreign currency. The answers were that 65 percent indeed aim at becoming self-supporting. Out of them 45 mentioned to aim at this in local currency and 13 also in foreign currency. 25 percent frankly admit that they do not aim at self-supporting status, and 6 of them not even in local currency.

On the whole this means that the great majority of the projects strive to become self-supporting, not only free from foreign help, but also free from external resources within the poor country.

The donors are also sure it will happen in 29 percent and are hopeful in 38 percent of the cases. But the project leaders are equally hopeful that the

assistance will go on in case this does not occur: in such cases 39 percent expect continuous assistance from the present donor and 29 percent from donors. This means that the project leaders are much more uncertain in this respect than the donors, otherwise they would not expect further assistance. More tragic is that in only 7 percent of the cases are the donors willing to continue after the termination of the agreement and only 26 percent would consider continuation for required foreign currency. Perhaps the main tragedy is that the proper instrument to become self-supporting, the institution of a revolving fund for the capital received, has not been practised in 80 percent of the cases. The conclusion is clear. The great majority strive towards self-sufficiency of the projects and the donors will reinforce this aim by withholding further help. The project executives are doubtful about this success and do not equip the projects sufficiently to obtain the result.

4. A main yardstick of success is to know whether the projects under consideration had a wider development effect than just their own immediate targets. Did they unleash new energies and efforts? This was the case in 50 percent of the projects according to the project leaders. In only 12 percent was the answer clearly « no ». 25 percent affirmed that it was too early to give a decisive answer, whereas 12 percent did not answer, which are likely to present doubtful cases. This gives the very nice distribution 1/8 no, 1/8 doubtful, 1/4 possible in the future, 1/2 yes, a very useful distribution for deeper investigation. Moreover, we think it is the most important yardstick for a definite success, since the FFHC projects developed into rural development projects, i.e. intend ing to contribute to starting the development ball to roll.

It was therefore decided to investigate the importance of a number of factors affecting the projects in relation to this yardstick, (1). The first factors investigated were those responsible for the initiation and the administration of projects. It was then found that initiating a project by the governments and by FAO or FFHC committees gives less chance for complete failure (no development impact) than initiation by private agencies or individuals. On the other hand, initiation by FAO/FFHC, or by private agencies gives a greater chance for definite development impact than government initiated projects, many of which are hopeful but not yet sure. However initiated, whether projects are administered by FAO, by government, by church agencies or other private institutions does not make a significant difference as to the

(1) For the tables see Appendix p. 149-50

development impact. Their chances are equal, with a very slight disadvantage for church administered projects. There are three factors which really affect success or failure : integration or not of a single project into larger programmes, the flexibility and the comprehensiveness of the projects. The degree of integration is the weakest among these factors and yet makes a significant difference. Isolated projects have a greater chance of failure and less chance of success than projects which form part of either a broader regional effort or « a systematic programme ». There is no difference in effect between the two latter types.

The flexibility of the project diminishes its chance of failure and enhances its chance for success. Among the projects where no changes were introduced 33 percent were either unsuccessful or doubtful and 67 percent successful or hopefully so, whereas among the projects that reported substantial changes only 13 percent were either unsuccessful or doubtful and 87 percent successful or hopefully so. This is a serious warning against the policy of some donors to require that funds must only be used in line with the original plans and to reject any use for new opportunities opened by the project itself.

Most strongly, however, the outcome of a project is affected by its comprehensive nature. Strangely enough, there is no difference between projects which cover one aspect (technical, educational, structural or research) only and those in which one of these aspects is predominant and other aspects play a role of secondary importance. But between these and projects which are truly comprehensive the difference is enormous.

In that comprehensive projects have very few failures and a 90 percent chance of success in terms of having development impact. There is every reason not to disperse efforts in many

specific projects and for concentrating them in broader projects.

5. An attempt has also been made to measure various aspects of the projects in seeking whether the quantitative aspect (e.g. how many participants, how many units of production), the economic aspect (e.g. improvement of incomes, of prices), the educational aspect, or the participation aspect (the involvement of beneficiaries) were more or less successful compared to the expectations; one initially had.

The lowest score is made for the economic aspect : 10 percent below expectations, 30 percent in line with expectations, 10 percent above expectations, and 28 percent « too early to judge » (22 : does not apply).

The highest score is made for the popular participation aspect : 13 percent below expectations, 40 percent in line with expectations, 23 percent

surpassing expectations and 10 percent « too early to judge » (14 : does not apply).

The second highest score is made for the quantitative aspect : 10 percent below expectations, 40 percent in line with expectations, 20 percent surpassing expectations, and 24 percent « too early to judge » (6 : does not apply).

The third highest score is made for the educational aspect : 8 percent below expectations, 23 percent in line with expectations, 15 percent surpassing expectations and 20 percent « too early to judge » (34 : does not apply). For none of the aspects is the number of projects that surpass expectations below that of those which remain below expectations. The projects on which a judgement could be made present a fair balance : those in line with the expectations exceed in all aspects those below and above expectations combined (see note on p. 8). Examining all points on which we evaluated the projects we found a nice line from global to specific. To resume the favourable traits :

Would undertake the project again : 89 percent

Project will go on after termination of assistance : 75 percent

Project aims at self-support : 65 percent

Project has definitely a broader development impact : 50 percent

Project succeeded in line with or above

expectation :

for popular participation :

63 per 86 = 73 percent

for quantitative results :

60 per 94 = 64 percent

for educational results :

38 per 66 = 58 percent

for economic results :

40 per 78 = 51 percent

it should be remembered that the other parts of the percentage are not all negative. A large part of them are hopeful cases.

A firm conclusion must be drawn from these field results. It is completely justified that the field work of the Freedom from Hunger Campaign (perhaps under another label) be continued. In the section of projects priority should be given to comprehensive projects, which are well integrated into larger area programmes (not necessarily governmental plans). Moreover, the projects should remain flexible in their extension as well as in their emphasis on certain goals to be able to profit from unexpected opportunities.

Evaluation of other traits of the Campaign as results expected from the projects.

The FFHC from its beginning also had indirect goals with projects. It expected as a side effect of engagement in field work a popular mobilization in the rich as well as in the poor countries and collaboration across frontiers to fight hunger. What happened to these

purposes ?

1. As to mobilization in the rich countries, one could think of mobilization of funds and of mental mobilization of people. We dealt in Part I with the mobilization of funds without too great a success. If we could accept our estimation, \$ 175 million from Europe plus Australia and \$ 400 million from USA for all projects financed by non-profit private organizations, and then perhaps 60 percent = \$ 345 million for rural projects, this would represent not more than 4 per 10,000 of the total private consumption expenses of the rich world (OECD countries) in 1965. One cannot judge this to be a sensational success.

As to mental mobilization the situation is not much better. All donor agencies' staff (94 percent) report that they try to change the mentality of the public from an attitude of benevolence to a feeling of duty of solidarity and to make use of the project reports (94 percent against 5 percent which use the reports for direct fund raising) to promote a better understanding of the development problems. Yet only 4 percent of them believe themselves to be successful in this respect and 60 percent believe that they move, but very slowly; so they themselves report.

2. Mobilization within the developing countries, as far as mobilization of

funds is considered, is unknown, at

least to the donor agencies; however the beneficiaries in the projects

often have to contribute to their own projects. In 45 percent of the cases there is no financial contribution on their part. In 8 percent they finance the projects almost entirely, in 6 percent substantially, in 23 percent to some extent and in 17 percent very little. If we put this together as about 15 percent of

the project costs and if we may hold \$ 345 million invested in them from outside, this would represent \$ 51.75 million at least from the beneficiaries. For poor areas in poor countries this is a remarkable effort.

A change in attitudes, i.e. making the people feel involved in the projects, to become responsible for their own development, is reported by the project leaders in 74 percent of the cases as an already observed result of the project, and as an expected result in the long run in 22 percent of the projects. We have already reported about the good participation of the people in the projects : 23 percent

surpassing expectations and 40 percent meeting expectations. Only 14 percent have led to disappointment. Not measuring feelings and attitudes, but real contributions, we just reported their financial contribu-

tions. But they also contribute unpaid labour. In 15 percent almost all labour is given free, in 18 percent a substantial part, in 24 percent to some extent and in 8 percent a little only. Contributions in kind are less, only 5 percent almost entirely, in 10 percent substantially, in 16 percent to some extent and in 11 percent a little.

On the whole the mobilization of people for FFHC has been by far more successful in the poor countries than in the rich countries. In the rich countries it is a very small group of people only who engage themselves in the Campaign and the general attitudes lag far behind the real problems of our time.

3. The mutual cooperation envisaged by the Campaign is a matter of agencies, of staffs, rather than a cooperation among individuals. The cooperation between the donor and the receiving agencies is usually excellent. Only 7 percent judge it to be average and 3 percent unsatisfactory. All others rate it as (very) satisfactory. The cooperation between the project and the government is in 56 per 73 (very) satisfactory, in 10 per 73 average, and in 8 per 73 poor. The cooperation with FAO is in 25 per 34 cases (where it applies) (very) satisfactory, 3 per 34 average and 5 per 34 poor. Thus the bilateral relations between the project leaders on the one hand the donor, the government and occasionally FAO on the other are generally good.

The picture changes if multilateral relations are involved. In 62 percent more than one agency, either as donor or as executor, was involved in the same project, field or area. In these cases the cooperation between them was intensive in 6 per 62, good in 33 per 62, weak in 18 per 62 and none in 5 per 62 cases. In the 53 percent of the cases in which more than one donor was involved 10 per 53 did not have any mutual contact.

This picture is in conformity with the attitudes of the donors. Having been asked whether they desired more integration of their projects, 21 percent did not answer and remain non-active in this field; 74 percent wished for more integration but 44 per 74 left it to the project side to perform the integration, only 30 per 74 thought something was to be done in the donor countries themselves and only 24 would accept international assistance for it. *A reinforcement of the cooperation between projects is not to be expected from the donor side.* Attempts to do so on the side of the donor countries will not embrace more than about 40 percent of the donors. Even affiliation of the donor agency with a larger organization, either at a national level, or at an international level, will not help. In the cases of such affiliation (21 percent at a national level, 49 percent at an international level), this affiliation did induce practical cooperation for projects in only half of the project cases.

Which then are the chances for coordination in the developing countries themselves ? Here we have less data about institutional relationships, so that we cannot report on them. But we have already mentioned that only 14 percent of the projects are isolated ones and all others feel themselves part of a broader effort, be it informal cooperation or a systematic programme. Only in 37 percent is it a government plan, in all other cases private agencies or individuals cooperate to frame a common programme. Even the foreign experts attached to a project advise in 35 per 90 cases on other projects also. In 32 percent of the cases additional technical advice is asked from foreign institutions against 60 per 85 cases from specialists in situations in the home country of the project.

These facts and figures show that coordination and cooperation between projects is rather to be expected from activities in the developing countries, probably more along informal than formal lines, less by bureaucratic means than by personal relationships, and preferably through collaboration of government officials and church officials. As long as the situations in the rural lands are not so complicated as in the Western countries, this may well be the best line to promote the ideals of FFHC of joining hands across frontiers, be it that the donors' hands should cross the frontiers first and then join there.

Success of projects measured according to the executives' judgements of their impact on broader development

I. Related to continents

	Africa		Asia minus India		India	
	Abs.	in %	Abs.	in %	Abs.	in %
Unsuccessful . -	8	11	4	8	2	5
Doubtfully successful	11	13	10	19	2	5
Perhaps becoming successful	30	33	10	19	6	15
Successful	39	42	28	54	29	75
	88	99	52	100	39	100

Conclusion : chances that individual projects will have a developmental impact are largest in India, and considerable in the rest of Asia. In Africa chances are good, and for one-third of the cases there are good hopes.

II. Related to the type of initiator

	FAO/FFHC		Government		Private Agencies and Individuals	
	Abs.	in %	Abs.	in %	Abs.	in %
Successful	3	9	1	3		
	1	3	6			
	7	21	13			
	22	66	14			
	33	99	34	99	157	101

Conclusion : FAO/FFHC and Government initiated projects have less chance of complete failure than those which are privately initiated. The chances for definite success are greater among FAO/FFHC initiated and privately initiated projects than among Government initiated ones.

III. Related to the type of controlling agency

	Government controlled		Church controlled		Other Private Agencies	
	Abs.	in %	Abs.	in %	Abs.	in %
Successful	4	10	13	18	9	10
	6				10	
	11				23	
	22				56	
	43	100	75	101	92	99

Conclusion : It makes little difference what kind of agency is in control of the project as far as its impact on development is concerned.

IV. Related to the nature of projects as being more or less comprehensive

	One aspect only		One aspect predominant		Comprehensive	
	Abs.	in %	Abs.	in %	Abs.	in %
Unsuccessful	8	20	14	13	2	4
Doubtfully successful	5	12	17	15	3	6
Perhaps becoming successful	11	26	31	28	12	23
Successful	18	43	49	44	35	68
	42	101	111	100	52	101

Conclusion : Fully comprehensive projects are far more successful in their impact. One-aspect projects have a greater chance of failure (1 : 5). Otherwise, there is no difference between one-aspect projects and those in which one aspect dominates with regard to their impact on wider development.

V. Related to flexibility

	No changes introduced		Changes introduced (1)	
	Abs.	in %	Abs.	in %
Unsuccessful	20	18	5	5
Doubtfully successful	17	15	8	8
Perhaps becoming successful	21	19	30	32
Successful	54	48	53	55
	112	100	96	100

(1) Changes include extension and reduction, as well as changes in character.

Conclusion : Flexibility, i.e. the changeable character of a project, remarkably diminishes chances of failure and increases chances of success.

VI. Related to the degree of integration

	Isolated projects		Part of broader effort		Part of systematic programme	
	Abs.	in %	Abs.	in %	Abs.	in %
Unsuccessful	7	25	7	8	13	12
Doubtfully successful	2	7	13	15	11	10
Perhaps becoming successful	9	33	26	29	20	19
Successful	10	34	43	49	63	59
	28	99	89	101	107	100

Conclusion : The more a project is integrated into broader programmes, the greater its individual chance of success and the more reduced its chance of failure.

Joint action, however tentative, needs to be guided by some insight into the direction in which it is desirable to move. Where do NGOs want to be 10 or 15 years hence? What do NGOs expect to be achieving at that time? What mechanisms do they expect to be using?

These are questions worthy of very careful study. Similar studies have been made in other fields which have noted the possibilities of dramatic changes in organizational life generally.

How can an NGO act now to ensure that it will be relevant to the problems of the near and more distant future? As an indication of how such an objective is formulated, the following is cited from the preface to a study by the Committee on Bibliographical and Documentation Services. (Chairman L. Larry Leonard), of the needs of members of the International Studies Association (USA):

** Those in quest of a more effective information system in their field can now be guided by an image of the ideal drawn in bold strokes by the National Academy of Science's Committee on Information in the Behavioral Sciences under the Chairmanship of David Easton. The ideal is here portrayed as a "computer analogue of the available, intelligent, and informed colleague". Such an ideal colleague would read widely, have total recall, evaluate what he read; he would be able to reorganize materials, recognize fruitful analogies, and synthesize new ideas. In addition, the ideal colleague would always be accessible and available to all, either in person or by phone. Finally, he would be aware of the general interests and current problems of each scientist, and he could adapt both the content and style of his communications to each researcher's knowledge, skills and habits. To approximate this ideal, and perhaps one day achieve it, requires the fashioning of a complex of components incorporating computer and telecommunications technology ».*

An NGO Collective Long-term Objective

This shows the scholar's ideal environment. Could NGOs define their own ideal working environment as a guide both to their own actions and to those of the governmental bodies with which they are in contact?

It is curious that NGOs, who are so forward thinking with respect to the desirable changes that need to be made in the world, are so reticent and apparently lacking in courage on the question of the impact of these changes on their own methods of organization, operation and cooperation

— whereas paradoxically it is the organizations which are least concerned with the future of the world as such (rather than for their own benefit) that are most creative and imaginative in the evolution of new and more adequate organizational forms. Advocators of change should be more than willing to prepare their organizations and mode of operations for the consequences of the changes they advocate — or else find their resolutions faced with the retort « Physician heal thyself ». It is precisely this remark which may emerge from the debate within the UN on the function of NGOs and the consultative relationship. In the following sections an attempt is made to summarize some of the features of an ideal NGO working environment to stimulate debate on these matters.

LEGAL RIGHTS

The activities of international NGOs should be facilitated by international conventions covering such points as the following:

Organization rights

- international legal status (whether « recognized » by UN Agencies or not) and special status in the countries in which it has its offices.
- right to be informed of programmes, problems and organizations affecting its area of subject, programme

- or problem competence.
- right to exercise activities in other countries.
- right to negotiate and be represented at governmental meetings on its special field of competence.
- right of participation in the formulation of programmes to combat social problems which are its special field of competence.
- right of its national member bodies to participate fully in international programmes.
- right to inviolability of offices as well as correspondence and telephone conversations.
- right to protection of funds and assets against intervention by public authorities.
- right of access to media of mass communications.
- right to protection against any discrimination in matters of affiliation and activities.
- right of access to voluntary conciliation and arbitration procedures.
- right of members to further education and training.

These rights should be recognized as a natural extension of human rights, necessary for the adequate protection of the latter. (This list, with the exception of the first two points, is an adaptation of that established by the Committee on Trade Union Rights of the International Labour Conference, 54th Session (1970) in a resolution on trade union rights and their relation to civil liberties. The ILO Director-General is instructed by the Governing Body to « undertake further comprehensive studies and to prepare reports on law and practice » in relation to these rights with respect to trade unions. See also: « The Universal Declaration of the Rights of Human Organization; an experimental extension of the Universal Declaration of the Rights of Man ». International Associations, 1971, January, p. 7-26).

Rights of NGO staff

- rights to certain privileges and immunities during the course of their service with the NGO, particularly with respect to travel documents, residential requirements, taxation, social security and pension rights.

The international conventions required should not function so as to favour the creation and continued existence of permanent organizations (tending to decay into a « series of memorials to old problems ») but should be structured so as to facilitate the formation and operation of ad hoc, transient, short-life bodies constituted and dissolved rapidly in response to specific problems. Hopefully legal recognition of both national and international bodies can be automated to the point at which (possibly provisional) registration of both the organization and its interests can be made at one of many

computer terminals (such as will be found in post offices) in a manner somewhat analogous to the current automated issue of flight insurance contracts at air terminals. The:

- transient nature of organizations linking a rapidly-changing network of bodies and individuals
- need for rapid legal recognition
- need for sophisticated weighted voting procedures to permit the existence of more complex organizational patterns (on this point see International Associations, 1970 February, p. 67-79).

and the relationship of all three to the future world-wide computerized information system, require careful re-examination of the legal concept of « organization » in relation to the rapidly evolving operational definition

— particularly in so far as an outdated legal concept could severely retard, rather than facilitate, the evolution of organizational forms adequate to the problems and opportunities of the future.

EXTERNAL RELATIONS

NGOs should be able to eliminate all the current delays in their contacts with intergovernmental organizations, other nongovernmental organizations, multinational corporations and the mass media, whether these take the form of initiative from the NGO or from outside in response to the NGO's programme. In particular the relationship between organizations and potential members, supporters or users of the NGO's information should be considerably accelerated. It is very important when an outside body desires to make contact to be able to respond before the interest « wears off » as it tends to do rapidly at the moment with the delays built into the postal system and the procedures before a letter can be appropriately answered. The goal for NGOs is to be able to respond to an inquirer before his « thinking momentum » in relation to the NGO's activities is dissipated.

Whilst such delays and hindrances are accepted, many potentially valuable contacts are lost — this loss represents a loss of resources and support for the whole international network of organizations.

A few years ago, the UAI offered to give some publicity to a booklet on NGOs issued by one of the NGO conferences. The horrified response of the person responsible was. « But we do not want any publicity ». And yet Curtis Roosevelt, Chief of the ECOSOC NGO Section, has repeatedly stressed that government delegates still do not know what NGOs are, what they stand for, or what they

contribute to the UN system (or any government operation, for that matter). This is a major reason for the negative votes on NGOs in government assemblies.

Some form of common public relations programme could be envisaged which would establish continuing professional contact with the press and news media around the world — regularly feeding them copy on NGOs. A fundamental problem is that NGOs lack a public image and operate in a vacuum of recognition at the transnational level. Not only do they lack a public image, but NGOs in general do not respond to the label « NGO ». NGOs with one concern tend to view those with another in the same manner as governmental officials view NGOs as a whole.

SHARED SERVICES

Each NGO should be able to have access to a pool of shared services in the cities in which it has offices. These services might, as appropriate, take the form of any or all of the following :

- a) low cost rental in a modern office centre reserved for internationally active non-profit organizations. Such a centre could also house :
 - UN and UN Agency Information Offices, and in the developing countries, the UN Agency Representative responsible for coordinating country-level international activity. This would facilitate IGO-INGO interaction and would ensure optimum use of UN information, especially if an integrated library-information service could be developed with INGOs. This approach would counter the current tendency for information services to be underused and therefore ineffective.
 - National Commissions of UNESCO and other Agencies.
 - National NGOs with international activities.
 - National inter-NGO organizations. This would facilitate interaction between the national and international levels.
 - Foundations interested in international activities. This would improve understanding between fund sources and programme-implementers.
 - National institutes of international relations (and the associated libraries) to facilitate interaction between academic and operational programmes.
 - International press agencies, both as a source of information and a means of increasing knowledge of NGOs and their programmes.
- b) special services, possibly in the

See also, separate article Shared NGO Services, this Issue, p. 155.

above centre, for organizations not requiring full-time permanent office accommodation :

- temporary offices on an hourly or daily basis for small organizations requiring only a part-time secretariat and for visiting representatives of organizations based in other countries.
- letter boxes for the mail of organizations without fixed permanent offices but requiring a permanent mailing address.
- temporary offices for ad hoc, project or campaign organizations, particularly those constituted at short notice in response to natural disasters.
- shared use of high-quality modern office equipment (duplicators, offset, photocopy, addressograph, accounting machines, franking machines, etc.) which are not economically justifiable for a single organization.
- services which can be associated with the presence of many NGOs in the same building (telephone exchange permitting « conference calls », receptionist, porter/messenger/handyman /concierge, cafeteria /restaurant, travel agent, bank, post office, telephone answering service, telex, reception area/reading room, library, film, library, videotape library, photograph library, record fire/theft/security vaults, etc.)
- joint services which can be run under contract for groups of interested NGOs (mailing and despatch services, accounting / book-keeping, duplicating and printing, copy typing, typing of letters dictated onto tape, office cleaning, secretariat administration, use of computer time for mailing and research, publication sales and distribution services, bulk purchases of office stationery and supplies, etc.)
- professional services (accountant, lawyer/tax consultant, translators, interpreters, congress organizers, fund raisers, agents to obtain paid advertising for insertion in NGO periodicals, public relations officer, press and information service, librarian, abstractor, consultants on the formation, organization or programme implementation of NGOs, consultants on governmental relations, etc.)
- shared addresses for distribution of periodicals or sales literature (e.g. conference reports to UN Agencies, or publication lists to libraries) or for the galvanization of a network of agencies and fund sources in response to natural disaster.
- collective or shared representation services, particularly to resolve the problem of adequate NGO representation at meetings of UN Agencies with which they have

consultative status. (This rather resembles the type of representation which a country's diplomatic service offers its many government departments, businesses, cultural organizations etc.). Also the need for effective lobbying. Such services could also be made available on a reciprocal basis to NGOs which do not have their offices in that city, in exchange for representation at Agency meetings in other cities.

- shared meeting rooms with simultaneous interpretation and audio-visual equipment.

Any or all of the above services could be run as a cooperative. This is a thoroughly explored formula for partially associating independent agents in a limited collective enterprise. (Undoubtedly the views of the International Cooperative Alliance would be most valuable on this point). It is very important to note that the more services that NGOs succeed in pooling the more their overhead expenses will be reduced whilst at the same time diverting funds from the commercial sector into the cooperative itself — such that the cooperative profits to the benefit of the grouped NGOs as a whole (e.g. the case where NGOs spend funds in their own cafeteria / restaurant). There is no reason why the existence of the cooperative should not be the basis for a number of other services :

- sharing of some staff over holiday periods.
 - group insurance and pension schemes for secretarial and other staff in the centre who might otherwise be tempted to seek employment where there is greater long-term security.
- Nor is there any reason why the centre, as a cooperative, should not come to an agreement with other centres in other countries to facilitate :
- mobility of secretariats and the establishment of regional or subsidiary offices.
 - staff mobility and professional advancement without loss of financial benefits.
 - operational contacts (e.g. telex links) to facilitate coordination of activities initiated at different centres (e.g. New York and Geneva) or between international centres and there national equivalents.

If it is desirable that NGOs should be strong and effective in their chosen domain, then any problem or weakness they may have through being forced to work as follows, should be eliminated :

- in inadequate office accommodation which may discourage important contacts as being a symptom of functional inadequacy.
- with out of date equipment which

produces poor quality results slowly.

- without the benefits of a multitude of ancillary services.
- physically isolated from other NGOs with whom frequent contact could be of benefit to the NGO's operations and the initiation of joint activity... research on creativity shows that a certain minimum number of people active in the same domain need to be subject to frequent face-to-face contact (e.g. coffee breaks) to provide the « critical mass » necessary for new and imaginative solutions to a problem to be envisaged. It seems to have been forgotten that NGOs, collectively, contain amongst themselves all the expertise, in the form of professional services, needed to make their combined operations highly successful. NGOs should perhaps consider these points in relation to the needed, imaginative, multi-disciplinary, multi-agency programmes which must be developed and implemented in response to increasingly complex global problems. A network of international centres is a step in the right direction.

The poor working conditions described above should be eliminated.

FUNDS

NGOs have four problems with regard to funds which should be overcome :

Locating fund sources
NGOs should be able to use an information system to locate individuals, foundations and governmental programmes interested in making funds available to NGOs in specific programme areas rather than depend on chance contact as at present. Similarly the information system should permit the NGO to be located by such bodies. The time taken for communication to be established should be reduced to a matter of days or, in the case of natural disaster, to hours.

Locating channels for programme funds

Similarly, NGOs should be able to use an information system to locate the most appropriate international and national bodies through which to make available funds for a specific programme. As above, in the case of natural disaster, the time for communication to be established should be reduced to hours.

Fund redistribution

NGOs should be able to overcome the difficulty whereby funds are voted every two or more years for programmes which may become irrelevant during that period in comparison with the need for new programmes adapted to newly detected problems in the NGO's domain. Flexible fund allocation

tion and distribution techniques developed from the programme planning and budgeting system (PPBS) should permit rapid and continuous modification and funding of programmes in response to new problems as they evolve.

Fund transfers

NGOs should be able to reduce the current crude and expensive exchange of correspondence which occurs before a potential member or supporter transfers funds for dues or in support of a particular programme. Each action of the NGO reported through the information system should result in automatic fund transfers from supporters to the NGO's account (and from there to programme accounts). This would be done as an extension of the current use of credit cards to permit fund transfers to be registered via computer data links across a city.

COMMUNICATION REQUIREMENTS

NGOs should be able to work with communication equipment which can overcome the following barriers to communication:

Distance

The geographical separation of NGO main offices (e.g. New York, Geneva, Paris, London, Brussels, etc.) and NGO regional and national branch offices (e.g. the developing countries) should be significantly reduced as a factor hindering NGO activity. This could take the form of : subsidized direct telephone lines between NGO centres permitting «conference calls », subsidized telex lines, data links, etc.

Locating appropriate contacts

The momentum of NGO activity should not be lost at any stage because it is impossible to obtain the contact address of a person or organization (known or unknown) responsible for a given topic or programme. This should apply not only with regard to single contacts but also to multiple contacts (e.g. locating people or bodies which might wish to participate in a given project; setting up a mailing list for the distribution of a fact sheet during the life-cycle of some crisis). A series of international referral centres may be an intermediate step.

Locating key problem areas

The momentum of NGO activity should not be diverted temporarily into operational cul-de-sacs at any stage because of assumptions (known by some NGO in the organizational network to be incorrect) about the relationship or lack of relationship between, subject, programme or problem areas. The communication equipment should guide the NGO user across discipline boundaries in loca-

ting the key problem areas (and corresponding contacts) where use of minimum resources has a maximum chain-reaction or « multiplier effect » on the solution to a series of dependent problems.

Information overload
NGOs should be able to use the information system to register (on a daily or weekly basis) precisely

- those fields in which they are interested
- those fields which some consider relevant to their own but in which they are not interested with the assurance that this will ensure that other bodies will automatically send documents, etc., corresponding to these limits — thus eliminating the need to receive and read piles of documents to locate a few items of relevant information.

The interests registered by the NGO may be interpreted by other bodies as being related (in terms of their perspective) to other subject, programme or problem areas in which the NGO should be interested and, about which it may not be aware. The receiving NGO should recognize that it is essential for it to remain « open » to information sent on the basis of any such new understanding of the relationship between problem areas.

Inability to understand
It should be possible to use the information system to guide the user, as a « learner », to greater understanding of a particular subject, programme, or problem area as it proves increasingly significant to his NGO. This feature will become increasingly important as specialization, organization and the pace of change oblige everyone to re-learn continually to be able to respond to advances in understanding in their own fields.

Each NGO, and eventually each individual, should be able to participate in a two-fold continuous process of interaction with a world-wide information system :

- supplying specialized data to the system within its field of special competence for the benefit of its members and other users
- retrieving information from the system on matters which it considers relevant to its field of competence or essential to the administration of its programme.

Supply of information by NGO

Each NGO should be able to supply to the system the details of :

- its future meetings and the substantive matter topics to be discussed
- topics of resolutions arising from meetings
- topics of new projects or programmes

grammes on which the NGO is engaged

- new problems which it believes it has detected
- topics of new reports which it has produced
- names and addresses of contacts of the NGO who should be alerted automatically if information on a given topic enters the system anywhere around the world,

Each NGO should feel assured that every < event > which it supplies with reference to a given topic is automatically signalled to IGOs, NGOs, governments, universities, etc., around the world which have already indicated continuing interest in that topic to the system.

Due to increasingly rapid evaluation in understanding of the many fruitful alternative ways of categorizing, ordering, and interrelating disciplines and problems, each NGO should feel confident that each of its new insights into significant interrelationships across accepted subject boundaries can be made known to the system in order to draw the attention of other bodies automatically to new opportunities or dangers related to matters in which they are currently interested.

Retrieval of information by NGO
Each NGO should feel entirely confident that it will automatically be alerted concerning any of the following events around the world on a given topic :

- plans for or invitations to meetings
- proposals for or action on a programme
- proposals for the creation of an organization
- reports or documents
- resolutions formulated
- names and addresses (where non-confidential) of persons or organizations active on a given topic
- contracts or funds availability for programmes.

In addition each NGO should feel confident if a new problem is detected in some other subject area which in any way affects its own field of concern, then this relationship will be automatically signalled so that the NGO can begin to receive information on events concerning the new topic as they affect its field of competence. Furthermore, given the increasing complexity and jargonization of issues and relationships between issues and the need for continuous re-learning, each NGO should feel confident that if issues or relationships are signalled by the system which, though supposedly relevant (due to some one's new insight), cannot be comprehended, then the system can be used in such a way as to make the relevance clear, using audio-visual instructional techniques. Each NGO should be able to make

use of such a sophisticated information system in the full knowledge that the cost to the NGO of entering any event into the system will be shared equitably between the NGO (wishing to inform certain categories of persons or organizations) and persons or organizations (wishing to be informed on the topic in question). And in addition, when neither the budget of the NGO nor that of the bodies desiring to receive the information (i.e., low resource bodies or those of « borderline relevance »), from the sender's viewpoint) will ensure that the information is transferred, resources from agencies interested in subsidizing communications on the topic in question should automatically be drawn upon to maximize the number of bodies contacted.

The existence of such a world information system would be a disaster rather than a boon if provisions were not made for the following features :

- means of insuring that the very existence of the system does not create an elite of users and a multitude of organizations and persons excluded from participation because of costs or other criteria (creating a further gap between developed and developing countries).
- means of administering the system to be as loose, open, and democratic as possible, such that no group can control its use or misuse the data it contains.
- means of using the system such as to permit NGOs to detect, make known and democratically counteract use made of it which they, consider unbeneficial.

The stress has been placed upon the perspective of the nongovernmental organizations. But clearly such a world information system would be of diminished value without the full participation of governmental and profit-oriented bodies, with programmes on problems of significance to society as a whole. Given the increasing importance of ad hoc bodies and the shorter life cycles of organizations, it is essential to extend participation to active individuals who as potential members, executives, consultants, representatives, initiators of new programmes, or detectors of new problems, are the key to society's response to crisis, as well as being, in many cases, the sole continuing link between a series of ad hoc organizations on a given topic. (In this way the currently immutable organization is established within the information system as a temporary pattern of relationships between individuals or other organizations — to be dissolved in favor of more useful or fulfilling patterns when the members so choose.)

A.J.

It is frequently noted, either as an accusation or an excuse, that many NGOs have to operate with very inadequate resources. It has also been noted that where NGOs possess equipment it is either

- out of date producing low quality results and requiring much manual work
- modern and expensive, producing high quality results quickly, but because of its excellence remains unused for most of the working week.

from the Social Work Advisory Service Study

The logical solution to this problem is to seek some means of sharing facilities and equipment in order to benefit from the best equipment. Such centres exist in Geneva and New York (and planned for London) where a number of organizations have offices in the same building, but there is no emphasis on shared office services. It is therefore interesting to note the following extract from « A Study into the Feasibility of Establishing an Administrative Centre for a Group of Voluntary Organisations » (November, 1970), produced under a contract to the Social Work Advisory Service in London :

- « For a number of years a major private Foundation which has supported a wide range of voluntary charitable organisations with substantial sums of money has been becoming increasingly concerned with a failure to maximise the capital resources and income at their disposal through the use of unsatisfactory accommodation, the employment of unskilled staff in certain crucial spheres, and from ignorance or rejection of modern management concepts. »
- « The feasibility study confirms that considerable economies could be effected if a group of small to medium-sized voluntary organisations (in terms of office requirements) were to be housed centrally, sharing a number of common services. The figures based on a sample of 69 voluntary organisations (not necessarily representative of all voluntary organisations) demonstrate that sharing certain administrative staff, accommodation and equipment would all contribute to savings and increased efficiency. »
- « On the basis of a 40 hour week, between 5 and 8 organisations could share a bookkeeper, and 8-16 a salaries / wages clerk. In the same way other professional staff could well be employed by several organisations. »
- « Another possibility for dramatic savings would be on pooled use of equipment. For example, 54 of the 69 organisations in the study owned 1 or more duplicators each, whereas it would be necessary to have only 3 machines for a combination of between 14 and 30 organisations — a savings of at least 27 machines. 31 of these organisations (nearly 50 %) own or hire photocopiers whereas 1 medium capacity machine, with an output of 8 copies per minute, would be sufficient for their combined uses. The same theory applies to postal franking and other machinery. »
- « Although the study was based on a group of national organisations, the principles could equally well be applied in any major centre of population, and at a time when the local authorities are establishing their own unified personal social service departments, it is especially impor-

(*) SWAS, 26 Bloomsbury Way, London, WC1.
Price: £ 1.00 (Study performed by Freelance Services, 20 Manor Mansions, London NW3 4NB).

tant for the voluntary sector to re-appraise its own organisation and structure. » These conclusions apply equally well to the offices and facilities of international nongovernmental organizations. It may be expected that NGOs receiving subventions from IGOs and foundations will at some stage be placed under pressure to group themselves physically in order to reduce their overhead costs.

The survey suggests that a unit of approximately 2140 square metres would be viable under the particular conditions studied in London in 1969-1970 for not less than 14 organizations and not more than 30 — when the maximum staff per organization did not exceed 15. A larger number of organizations (including larger organizations) could be accommodated if the total area could be increased in a larger centre. Other combinations could be envisaged if lower rental cost and higher administrative savings were possible — notably in other locations. An average of 15.3 square metres per person, including meeting and other facility rooms, is envisaged. The calculations are based on evidence that the cost of administration per square metre of space occupied falls from \$ 478 per square metre for organizations with less than 47 square metres to \$ 111 per square metre for organizations with more than 1000 metres. Overhead costs per staff member fall too : from \$ 5700 per staff

member in offices with 1-2 people to \$ 3640 per person when 16 or more are employed. Thus it is the smaller organizations (under 10 staff) which would benefit most from sharing premises.

The study showed that 63 % of the organizations employed a staff « accountant »; professional services used were auditors (91 %) lawyers (91 %), architects (61 %) public relations (34%), fund raisers (25%), and medical services (33 %). Perhaps the UN could facilitate (a) greater inter-NGO coordination, which it has so frequently asked for, by recommending the creation of such centres — and (b) greater NGO-UN interaction, by accommodating some of its own national and information offices in such centres.

The tables on the following pages have been prepared from many - tables in the SWAS study. Grouping the information in this way, often by converting to percentages, gives a convenient overview but prevents inclusion of the qualifying remarks present in the original report — which we would encourage interested readers to obtain. Sterling figures have been converted into dollars (2.60 rate) and square feet into square meters, to facilitate wider comprehension. SWAS cannot of course be held responsible for any errors arising from this reinterpretation of their study. Whilst the study is based on organizations in London, many of the figures would apply to other cities and conditions. Although the basic ratio of rent to total administrative and salary expenses (22 % for the London study) would be different in other cities, it is highly probable that similar conclusions as to the viability of such a centre would emerge.

(N.B. The sign → is used to indicate where an average is taken over several columns and points to the column in which the figure is located).

TABLE I

Total square metres of floor space occupied	9-18	19-47	47-93	94-187	188-467	468-935	935 +
Office area (excl. corridors, etc.) % of organizations with given total floor area	8.2	10.2	28.6	18.4	1	8.2	4.1
rooms per organization	1.5	2.5	3.8	8.1	22.5	25.0	—
square metres per room	9.4	13.1	16.8	17.7	17.0	29.5	—
most frequent room size		(27 square metres)	\$67.0	\$67.0	\$55.5	\$37.5	—
Charges per square metre		\$115	\$37.5				
rent, rates, repairs							
London commercial rents							
. ratio : rent /admin. costs (%)	→	\$475 25	\$306	\$278 16	\$278 20	\$139 27	\$111 —
		(old premises : \$83.5-\$111; new premises : \$167-\$195)					
Income range of organization (\$'000)	2.6- 13	13- 130	130- 260	260- 650	650- 1300	1300- 2600	2600- 6500
Number of organizations in given income range (%)	6.8	22.7	31.8	18.2	9.1 42	4.5	6.8
H.Q. administrative salary costs as % of total income	46	73	76	76		37	20
Printing /stationery costs as % of total income	16	6	9	6			
Publicity /fund-raising costs as % of total income		11	8	3			

TABLE II

Full-time staff per organization	1-5	6-10	11-15	16-20	21-30	31-50	50 +
Organizations of given staff size (as % of total of 67)	28	33	9	7.5	12	4.5	6
Number of rooms per organization	4.5	6.0	— >	10.5	15.7	30.0	32.1
Rooms per worker	1.5	0.75	— >	0.68	0.62	0.74	0.51
Square metres per organization	39.7	92.5	— >	171.0	362.0	397.0	—
Square metres per worker	13.2	11.6	— >	11.0	14.2	9.8	—
Visitors per day							
— by appointment	1.6	3.0	5.2	< —	< —	< —	< —
— casually	2.3	4.0	3.6				
Letters received		(average of 150 letters per week)					
Hours per week (on tasks not using a professional accountant)							
— bookkeeping	5	8	8	(including accountants' time : all organizations 10 hours)			
— salaries / wages	2.5	5	4	(including accountant's time : all organizations 9 hours)			
— subscriptions	5	3	4	(including accountant's time : all organizations 19 hours)			
— publications sales	4	1.5	0	(including accountant's time : all organizations 18 hours)			
Professional fees per year							
— accountants /auditing	\$0.	\$130.	— >	\$174.	\$314.	\$570.	\$755.
— legal and other	\$0.	\$320.	— >	\$468.	\$247.	\$1300.	\$1410.
Meetings per year (more than 10 people)	19	24	31	—	—	—	—
— average number of people	28	23	20	—	—	—	—
— non-conference meeting size	(most less than 50 people; 50 % for 10-29 people; 50 % for 30-50 people)						
Outside meetings	(84 % hold less than 20 meetings /year — of which 60 % were for less than 50 people — averaging 5 meetings / year;						
— number / attendance							
— expenditure (all meetings)	18 % held a few meetings (or 200-500 people; 50 % of the meetings were for less than 200) (\$2780, although for the 59 % spending less than \$1560, the average was \$545.)						
— expenditure (small meetings)	(\$605 for those attended by less than 50 people)						
Office equipment (% of organizations using)							
— internal telephone	47.5	82.6	— >	87.5	75.0	100.0	100.0
— external telephone (3+)		34.8	— >	37.5	100.0	66.7	75.0
— duplicator	63.2	91.3	— >	87.5	100.0	100.0	100.0
— photocopier	15.8	34.8	— >	75.0	87.5	100.0	100.0
— addressograph	42.2	56.5	— >	50.0	62.5	0.0	100.0
— calculator	15.8	43.5	— >	25.0	75.0	66.7	100.0
— dictaphone	36.9	26.1	— >	75.0	75.0	100.0	75.0
— vehicle	(21.8 % of organizations, with 2.7 vehicles per organization)						
Office equipment usage expected							
— telephone (calls / day)	35	61	65	< —	< —	< —	< —
— duplicator							
no. of jobs (average 11 pages)	90	180	350	—	—	—	—
no. of stencils	1000	2000	4000	—	—	—	—
output		(approx. average of 60,000 per annum)					
— photocopier	1400	3200	2600	—	—	—	—
— addressograph	(modal average of under 50 runs per year with 200 -1000 addresses per run)						
— calculator	(average of 9 hours per week per machine)						
— dictaphone	(average of 19 hours per week per machine)						
— franking	(average of 445 letters and 12 parcels sent per week)						
Expenditure on printing, stationery, telephone and post per full-time staff member	\$910	\$630	\$435	< —	< —		

NGOs AND ECOSOC :

ANOTHER TYPE OF STATUS REVIEW

BY
CHARLES ASCHER

The Committee on Non-Governmental Organizations of the Economic and Social Council of the United Nations held its annual meeting at UNO headquarters in New York, 17-21 January 1972. It elected as chairman Mr Kofi Sekyiamah (Ghana) and as vice-chairman/rapporteur Mr. Gyula Budai (Hungary). The meetings were marked by a spirit of eagerness to cooperate more fully with NGO's in consultative status. For the first time in twenty years the Committee invited representatives of NGO's to present their proposals to improve cooperation. Eight spokesmen for NGO's intervened one or more times. The Committee and the NGO's agreed that better communication was needed if the NGO's were more fully to help UNO achieve its purposes of lifting the levels of social and economic development around the world. New patterns of continuous, informal communication were proposed.

The Committee's agenda included four charges laid upon it by ECOSOC. Under ECOSOC Resolution 1580(L), the Committee was to examine the contributions to development already made or being planned by NGO's « active primarily in the field of economic and social development » and to report to ECOSOC at its session in the spring of 1973 on ways to improve the contributions of the NGO's toward the implementation of the international development strategy of UNO.

Under Council Resolution 1651 (LI) the Committee was to study how NGO's in consultative status assisted in the achievement of the Declaration on the Granting of Independence to Colonial Countries and Peoples, and to report to ECOSOC in 1973. Under ECOSOC Resolution 1296 (XLIV) the Committee was charged with on-going review of the continuation of some 490 NGO's in consultative status. It agreed to review about one-quarter of the NGO's in each year beginning in 1973. Finally, the Committee admitted ten new NGO's to consultative status and dealt with three requests for change in status from one category to another.

Spokesmen for NGO's and some delegates agreed that there should be opportunities for frequent informal consultations between members of the Committee and NGO's. Mr. Horace Perera (WFUNA), president of the Conference of NGO's, pointed out that three-quarters of the NGO's were based in Geneva. Members of the Committee in Geneva on other missions could create opportunities for consultation at minimum cost. The secretary of the Committee, Mr. Curtis Roosevelt, reported that he had already found occasion to consult with groups of representatives of NGO's in London, Brussels, Geneva, Paris, in the course of his normal duties. He suggested that officers of the Committee join in such meetings and that an informal meeting be organized also in Eastern Europe, say in Prague.

The Committee was extremely cost-conscious, because of the precarious finances of UNO and assessed each suggested form of improved cooperation in terms of its « financial implications » (in the UNO terminology). It heard that travel for the chairman and secretary to the Western European cities named might cost \$1,500; to Prague, an added \$ 700.

The spokesmen for NGO's were unanimous that the « hearings » conducted by the Committee on NGO's in the margin of sessions of ECOSOC were not fruitful. The NGO's did not feel that they were speaking to ECOSOC effectively in a meeting squeezed into an hour when supporting interpreters and other staff were not on duty for ECOSOC sessions.

Improved forms of
cooperation

Contributions to
development strategy

The Secrétariat presented a short but novel working paper for the discussion of the present and possible participation of NGO's in the UNO Second Development Decade (*) The secretary of the Committee had asked substantive divisions in the Secretariat for evidence. Document E/C.2/744 recited the cooperation of NGO's reported by the Statistical Division, UNIDO, the Public Administration Division, the Population Division, the Centre for Housing, Building and Planning, UNICEF. The report noted NGO assistance in the preparation of studies, reports and technical surveys, and technical cooperation independent of or in support of UNO — sponsored projects, including seminars. A dozen NGO's were identified in the document. This was a valuable contribution to the debate because of a wide-spread tendency to look upon the role of NGO's as the « mobilization of public opinion. » Mr. Horace Parera saw as an important implication of this document that the Secretariats of the UNO Agencies should be involved in better communication with NGO's, quite as much as members of the NGO Committee.

Several spokesmen for NGO's stressed their large action programs in developing countries, in which they were cooperating with UNO agencies when their goals converged. The attitude expressed was of partnership, not of petitioners or suppliants. Mrs. John Sheppard of the League of Red Cross Societies (past president of the Conference of NGO's in Consultative Status with ECOSOC, now chairman of the Committee of NGO's for UNICEF) spoke of the League's 220,000,000 members around the world and its extensive cooperation with the Specialized Agencies of UNO like WHO, FAO. Mrs. Margaret Forsyth of the World YWCA explained how its constituent groups were helping women to take their place in national development. Miss Catherine Schaefer of the World Union of Catholic Women's Organizations explained its role in furthering human resources through encouraging the participation of adult women in civic and other development programs. She said that regional and local organizations often invited UNO officials to inform them of UNO development activities.

Mr. Anton Blankert and Mr. Vladimir Kabes of the International Alliance for Tourism reported a special conference on the environment sponsored by the Alliance to be held in Salzburg in February 1972, as evidence of collaboration in UNO programs. Mr. Charles Ascher (a past president of the Conference of NGO's) spoke for the International Union of Local Authorities and six other NGO's in the field of administration and planning, some global, some regional, in Latin America and Asia. Although most of their members were public, officials, these NGO's expressed free professional judgment, not influenced by positions of governments. They served as brokers of ideas with the Secretariat of UNO. He stressed that it was the goal of nearly all NGO's to be universal. If eligible persons or groups in any area of the world did not participate, the decision to refrain was theirs, not that of the NGO. He pointed to the increased representation on the governing boards of NGO's from Africa, Asia, Latin America. Miss Tsukigo Scullion, speaking for the International Student Movement for the United Nations, pleaded for better communication between ECOSOC and non-governmental organizations of youth.

The spokesmen for NGO's were practically unanimous in advising the Committee against the circulation of a questionnaire to find out what NGO's were doing or planned to do in support of the Second Development Decade. Mrs. Michael Harris, vice-president of the Conference of NGO's (International Social Service) noted that most NGO's had modest secretariats; to assemble information from national affiliates took long. The resulting documentation would in turn be a burden to the members of the NGO Committee. The secretary of the Committee offered an « educated guess » that it would cost the UNO \$20,000 to edit and summarize replies from several hundred NGO's. Nevertheless, the Committee resolved to circulate to NGO's « active primarily in ... economic and social development, » three questions :

- « I. Give brief examples of your organization's programmes already made and being planned that might be considered a contribution to the United Nations International Development Strategy.
- « II. What practical suggestions do you have (or developing more meaningful and productive relationships with the Economic and Social Council to enable your organization to more effectively contribute towards the implementation of the International Development Strategy for the Second United Nations Development Decade ?
- « III. Does your organization have any activities for mobilizing public opinion and political will on behalf of the United Nations development efforts, including dissemination of information ? »

To avoid the high cost of editing and compressing replies, it was urged that each NGO limit its reply to one page — in itself producing a document of several hundred pages of doubtful usefulness. Several delegates pointed out that the secretariat already possessed voluminous information on NGO programs. Hours were spent agreeing on the text of the three questions, since no draft had been submitted to the Committee in

(*) Reproduced on pages 162-163.

advance. In the end, the Committee did not break away from habitual practice, despite the suggestions of representatives of NGO's.

Another question not decided during the meetings of the Committee was the manner of selection of NGO's to whom the questionnaire was to be addressed. Who was to decide which NGO's were active primarily in economic and social development ? On occasion, the trade unionist NGO's have complained of the suppression of trade unionism by a government as a violation of human rights of assembly and expression. But a spokesman for trade unions has now told the present writer that a strike is clearly an effort to lift the level of social and economic development of the workers.

The Committee found little time to discuss the role of NGO's under Resolution 1651. None of the spokesmen for NGO's addressed themselves to it; they did not report any action by NGO's. The Committee decided to circulate to all NGO's in consultative status a single question :

What measures are being carried out by your organization and what suggestions do you have for assisting in the achievement of the objectives of Council Resolution 1651 (L) ?

Continuing review
of consultative status

The Committee decided to fulfill its obligations for continuous scrutiny of NGO's under ECOSOC Resolution 1296 by dividing the NGO's into four groups for quadrennial review : In 1973. NGO's concerned with economic and social development, with the environment, and with youth. (One of the arguments for circulating a questionnaire under Resolution 1580 was that the replies would be a basis for the review of 1973.) In 1974. NGO's concerned with social welfare. In 1975. NGO's concerned with human rights.

Delegates' dissatisfaction
with the session

The delegates expressed dissatisfaction with the terms under which they were asked to work. Six members states had been elected to the NGO Committee during the resumed session of ECOSOC only a few weeks before this session : Bolivia, Greece, Japan, Malaysia, Peru and Tunisia. Their representatives had not had time to familiarize themselves with the program of work of the Committee.

Because of the press of translation and duplication of documents for the General Assembly, the texts of the documents for this Committee were not available in French or Spanish in time for the delegates to receive instructions from their foreign ministries, for example on voting on the admission of additional NGO's to consultative status. The chairman was forced to adjourn several of the meetings after brief sessions because no delegate was prepared to speak.

The Committee decided to ask that in future years its annual meeting be scheduled for late February, rather than mid-January, to overcome these difficulties. Again under constraint of financial stringency, the Committee accepted pressure not to demand summary records of the debates. It is difficult for a new delegation to the Committee to understand the evolution of its practices without recourse to records of previous debates. Indeed, even the delegations whose réélection is normal send different representatives from year to year. And the representatives of NGO's are constantly changing, it was explained that any NGO willing to pay the cost could obtain a transcript of the verbatim tape recordings routinely made of every session of a UNO organ. The NGO Committee suggested that its rapporteur draft a report to ECOSOC extensive enough to reflect the tenor of the debates. If he did so, it would still not be an adequate substitute for a summary record.

There are now 17 NGO's in this category whose concerns are supposed to be as broad as most of those of ECOSOC, whose membership is broadly representative of major segments of population in a large number of countries, etc. These NGO's may propose agenda items for meetings of ECOSOC and its subsidiary bodies. With permission they may address ECOSOC directly. Few of them have exercised these privileges. With its surcharged agendas ECOSOC has little time to hear NGO's. (It was suggested at the recent meeting of the NGO Committee that all NGO's enjoy this privilege; hardly realistic since the number of member states of ECOSOC has been increased, with no increase in the length of its sessions.)

During the debates on Resolution 1296, redefining relationships with NGO's, the U.S. delegate proposed the elimination of three categories, to provide a « classless society » of NGO's. It was the delegation of USSR that pressed to maintain the distinctions. It is hard to understand the « case law » that has led to categorizing 17 NGO's in Category I. It is hard to assess the outcome of these meetings. The delegates professed to seek the views of NGO's, yet their decisions did not seem to respond to the recommendations of spokesmen for NGO's. The sessions seemed frustrating to some delegations as well. Let us hope that the sentiments for closer cooperation may be fulfilled during the coming year.

NON-GOVERNMENTAL ORGANIZATIONS AND THE IMPLEMENTATION OF THE INTERNATIONAL DEVELOPMENT STRATEGY

Note by the Secretary-
General of the
United Nations

Presented at the meeting of the
ECOSOC Committee on Non-
Governmental Organs,
New York, 1972 (see review of
meeting, this issue, pages 159-
161).

1. The present paper has been prepared in order to assist the Council's Committee on Non-Governmental Organizations in implementing Council resolution 1580 (L) in which the Council requested the Committee to examine, bearing in mind the goals and objectives of the International Development Strategy, the contributions to development already made or being planned by non-governmental organizations in consultative status active primarily in the field of economic and social development. The Committee was further requested, subsequent to this examination, to submit to the Council, at its fifty-fourth session, recommendations on improving the contribution of non-governmental organizations towards the implementation of the Strategy.

2. The establishment and development of relationships with non-governmental organizations are based on Article 71 of the Charter and on Economic and Social Council resolution 1296 (XLIV). In addition, a number of resolutions have been adopted by the Council and the General Assembly in which specific non-governmental organizations whose competence fell within the specific themes of those resolutions were requested to undertake certain functions. Non-governmental organizations concerned with matters of trade and of trade related to development referred to in paragraph 11 of General Assembly resolution 1995 (XIX) may, in accordance with rule 79 of the Trade Development Board's rules of procedure, and pursuant to decision 43 (VII) of the Board, participate in the activities of UNCTAD. Non-governmental organizations concerned with the promotion of industrial development referred to in paragraph 36 of General Assembly resolution 2152 (XXI) may, in accordance with rule 76 of the rules of procedure of the Industrial Development Board, participate in the activities of the United Nations International Development Organization (UNIDO).

3. A brief review of the main areas in which non-governmental organizations in consultative status have contributed to development has been conducted among the relevant units of the United Nations and its programmes. This review has included the substantive divisions of the Department of Economic and Social Affairs, the Office of Public Information and the regional economic commissions, as well as the United Nations Conference on Trade and

Development (UNCTAD), UNIDO, the United Nations Children's Fund (UNICEF) and the United Nations Development Programme (UNDP).

4. In addition to the submission of written or oral statements to the deliberative bodies, the major area of contribution by non-governmental organizations is in the preparation of studies, reports and technical surveys. Another area is the mobilization of public opinion in support of the activities of the United Nations and its related bodies in the sectors of social and economic development which are of particular interest to the non-governmental organizations concerned. Further, relevant non-governmental organizations are becoming increasingly interested in co-operating in the organization of seminars and in participating in technical co-operation projects.

5. Such contributions by technical and professional non-governmental organizations in their specific fields of interest are the easiest to identify. An example would be the work of the Inter-American Statistical Institute and its Committee on Improvement of National Statistics regarding the adaptation of the international recommendations of the Statistical Commission on the needs of Latin American countries. The International Statistical Institute, also, has financed middle-level statistical training centres in Calcutta and Beirut — projects carried out in close co-operation with the Statistical Office of the United Nations.

6. Another example is the co-operation between UNIDO and the International Chamber of Commerce in the preparation of reports on various subjects such as co-operation between those responsible for planning at the governmental level and foreign private investors, regional industrialization policies and co-operation between development banks and private industry.

7. In the public administration field, the International Institute of Administrative Sciences (IIAS) and the International Union of Local Authorities (IULA) use their publications to keep professionals in this area informed of the activities of the United Nations. They also carry out studies for the Public Administration Division of the Department of Economic and Social Affairs. The IULA conducts courses, for which the United Nations provides fellowships, for participants from the developing countries and provides funds and co-sponsors for regional seminars and other technical co-operation activities.

8. In the population field, the International Union for the Scientific Study of Population (IUSSP) and the International Planned Parenthood Federation (IPPF) are, in accordance with General Assembly resolution 2683 (XXV), members of the Prepa-

tory Committee for the World Population Conference, 1974.

9. The International Federation for Housing and Planning, the International Union of Architects and the Inter-American Planning Society provide data and consulting services to the Centre for Housing, Building and Planning of the Department of Economic and Social Affairs. For example, the International Union of Architects is undertaking a biennial world survey of selected low-cost housing projects on behalf of the Centre.

10. Occasionally, United Nations resolutions recognize the expertise of a particular non-governmental organization in a specific field. For instance, pursuant to Council resolution 1491 (XLVIII), the International Co-operative Alliance is co-operating closely in the preparation of the United Nations programmes of concerted practical action in the field of co-operative development that will be of significant assistance to developing countries during the Second United Nations Development Decade in utilizing the full potentialities of the co-operative movement in economic and social development.

11. In the field of technical co-operation, non-governmental organizations have often played a pioneering role in initiating development projects which have evolved into major government-sponsored and UNDP-assisted activities. Working singly, in groups, or in co-operation with United Nations development bodies, they have also carried out activities that directly complemented the work of UNDP-supported projects. One example is the financial contribution made by the World Council of Churches to a UNDP-supported re-afforestation project in Paraguay. Non-governmental organizations have also played a useful role in helping to motivate popular participation in national development efforts. For example, the Office for East and Central Africa of the International Co-operative Alliance has undertaken a programme of education and training related to the development of rural co-operatives.

12. Furthermore, UNICEF, from the beginning, and in accordance with General Assembly resolutions 57 (I) and 417 (V), has received financing in part from non-governmental sources and obtained collaboration of non-governmental organizations in programme activities. Relevant non-governmental organizations regularly provide information and recommendations to UNICEF in fields in which they have special experience and competence. An example of such co-operation is a report by a non-governmental organization workshop on the situation of children and adolescents in slums and some shanty towns in developing countries. This report was a major document before the UNICEF

Board during its consideration of measures to be undertaken on this question.

Conclusion and recommendations

13. Concurrently with the above-mentioned review, informal consultations have been undertaken with a number of non-governmental organizations active primarily in the field of economic and social development with a view to apprising them of the provisions of Economic and Social Council resolution 1580 (L). The response of the secretarial units and programmes and of the non-governmental organizations consulted clearly brought out their deep interest in continuing and widening the areas of co-operation towards the attainment of the goals and objectives of the International Development Strategy for the Second United Nations Development Decade. The non-governmental organizations welcomed the opportunity for greater involvement which they hoped would be provided as a result of the examination by the Committee of their present and planned contributions to development.

14. The Committee may wish to commence its examination with a review of the contributions made on the advice of non-governmental organizations primarily in the field of economic and social development in the following areas:

(a) Assistance in the preparation to studies, reports and technical surveys.

(b) Technical co-operation activities carried out independently or in support of United Nations-sponsored projects, including seminars.

15. Such a review may be based upon information obtained through the circulation of a questionnaire to the non-governmental organizations concerned on the contributions already made, or planned, specifically related to the goals and objectives of the International Development Strategy. In addition, the Committee may require the assistance of UNDP and the specialized agencies when considering possible recommendations for improved contributions by non-governmental organizations concerned in the area of technical co-operation.

16. As regards the third major area of contributions by non-governmental organizations to development, namely the mobilization of public opinion, the Committee may wish to consider it at a later stage.

REPORT ON A SURVEY CONDUCTED AT THE 51st SESSION OF ECOSOC

During the last week of the 51st session of the United Economic and Social Council in July 1971 in Geneva ISMUN conducted a survey to measure the degree of interest and awareness of the governmental delegates in the work of non-governmental organisations which have consultative status with the Council and have participated in its work. The survey was designed in such a manner as to assess a future course of action for the NGOs to become more effectively and constructively involved in the work of ECOSOC.

NGOs have welcomed a resolution, which was sponsored by Sudan, Brazil and Ghana and passed unanimously (first in the Social Committee and then in the plenary session), expressing the view that NGOs can contribute significantly to the goals and objectives of the international development strategy for the Second Development Decade. Referring to this resolution, Ambassador Rachid Driss (Tunisia), President of ECOSOC, at a briefing for NGO representatives in Geneva on 2 July 1971, pointed out that it might be the most important resolution for NGOs since the establishment of consultative status for NGOs and that it was a timely opportunity for NGOs to review their relevance and credibility with all the Members of the U.N.

What Ambassador Driss stated clearly summarises the intention of ISMUN in carrying out this particular survey. ISMUN acquired consultative status (Category B) with the Economic and Social Council in 1969. Since then the Movement has endeavoured to cooperate with the Council either directly through the submission of documentation or indirectly through actual programming both at international and national levels. It has been, however,

deeply regretted that the feed-back to our efforts from the members of the Council has been extremely limited or virtually non-existent in certain cases. Consequently, it created a great deal of suspicion amongst the members of ISMUN present at the Council meetings to what degree our submissions have been taken into consideration in the decision-making process of ECOSOC.

The survey was conducted through a direct personal interview with at least one member of each of the delegations present at the 51st session of ECOSOC. (The delegation of Niger was not available for the interview, due to lack of time for this survey). The timing of the survey was chosen to be during the last week of the session, so that each delegation would have had an ample time to study the submissions of NGOs. In some cases 2 members of a delegation were interviewed in order to measure certain attitudinal differences between the two individuals on the same delegation. Each respondent on a delegation as a sample was selected randomly. No control factor was established as to the samples : age or sex, although when a delegation was interviewed twice the head and a younger assistant were usually chosen. The delegations interviewed during the course of this survey are indicated in Annex I. A standardised form of 5 questions were given to each of the 5 interviewers from ISMUN and 30 individuals in the ECOSOC Chamber were asked to respond to those questions. The sample questions and the result of 30 interviews are indicated below :

1. Have you read any of the NGO submissions to the 51st Session of ECOSOC ?
Yes : 13-No : 17(56,6%)

The survey was performed by the International Student Movement for the United Nations. This article is reproduced with kind permission of ISMUN.

2. Have you read any ISMUN submission ?
Yes : 12- No : 18(60%)
 3. Have you read a copy of the letter sent to U Thant from the Youth NGOs in Geneva concerning DDII ?
Yes : 5 - No : 25 (83,3 %)
 4. Do you agree with a view to encourage more participation and cooperation of NGOs in the work of ECOSOC ? Why ?
Yes - 24 (80 %) - No : 4
No idea : 2
 5. Do you know there is no summary record kept of the Committee meetings ?
Yes : 5 - No : 26 (86,7 %)
- Through an analysis of the above data it is evident that a majority of the governmental delegates had not read any of the NGO submissions to the 51st session of the Council and that an even higher percentage of the delegates had not read 2 submissions from ISMUN under the UN Volunteer Programme and the work of UNHCR. Moreover, when the focus of the question was specified under Question 3 on one particular document, unusual in form and content, the negative responses increased to 83.3 %. In most cases those who responded negatively to Questions 1 through 3 gave either one of the following two explanations :
1. They were not in charge of the NGO relations and someone else on their delegations had been reading all the NGO submissions.
 2. They had received so many papers and simply had not had enough time to read all of them. It should be noted here, however, when 2 of the members on one delegation were interviewed at the same time each of them gave an identical statement : All the members on his delegation were experts in economics and had nothing to do with the Committee on NGOs. Thus both of them refused to reply to any of the 5 questions. Under question 4 (Do you agree with a view to encourage more participation and cooperation of NGOs in the work of ECOSOC ?) the result

indicates an interesting shift of the delegates « diplomatic attitude ». 80 % of the total respondents gave positive answers to this question, although approximately 46 % (11 out of 24) had not read any of the NGO submissions. All of those 6 who either responded negatively or expressed no opinion under Question 4 had not read any NGO submission.

Some of the additional comments given under Question 4 seemingly present valuable suggestions and the basis of arguments for NGOs in determining the future direction of their involvement in the work of ECOSOC. All of those comments are listed below : (The number in the parentheses indicates the frequency of the comment given), .

1. The submission of documents is not effective enough to influence the decision-making process of the Council. ISMUN or other youth NGOs should be heard on the floor. (2) .
2. NGOs should cooperate with one another by joint statements and submissions and coordinating to put a strong proposal forward to the Council. (3)
3. The participation of NGOs in the work of ECOSOC should be encouraged, provided that they do not interfere in the internal politics of the respective member nations. (1)
4. It is regretted that the NGO participation in the work of the U.N. in Geneva is much less active than in New York. (2)
5. It is advisable for NGOs to find a delegation who would sponsor their resolution expressing the position of NGOs on certain issues. (1)
6. NGOs should work on a concrete project utilising their resources and background knowledge. (1)
7. Youth NGOs, in particular, should narrow down the area of concentration in their work, for example, (i) Environment, (ii) Disarmament, (iii) DDII, and increase the degree of cooperation in reflecting the voice of world youth to the work of the U.N. (1)

The above remarks can be considered as a reflection of certain expectations of the governmental officials towards the work of non-governmental organisations. Particularly, Remarks 1, 2 and 4 indicate that greater involvement and participation of non-governmental organisations in U.N. activities is expected and encouraged. Under Question 5 it was made evident that 86.7 % of the 30 delegates were not aware of the fact that there had been no record kept of the NGO Committee Meetings. Additionally, one of the delegations to the 51st Session of ECOSOC did not know that such a Committee ever existed !

One respondent who was seemingly au courant with the subject of NGO relations commented that until recently it had been taken for granted that there was not much substance discussed at the NGO Committee Meetings, but now the situation had changed tremendously. He continued to say that NGOs today, particularly the youth NGOs have much to offer to the course of programming in the U.N. System and that it was an absolute necessity to keep the records of the NGO Committee Meetings. 5 of all the 30 respondents suggested under Question 5 that NGOs put an official request forward to the U.N. Secretariat to keep the records of the NGO Committee Meetings and that they would support the request.

Through the course of our survey it was noticed that there was very little communication exchange within respective delegations, particularly concerning the relationship between the U.N. and NGOs. Even if one of the delegates was in charge of NGO relations, his knowledge and views are not transmitted to the rest of his delegation. Consequently, the information provided by non-governmental organisations is distributed to a very small proportion of the members of ECOSOC and seems to have very little effect upon the work of the Council.

ANNEX I :

LIST OF DELEGATIONS INTERVIEWED

Brazil	Indonesia	Pakistan
Ceylon	Italy	Peru
Congo (Dem. Rep.)	Jamaica	Tunisia
France	Kenya	Sudan
Ghana	Lebanon	USSR
Greece	Madagascar	UK
Haiti	Malaysia	USA
Hungary	New Zealand	Uruguay
	Norway	Yugoslavia

The following list presents some of the major trends that are likely to affect voluntary action in the next decade or two, in our judgement. These are likely probabilities, not certainties. No pretense is made that the list is complete, though we hope it is sufficiently broad to start us all thinking further on these vital matters. The reader is encouraged to comment on how valid each of these projections is, and to suggest what additional trends should be added to the list to make it more complete.

systems, but they will also focus increasingly on the re-evaluation and innovative redesign of social systems in order to meet emerging local, national and international needs and crises. Drawing more on the ideals, imagination, commitment, and will of people than on their accumulated wealth and coercion of the past and present, voluntary organizations (NGOs) will become recognized more and more as mankind's greatest collective resource for meeting and dealing effectively with the problems of an ever-changing future.

FUTURE TRENDS IN VOLUNTARY ACTION

David Horton Smith, Director of Research
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Society
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(1) Increasing need for voluntary groups and programs to respond more quickly to the current needs and priorities of people and the larger community, and world. Need for more rapid, more frequent, and more effective goal change in voluntary groups and NGOs, plus a corresponding need for better « foresight systems » and « reality-sensing systems » to know what present social conditions are and to predict probable future conditions to the extent possible. Insofar as voluntary groups find ways of meeting these needs effectively, they will tend to grow in size and impact.
(2) Increasing importance of voluntary organizations (NGOs) as devices for social navigation and problem-solving diagnosis / solution-experimentation. Not only will NGOs tend to develop more effective « look out »

The author would like to thank the following persons for helpful comments and suggestions regarding the contents of the present list : Anthony J.N. Judge, John Dixon, G.P. Speckaert, David Lloyd-Jones, and Stanley Moore.

(3) Increased concern of voluntary organizations with issues of « social engineering » made salient by new technological developments (such as Cable TV and computer time-sharing), new governmental forms (such as regional and transnational government) and other new social developments (such as the construction of new towns, the centralization of decision-making in education, health, etc.). Because concern with such issues makes technical expertise a prerequisite for effective action, this trend will exacerbate the following one :
(4) Increased pressure on the free and participatory nature of the voluntary nongovernmental, nonprofit sector because of the increasing size and complexity of voluntary organizations. While there is a constant demand for increased responsiveness of organizations to their constituencies and members, the rational, efficient « managerial control » model will have an increasing tendency to dominate unless forms of governance that are both participatory and effective become more pervasive. Many huge associations will become as unresponsive and bureaucratic as « Big Business » and « Big Government ».

(4a) Out of the foregoing two trends will come an increased experimentation by NGOs with the use of telephones, satellite communications, cable TV, « real-time » computer linkages, microwave and laser communications, and other forms of « live network media » to explore social problems / issues, positions held by people on these issues, and commitments to various ways of resolving the problems. Various kinds of voluntary organization « pressure groups » will take the lead in developing this kind of advanced « citizen feedback system », which will eventually become accepted and institutionalized as a part of the governance of nations and the world.

(5) More rapid turnover in voluntary group memberships and more rapid changes in the membership composition of established voluntary groups as a result of the increased mobility of the population, lack of roots, shifting coalitions and mergers among groups, and a general sense of « temporariness » in social identities and affiliations. Voluntary activity of individuals will thus become even more spasmodic, cyclical and variable than at present.

(6) Great increases in the more temporary, ad hoc short-term and problem-focused voluntary groups / NGOs, which will form, be active, and quickly disband as the need or problem they addressed is dealt with or recedes in importance. These kinds of ephemeral but often very effective « ad-hocracies » will give increasingly great competition to the established NGO / voluntary group bureaucracies. Unless established NGOs learn rapidly to adopt the « task force » and « informal coalition » style of attacking current needs/problems, they will lose much of their potential constituencies to the more flexible temporary types of NGOs.

(7) Increased tendency for various modes of communication media and communication-participation networks to become informal functional substitutes for voluntary organizations / NGOs. Information service, mailing lists, magazine and newsletter readership, radio and TV listenership, telephone networks and conference calls, computer terminal networks, meeting and conference attendance and participation, taking part in informal collective activities, joint consumership (buying or not buying something) etc. — all will come to be increasingly important alternatives to the usual formal NGO or voluntary organization. This form of voluntary action is even more informal, flexible, temporary, and participatory than the prior type.

(8) As summary, and extension of the last three trends mentioned, we may expect the more active and effective forms of voluntary action / NGO activity to increasingly adopt various kinds of « open system » dynamic organic models of structure and operation, in order to meet and deal with the foregoing trends. Correspondingly, the old style,

hierarchical, mechanical, static, « organization chart » style of structure and operation will prove less and less effective. NGOs which fail to see this and change will tend to lose out in the competition for members, loyalties, money, time, etc. The old, highly structured elitist style simply will not hold sufficient membership commitment nor deal flexibly enough with future pro-

Photo Nations Unies



blems to survive on a broad scale, other than « on paper ».

(9) Increasing spread of voluntary organizations, skills, and communication network skills, from being a « trade secret » of the elite to being part of the common knowledge and practice of the great majority of citizens. This has already begun to be true in the more developed, « post industrial » societies, and can be expected to become true as well in the lesser developed countries. To be a citizen on our planet will mean more and more to participate, to communicate, and to share ideas or plans and dreams with a variety of other people in other places, through NGOs and related collective forms.

(10) Large increases in the number and variety of voluntary groups and NGOs as average education levels, occupational specialization, and discretionary

(« leisure ») time increase, especially as less developed countries become more developed, but also as industrial societies become post-industrial (service) societies. Increasing average number of voluntary group (NGO) memberships per capita — we become more and more people who are known by our voluntary group affiliations rather than by our jobs, our socioeconomic status, our religion, or our ethnic (or national) identity.

(11) Parallel and complementary to the foregoing two trends, there will be an increased development of NGO / voluntary organizations/volunteer-administration as an independent profession, both nationally and transnationally. More special training and degree programs will be set up for persons wanting to enter this emerging profession. More professional associations (like the international Association of Voluntary Action Scholars, the American Society of Association Executives, etc.)

specifically for people dedicating their careers to voluntary action / NGOs will be established.

(12) Increasing challenges to the economic viability of the voluntary sector or specific portions of it in a world of increasing competition for resources of all kinds (money, time, space, etc.) and increasing pressure from economic and governmental sectors. Jeopardy of private, non-profit institutions unless adequate financial systems of support are worked out. Changing patterns of NGO/voluntary organization support, with government and business providing more support for certain NGOs, especially through « buffer agencies » but directly as well.

(13) Increasing demands from foundations, the public, government, business, and the voluntary sector at large for more and better evaluation of the effectiveness of voluntary action, NGOs, and voluntary organizations of all kinds, especially by contrast with other modes of getting tasks done (e.g. government or business).

(14) Increased awareness by the leaders and citizens of all nations of the complementary nature of voluntary action / NGO activity / voluntary organizations in relation to commercial and governmental organizations and functions. Increased understanding of the mutuality and possible functional substitutions among these three main ways of structuring human activity — legal-physical coercion, direct economic self-interest, and voluntary non-profit ideas or ideals. More recognition that most kinds of goals and objectives could be accomplished by organizations or programmes based on any one of these three approaches.

(15) Hence, obtaining money and other forms of support for NGOs / voluntary action will be increasingly seen as a matter of competition for the whole GNP of a nation — even of the world — rather than merely as competition for the « charitable » or « dis-

cretionary » funds and time of private individuals. The role of businesses and governments in helping or hindering NCOS/voluntary action through their fiscal, financial, management and taxation policies will become increasingly conscious — a part of rational business and government planning, both nationally and transnationally.

(16) Increasing challenge by NGOs/voluntary organizations/volunteer action to one-dimensional, narrow, technocratic views of national goals, such as maintenance and growth of economic levels, or of government power and control. More emphasis by NGOs/voluntary action on the quality of human life and the need for a broader vision of human welfare and the common good. More and more people and voluntary groups/NGOs will raise questions like, « Why do we all have to try to grow richer, larger, and more powerful each year? Is that the core of human life? Are there no greater goals? ».

(17) Partly in response to the foregoing, there will be a substantial increase in the number of « intersect organizations », hybrid types of quasi-voluntary but also quasi-governmental and / or quasi-business organizations. The rapid recent past growth and accelerating future growth of intersect organizations represents a growing accommodation and cooperation among the three main sectors of society. At the same time these hybrids are probably also transitional types of organizations that indicate a search for new organizational forms suited both to the complexity of our problems and to the growing sophistication of our populations.

(18) Touching on a related theme, human social environmental problems will increasingly be viewed and dealt with as part of a complexly interrelated total eco-system, rather than as isolated, narrow, independent problems. This will make voluntary organizations / NGOs, governments, and businesses cooperate increasingly both within and across nations. It will also help to make cooperation and even coalition among voluntary organizations/NGOs more likely, as noted below.

(19) Increasing interdependence and collaboration among the more effective voluntary groups and programs. More mergers of existing groups and more short-term coalitions of groups on an ad hoc basis to get things done, avoid duplication, increase mutual strength, decrease overhead costs and bureaucratic machinery, etc. More « shake-outs » of the marginal and ineffective major groups in various fields of voluntarism. More consciousness of the « social eco-system » in which voluntary groups must function. Higher levels of cooperation between voluntary groups, NGOs, and INGOs in their mutual attempt to survive and be relevant.

(20) One specific kind of mutual cooperation among voluntary organiza-

tions/NGOs that will increase significantly in the future is the sharing of common buildings, equipment, maintenance services, accounting services, fringe benefits systems, and related « overhead » expenses by NGOs with offices/headquarters in the same geographical area/city. This will be most likely to occur first where the voluntary organizations in question are of the same general type or level (eg., professional NGOs, national NGOs, INGOs, etc.). In the not-too-distant future (e.g., 20 years from now) we may expect to see a worldwide network of buildings with such shared NGO/voluntary organization « overhead » expenses — especially for national and international NGOs / voluntary organizations. The present system of wasteful duplication in this area will gradually decline under increasing economic/social/national pressure.

(21) There will be a marked increase in new kinds of non-profit or low-profit « resource » and « technical support » organizations, whose aims are to foster and facilitate the work of other voluntary organizations/NGOs, especially service-oriented and issue oriented (advocacy) volunteer groups or programs. Current examples of such resource organizations in the U.S. would include « public interest » law firms or law communes, advocacy planning organizations, « public interest » investment security analysis firms, voluntary organization leader/staff training organizations, voluntary action information and analysis centers, voluntary action consultation and evaluation organizations / individuals, etc.

(22) Increased rapidity of « rotation of leadership » among NGOs/voluntary organizations — in two different senses. First, as voluntary organization/NGO administration becomes more « professionalized » and established as a recognized, high-level specialty of its own, NGO leaders will feel increasingly free to move among positions in different organizations, in much the way that there is often high mobility among business executives, government officials, teachers, etc. Second, as temporary and flexible types of NGOs/voluntary organizations become more prevalent there will be a speeding up of the long term tendency for new NGOs to arise in the vanguard (of a certain realm or sub-area of voluntary action) and take over ideological leadership from more established NGOs that tend to become increasingly bureaucratic, stable, conservative, slow

to move, and lacking in imagination. The more established voluntary groups will increasingly have to admit these hard facts to themselves if they are ever to counteract such an acceleration trend by pervasive organizational self-renovation which is possible — though difficult and generally unlikely.

(23) In keeping with earlier noted

trends regarding the increased links among the three major sectors of society, there will in the future tend to be less differentiation among the economic, governmental, and voluntary action components of individual behaviour. There will be thus an increasing overlap, in the long run, among one's job, one's citizen role, and one's memberships and participation in NGOs /voluntary organizations. No longer will people be able to keep these major aspects of living in different, unconnecting compartments. The personal values guiding individual behavior in each realm will have to be increasingly integrated and made congruent. It will be harder for people to be anti-social in their jobs and pro-social in their NGO activity (or vice-versa).

(24) Broad changes in the relative composition of the voluntary sector, as issue-oriented and advocacy groups continue to come to the fore and intensify their demands for justice, equality of opportunity, power, etc. Declining emphasis on traditional service-oriented voluntarism as more of these tasks and goals are taken on by business and government. Decline of essentially « social groups » like fraternal

lodges, fraternities and sororities, ethnic associations, etc., as the cultural and class distinctions on which they are based change and lose much of their importance.

(24A) Within the service-oriented segment of NGOs/voluntary action, there will be an acceleration and expansion of the current trend for more emphasis on self-help rather than on being helped by others. The « noblesse oblige » and « Lady Bountiful » kind of voluntarism will undergo a decline in relative importance, though still remaining a major factor in the overall scheme of NGOs voluntary action for several decades at least.

(25) Increasing importance of certain kinds of consummatory-expressive voluntary action (art, music, sports, etc. hobby and related groups) as a means of dealing with the anonymity and agitative pressures of modern society. Growth of the importance of consummatory-expressive voluntarism, as the more developed nations move toward a leisure society and away from a one-dimensional focus on GNP and internal economic growth as primary goals. Emphasis on consummatory-expressive NGOs as major mechanisms for enhancing individual and collective quality of life.

(26) A major increase in the self-awareness and sense of self-identity of the whole voluntary sector of society, both within and across nations. Voluntary groups and programs of different kinds will begin to see more and more that they must at times pull together and view themselves as - in the same boat. » We must not ask for whom the bell tolls — it tolls for all NGOs volun-

tary groups and programs when it tolls for any of us,

(27) An increasing worldwide awareness of the crucial role of NGOs/voluntary organizations in « intermediate organizations » mediating between the massive government and the isolated individual. Correspondingly, there will tend to be an increasing freedom of association and freedom of group formation/choice by individuals. Man is not free unless and until he can form and participate in groups of his own choosing with a minimum of interference from government or business. One major result of this will be the more adequate advocacy of all kinds of positions on any given public issue/decision. In a sense, there will be « more teams on the field » to « play the game ». The result will be less elitism of groups and more justice and freedom.

(28) Increased internalization of the voluntary sector and voluntary action. Stronger ties among related groups in different countries, both through INGOs

as well as bilateral and multilateral ad hoc arrangements. Voluntary groups taking a stronger role in dealing with international development and gaps between haves and have-nots. Some of this will occur through connections with the U.N., but even more will happen outside the U.N. sphere unless major changes are made in the nature of U.N. relationships to INGOs,

(29) An increasing role of national and international NGOs/voluntary organiza-

tions in the U.N. activity. Correspondingly, an increasing variety and breadth of relationships of NGOs to the U.N. The UN will eventually take concrete steps to relate meaningfully (not just on paper through « consultative status » recognition) to a larger and more representative set of INGOs and national NGOs. Further, the U.N. will begin to coordinate more adequately the relationships of NGOs to all of the various sub-agencies of the U.N.,

in contrast to the present state of almost total non-coordination. Finally, the U.N. will come to a better understanding of, and probably some alternative terms for, the concept of NGO (non-governmental non-profit organization).

(29A) In parallel with the foregoing two trends, and sometimes in spite of them, there will be an increasing tendency for internal social-economic cultural development activities in lesser developed countries to be dealt with more by indigenous native voluntary organizations or volunteer sending NGOs of the more developed countries. In addition, technical assistance from more-developed to lesser-developed will increasingly be acceptable only through multi-national programs, rather than through bi-lateral arrangements between particular developed and less-developed nations. This trend is but one more manifestation of the world trend away from « colonization » in its many forms.

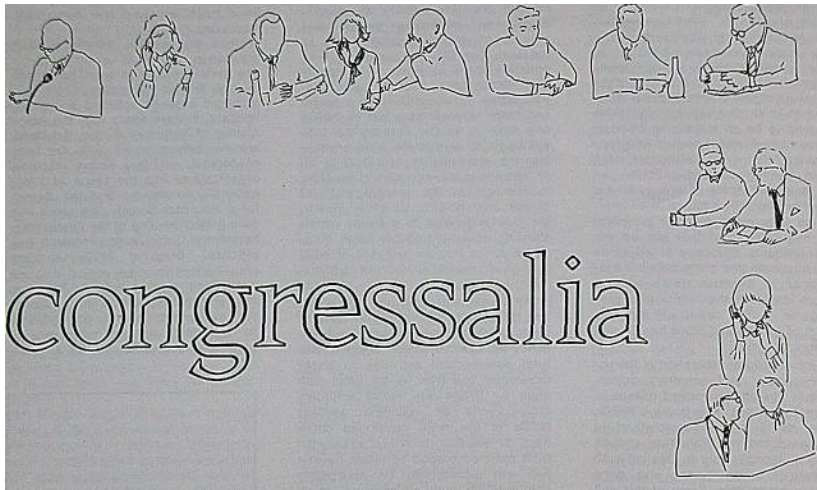
(30) Last but far from least, there will

be a much improved and continually increasing relationship between social science and action, knowledge and practice in the area of voluntary action. The seeds have been sown for a real two-way flow of information, ideas, and problems between scholars and practitioners. If these seeds (eg., the Association of Voluntary Action Scholars) are carefully nurtured, with the help of general voluntary action resource organizations like the Union of International Associations and the Center for a Voluntary Society, the result will be a great flowering of the relationship between voluntary action research and practical, on-going NGOs /voluntary organizations voluntary action.

Science and action working together have put man and man's artifacts on the moon. With similar dedication to our problems here on earth we could move very rapidly toward a better life for all mankind.



FAO Photo by F. Botto.



Vienne

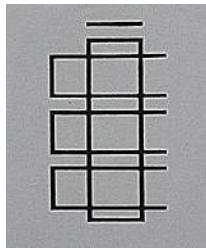
L'Assemblée mondiale de la jeunesse (WAY), qui a son siège à Bruxelles, vient d'organiser à Vienne, avec la collaboration du Conseil de la jeunesse autrichienne, un séminaire international sur l'environnement qui a réuni une cinquantaine de jeunes dirigeants d'organisations de jeunesse provenant de plus de vingt pays, non seulement d'Europe, mais aussi d'Afrique, d'Asie, d'Amérique du Nord et du Sud. Le thème général de l'environnement y a été étudié sous trois aspects principaux : l'explosion démographique, la destruction du milieu naturel et la protection des consommateurs. Au cours du séminaire, un débat a été organisé par ses participants eux-mêmes sur la préparation de la conférence des Nations-Unies sur l'environnement, qui aura lieu à Stockholm en juin 1972. Ils se sont déclarés pessimistes quant aux résultats auxquels cette conférence pourra aboutir, cela n'étant pas dû particulièrement à la préparation de la conférence, mais plus généralement au système des Nations-Unies qui se révèle, selon eux, être un outil incapable de maîtriser politiquement les grands défis de notre temps.

Moscow

Recently some six thousand scientists and specialists from 60 countries assembled in Moscow for the 8th World Oil Congress.

« Oil in the Service of Man » was the slogan of the congress, which has made

its contribution to the development of scientific and technological thought and has served to consolidate peace on our planet.



Why the ICCC ?

The ICCC (International Conference Centers Consultants) is an international multi-disciplinary team of experts founded in Brussels, in 1971 for the following reason :

The building of a congress or conference center involves many problems which, right from the planning stage, call for expert advice : on international

organizations and meetings, on the evaluation of needs as regards premises, equipment and services, on the economic repercussions, on promotion, etc.

Mistakes, all too easily made, are extremely harmful for the reputation of any city wishing to receive as many international gatherings as possible. Such mistakes tend to make the meetings ineffective and they detract from their prestige. Sooner or later something has to be done about such mistakes and this is always a costly business and is not always possible (for example, if the demand has been overestimated, or if the ground space requirements have been under-estimated).

How to make use of the ICCC ?

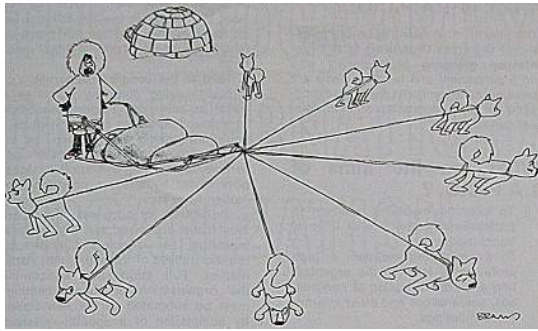
The Study Group on international centers and meeting places can offer its assistance :

for the conception, development or improvement of complexes and their equipment :

- at the stage of preliminary research, programming, drafting, estimating, construction, completion :

- in the form of collective or individual consultation, partial or global participation, total responsibility.

Enquiries should be sent to ICCC Headquarters : 1, rue aux Laines, 1000 Bruxelles, Belgium,



**/ wish all of you would settle your differences before you come to work.

The Rotarian

Liège

Comme les années précédentes le Palais des Congrès de Liège (Belgique) nous a transmis son rapport d'activité de l'année 1971.

En 1971 le chiffre des manifestations qui y ont été organisées s'est élevé à : 1068, ces manifestations peuvent être réparties de la façon suivante :

- | | 1971 | 1970 |
|--|------|------|
| 1) Congrès, colloques, symposia, journées d'études | 119 | 92 |
| 2) Manifestations culturelles | 207 | 194 |
| 3) Bals, séances récréatives, éducatives ou sociales | 105 | 99 |

- | | | |
|----------------------|-----|-----|
| 4) Expositions | 51 | 29 |
| 5) Réunions diverses | 586 | 589 |
- Les congrès se répartissant en 47 congrès internationaux, 29 nationaux et 43 régionaux.

Au total, les 119 congrès qui se sont tenus au Palais des Congrès en 1971 ont réuni 26.130 congressistes, contre 17.235 en 1970.

Parmi ces 26.130 congressistes, le nombre des étrangers est de 9.910. Si l'on multiplie le nombre de participants à chaque congrès par le nombre de jours qu'il a duré, on constate que le nombre des journées/congressistes a été, en 1971, de 58.085, contre 51.605 en 1970.

Caractère des Congrès organisés au palais des congrès de Liège en 1971

Congrès	scienti- fique	éduca- tif	cultu- rel	politi- que	profes- sionne l	social	écon- o- mique	comme- r- cial	Totaux
internationaux	19	1	5	3	5	4	8	2	47
nationaux	X	8	6	10	16	9	.8	7	72
ou régionaux	8								
TOTAUX	27	9	11	13	21	13	16	9	119



Documents de congrès

Le comité spécial « Documents de travail des congrès » s'est réuni sous l'égide de la Fédération Internationale de Documentation et l'Union des Associations Internationales, en janvier dernier à La Haye.

Les membres de ce comité représentaient les différents secteurs intervenant dans la publication des documents de congrès (associations internationales, interprètes, traducteurs, organisateurs de congrès, éditeurs, bibliothécaires, documentalistes, etc.). Le but de cette réunion fut la mise au point définitive du projet de « Guide de Pratique pour la Préparation et la Présentation des Documents de Réunions Internationales ».

Les principaux chapitres de cette publication seront consacrés à :

- terminologie
 - recommandations générales, normes à respecter, etc.
 - documents pré-congrès
 - documents utilisés durant le congrès
 - documents post-congrès
- La sortie de presse de ce guide est prévue dans le courant de l'année 1972.



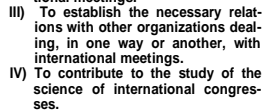
Sydney

Under the title « Sydney Convention Planning Guide » the Sydney Convention and Visitors Bureau has published an outline of some of the opportunities and excitement one can expect to find in « The Host City of the South Pacific ». This important publication gives : an introduction to Australia, travel information, general tourist information on Sydney, as well as a detailed lists of accommodation and congress facilities.

A very useful guide for congress planners.

The International Association of Professional Congress Organizers is an organization grouping professionals who on a permanent and full time basis are working as consultants (or are responsible for the secretariat of international meetings.

1) To examine problems common to professional organizers of international meetings.
To achieve and maintain a high professional level in the organization and administration of congresses, conferences and other international meetings.



In order to be accepted as full members, applicant must :

- Have been engaged principally and continuously for at least two years, in the organisation of all services required for the preparation and running of international meetings,
- Have organised ten international meetings, i.e. meetings attended by representatives of three different nationalities. The said meetings must have lasted at least four days and five of them must have been attended by at least 400 delegates.

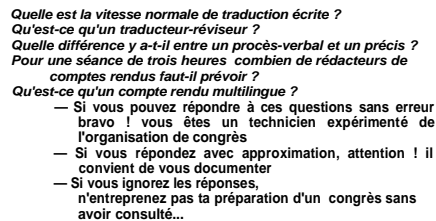
Full information concerning the organisation of these meetings must be submitted to the Association by completion of a special questionnaire.

Associate membership is open to :

- individuals who have been engaged

c. individuals, or congress department must have organized ten international meetings, i.e. meetings attended by representatives of three different nationalities. Full information concerning the organisation of these meetings must be submitted to the Association by completion of a special questionnaire.

The I.A.P.C.O. invites professional congress organizers to join the association, congress consultant firms as well as individuals and congress departments of companies and associations.



LE GUIDE PRATIQUE A L'INTENTION DES
ORGANISATEURS DE CONFERENCES
Services linguistiques; traduction, comptes rendus analytiques,
édition - à l'exclusion de l'interprétation -
rédigé par l'Association internationale des traducteurs de confé-
rence et publié par l'Union des Associations Internationales
— parution en édition française et anglaise mars 1972

Geographical distribution of headquarters (HQ) and subsidiary offices (SO) of international organizations (IGOs and NGOs) on 1970.

AFRICA	HQ	SO	TOTAL	AMERICA	HQ	SO	TOTAL
Algeria	1	3	4	Argentina	22	16	38
Botswana	—	1	1	Barbados	1	—	1
Burundi	—	2	2	Bolivia	—	4	4
Cameroon	4	4	8	Brazil	9	17	26
Central African Rep	3	1	4	Canada	23	8	31
Congo (Brass)	2	2	4	Chile	9	11	20
Congo (Kinsh)	—	5	5	Colombia	12	8	20
Equatorial Guinée	—	1	1	Costa Rica	6	4	10
Ethiopia	4	4	8	Cuba	2	2	4
Gambia	2	1	3	Ecuador	1	1	2
Ghana	—	5	5	El Salvador	4	2	6
Ivory Coast	3	1	4	Guatemala	7	4	11
Kenya	4	8	12	Honduras	5	1	6
Lesotho	—	1	1	Jamaica	2	—	2
Liberia	—	1	1	Mexico	24	11	35
Libya	1	—	1	Nicaragua	—	1	1
Malagasy	—	1	1	Panama	2	2	4
Mali	2	—	2	Paraguay	—	3	3
Morocco	1	3	4	Peru	7	10	17
Niger	—	1	1	Puerto Rico	5	2	7
Nigeria	8	8	16	Surinam	—	1	1
Rhodesia	—	1	1	Trinidad	4	3	7
Senegal	9	5	14	United States	265	66	331
Sierra Leone	1	—	1	Uruguay	18	7	25
Somalia	—	1	1	Venezuela	7	5	12
South Africa	1	4	5	West Indies	—	1	1
Sudan	3	1	4				
Tanzania	3	3	6				
Togo	—	3	3				
Tunisia	2	2	4				
Uganda	2	1	3				
U.A.R.	16	8	24				
Upper Volta	3	1	4				
Zambia	2	2	4				

ASIA	HQ	SO	TOTAL
Afghanistan	—	1	1
Burma	—	1	1
Ceylon	3	1	4
China	—	1	1
Hong Kong	—	6	6
India	22	22	44
Indonesia	1	3	4
Iran	4	1	5
Iraq	—	1	1
Israel	11	4	15
Japan	19	14	33
Jordan	—	1	1
Korea (S)	1	2	3
Lebanon	6	8	14
Macao	—	1	1
Malaysia	1	5	6
Mongolia	—	1	1
Nepal	—	2	2
Pakistan	4	5	9
Philippines	12	11	23
Singapore	1	5	6
Syria	—	1	1
Taiwan	—	2	2
Thailand	15	7	22
Vietnam (S)	—	2	2
AUSTRALASIA			
Australia	10	11	21
Fiji	1	—	1
Guam	1	—	1
New Caledonia	1	—	1
New Zealand	4	3	7
Papua	—	1	1
Tonga	—	1	1
EUROPE			
Austria	39	6	45
Belgium	313	42	355
Bulgaria	1	1	2
Czechoslovakia	20	2	24
Denmark	36	7	43
East Germany	4	—	4
Finland	9	2	11
France	466	82	548
Germany FR	118	21	139
Greece	4	4	8
Hungary	9	1	10
Iceland	3	—	3
Ireland	3	1	4
Italy	98	21	119
Lichtenstein	1	—	1
Luxembourg	6	4	10
Monaco	4	1	5
Netherlands	142	15	157
Norway	20	1	21
Poland	7	2	9
Portugal	3	1	4
Rumania	6	—	6
Spain	20	5	25
Sweden	60	4	64
Switzerland	291	53	344
Turkey	3	2	5
United Kingdom	373	38	405
USSR	4	5	9
Yugoslavia	7	4	11

Not Included in the above table :

EEC-INGOs	HQ	SO	TOTAL
Belgium	133	2	135
France	71	3	74
Germany FR	33	1	34
Italy	8	—	8
Luxembourg	5	—	5
Netherlands	15	—	15
EFTA-INGOs			
United Kingdom	6	—	6
Austria	1	1	1
Switzerland	2	—	2
Belgium	2	—	2
France	2	—	2

ANNUAL INTERNATIONAL CONGRESS CALENDAR

12th edition — 1972-1985.

Published January 1972, 150 pages, 25 x 21 cm.

Price : US \$ 7.00, UK £ 2.70; FF 35.—; FB 300.—; FS 27.—.

This calendar gives :

- A chronological listing of international congresses, conferences, meetings, symposia sponsored or organized by international organizations or important national bodies in 1972 and subsequent years.

Date, place, address of organizing body, theme, estimated number of participants and concurrent exhibition (if any) are indicated.

- An index by International Organizations (English titles).
- An English subject index by organization and key words of theme.
- A geographical index indicating venues by continent, country, city.

The 1971 subscribers to the magazine « International Associations » have received this Calendar with the December issue.

Twenty most important organization centres (headquarters and secondary offices)
(Based on the 13th edition of Yearbook of International Organizations 1970-1971)

Cities	1960	1970	Change (%)
Paris	374	518 + 144	
Brussels	148	392 + 244	
London	199	281 4 82	
Geneva	111	157 + 46	
New York	85	95 + 10	
Washington	43	76 + 33	
Rome	48	74 4 26	
Zurich	49	68 + 19	
The Hague	36	46 + 10	
Stockholm	21	43 + 22	
Vienna	20	38 + 18	
Buenos Aires	19	35 + 16	
Mexico	25	33 4 6	
Copenhagen	22	30 + 8	
Tokyo	10	28 4 18	
Berne	25	27 + 2	
New Delhi	12	26 + 14	
Amsterdam	16	25 + 9	
Montevideo	26	25 - 1	
Frankfurt	4	23 + 19	
Milan	10	23 + 13	
Prague	15	23 + 8	

: Twenty top countries	1960	1970	Change (%)
France	424	624 + 200	
Belgium	206	490 + 284	
United Kingdom	273	407 + 134	
Switzerland	250	346 + 96	
USA	266	331 + 65	
Germany FR	49	173 + 124	
Netherlands	104	172 + 68	
Italy	75	127 + 52	
Sweden	28	64 + 36	
Austria	37	45 + 21	
India	23	44 + 17	
Argentina	19	38 + 19	
i Mexico	25	33 + 8	
Japan	11	33 + 22	
Canada	26	31 + 5	
Brazil	22	26 + 4	
Spain	16	25 + 9	
Uruguay	23	25 + 2	
Czechoslovakia	17	24 + 7	
UAR	17	24 + 7	

SELECTED SUMMARY

Location of headquarters and offices from the Yearbook of International Organizations (13th edition 1970-1971)

By continent	1970			1960	Increase %
	HQ	SO	Total	Total	
Europe	2349	334	2683	1553	73,5 %
North America	288	74	362	251	44 %
South /Central America	148	118	266	166	60,5 %
Asia	101	108	209	89	135 %
Africa	77	80	157	68	131 %
Australasia	17	16	33	16	106 %
			3710*	2143*	

These figures do not reflect the exact number of international organizations in operation : a proportion of IGOS and INGOs have one or more secondary offices which are included in the numbering here. The exact figures for the total of international organizations (Intergovernmental and non governmental) are : for 1960 : 1422 for 1970 : 2879

YEARBOOK OF INTERNATIONAL ORGANIZATIONS

1970-1971

2nd SUPPLEMENT

ASIAN-OCEANIC POSTAL UNION

New address : Post Office Building, Plaza Bonifacio,
Manila
D-406. T. 47-77-78; 22-22-35.

* 104

ASSOCIATION FOR SYSTEMS MANAGEMENT

Correct address : 24587 Bagley Road, Cleveland, Ohio
44138, USA.

* 110

ASSOCIATION FOR THE OILSEEDS, ANIMAL AND VEGETABLE OILSEED FATS AND DERIVATES TRADE IN THE EEC (ANGO).

New address : Oppert 34, Rotterdam 3001, Netherlands.
T. 110280.

* 116

ASSOCIATION OF AFRICAN GEOLOGICAL SURVEYS

New address : 74 rue de la Fédération, 75-Paris 15e.

* 125

ASSOCIATION OF EEC GLUCOSE MANUFACTURERS

New address : avenue de Cortenbergh 134, 1040 Bruxelles.
T. 35.68.17.

* 163

ASSOCIATION OF SOLUBLE COFFEE MANUFACTURERS OF THE EEC

New address : 12 rue du 4 Septembre, 75-Paris 2e.

* 168

ASSOCIATION OF THE CONFECTIONERY INDUSTRIES OF THE EEC

New address : 172 av de Cortenbergh, 1040 Brussels.

* 172

ASSOCIATION OF THE INTERNATIONAL TRADE FLOWER- BULBS AND PLANTS - SECTION FOR THE SIX COUNTRIES

New address : Weeresteinstraat 12, Postbus 170, Hillegom,
Netherlands. T. 02520-18544.

* 219

CATHOLIC CO-ORDINATING COMMITTEE FOR THE SENDING OF TECHNICIANS

New address : rue Traversière 32, 1030 Brussels.

* 397

CONFEDERATION OF YMCA's OF SOUTH AMERICA

Correct address : Colonia 1884, 3° piso, (Casilla de Correo
172) Montevideo, Uruguay.

* 400

CONFERENCE OF ENGINEERING SOCIETIES OF WESTERN EUROPE AND THE UNITED STATES

This organization was dissolved June 1971.

* 461

CUNA INTERNATIONAL

New name : World Council of Credit Unions, Inc.

* 495

EEC COMMITTEE OF THE POSTAL, TELEGRAPH AND TELE- PHONE INTERNATIONAL

New address : rue Montagne aux Herbes Potagères 39,
2ième étage, 1000 Bruxelles.

* 557

EUROPEAN ASSOCIATION FOR STUDY OF ECONOMIC, COMMERCIAL AND INDUSTRIAL MOTIVATION

New address : Avenue Nouvelle 65, 1820 Strombeek, Bel-
gium.

* 570

EUROPEAN ASSOCIATION OF MANAGEMENT TRAINING CENTRES

New name : European Foundation for Management Deve-
lopment - Fondation européenne pour le management -
Europese Stichting voor Management Development.

* 583

EUROPEAN ASSOCIATION OF TEACHERS

New address : c/o Centre européen de la culture, 122 rue
de Lausanne, 1202 Geneva.

* 584

EUROPEAN ASSOCIATION OF THE PHOTOGRAPHIC INDUS- TRY

New address (secretariat) : A Bellay, rue Monseigneur
Scheppers 57, Malines, Belgique.

* 584

EUROPEAN ASSOCIATION OF THE PHOTOGRAPHIC INDUS- TRY

Additional address (Registered Office) : 49 Square Marie-
Louise, 1040 Bruxelles.

* 604

EUROPEAN CATTLE AND MEAT TRADE UNION

Address of Secretariat : 29 rue Fortuny, 75-Paris 17e.

* 642

EUROPEAN COMMITTEE OF IMPORTERS' AND WHOLESALE GROCCERS' ASSOCIATIONS

New address : 26 av Livingstone, 1040 Brussels.

* 648

EUROPEAN COMMITTEE OF METALWORKERS' UNIONS

New name : European Metalworkers' Federation in the
Community (EMF) - Fédération européenne des métallur-
gistes dans la Communauté (FEM).

*

EUROPEAN COMMUNITY OF ASSOCIATIONS OF THE WHOLE- SALE BEER TRADE FOR THE EEC COUNTRIES

New street number : Geraardsbergsesteenweg 35,
9240 Bottelare, Belgium.

* 683

EUROPEAN COMPANY FOR THE FINANCING OF RAILWAY ROLLING STOCK (Eurofima)

New address : Case postale 1020, CH-4001 Basel, Switzer-
land. T. (061) 22 33 40/41 /42.

Telex EFIMA 62 999.

Registered office : Rittergasse 20, CH-4001 Basel 1,
Switzerland.

* 696

EUROPEAN CONFERENCE OF POSTAL AND TELECOMMUNI- CATIONS ADMINISTRATIONS.

New addresses : General Questions : Administration
gérante de la GEPT, Kortenaerkade 12, The Hague.
Current Affairs : Office de liaison de la CEPT, Aarberger-
gasse 5, Case postale, CH-3001 Berne, Switzerland.

* 712

EUROPEAN EVANGELICAL ALLIANCE
New (Editor's) address : Rev George Dolman, 16 Granville
Court. Cheney Lane. Oxford OX3 OHS, UK.

* 717

EUROPEAN FEDERATION FOR THE WHOLESALE WATCH
TRADE

New address : Paul E Dorto, 5 Avenue de Villars, 75-Paris
7e.

* 734

EUROPEAN FEDERATION OF MANAGEMENT CONSULTANTS'
ASSOCIATIONS

New address : 233 rue du Faubourg St Honoré, 75-Paris 8.
T. 924.78.63.

* 749

EUROPEAN FEDERATION OF PUBLIC RELATIONS
Registered office : 1 rue aux Laines, 1000 Brussels.
New address : 53 rue des Bollandistes 1040 Brussels.

* 775

EUROPEAN GRASSLAND FEDERATION
New address : R S Tayler. Department of Agriculture,
University of Reading, Early Gate, Reading, UK.

* 778

EUROPEAN GROUP OF FEED AND PROVISIONS CHAIN
STORES

New English title : European Chain-Stores Association.

* 782

EUROPEAN HOP GROWERS CONVENTION
New address : 13 rue Trubner, Strasbourg, France.
T. 35.33.66.

* 792

EUROPEAN LANDWORKERS' FEDERATION
Merged June. 1971 with the International Federation of
Plantation, Agricultural and Allied Workers (IFPAAW),
no. 1979.

* 799

EUROPEAN LIAISON COMMITTEE FOR THE PAPER AND
BOARD WHOLESALE TRADE
This organization has merged (1971) with no. 3361 (Euro-
pean Union of Distributors and Boards).

* 805

EUROPEAN MALACOLOGICAL UNION
New address : Dr Oliver E Paget, Naturhistorisches
Museum Wien, Burgring 7, Postfach 417, A-1014 Vienna.

* 825

EUROPEAN ORGANIZATION OF THE INTERNATIONAL FEDE-
RATION OF CHRISTIAN TRADE UNIONS OF SALARIED
EMPLOYEES, TECHNICIANS, MANAGERIAL STAFF AND
COMMERCIAL TRAVELLERS
New address : Korte Nieuwstraat 42, Antwerp, Belgium.

* 830

EUROPEAN PACKAGING FEDERATION
New address : c/o Nederlands Verpakingscentrum,
Parkstraat 18, The Hague. T. 070 - 614991.

* 842

EUROPEAN REGIONAL ORGANIZATION OF THE INTERNATIO-
NAL DENTAL FEDERATION
New President : Dr Thorsten Aggerdy, Nybrogatan 53,
Stockholm.

* 897

EUROPEAN UNION OF PRACTISING VETERINARIANS
New address : 28 rue des Petits Hôtels, 75-Paris 10e.
T. 52322-16.

* 899

EUROPEAN UNION OF PRODUCTION AND WHOLESALE
CENTERS OF CONSUMERS' CO-OPERATIVE SOCIETIES

New name : * European Community of Consumers' Co-
operatives; Communauté européenne des coopératives de
consommation; Europäische Gemeinschaft der Konsume-
nossenschaften; Comunita Europea délie Cooperative di
Consume; Europese Gemeenschap van Verbruikscoo-
peraties.

* 903

EUROPEAN UNION OF YOUNG CHRISTIAN DEMOCRATS
New address ; 41 rue des Deux Eglises, 1040 Brussels.
T.02/19.10.70.
New SG : Alain De Brouwer.

* 935

FEDERATION OF EUROPEAN-AMERICAN ORGANIZATIONS
New address : Mr K Konteatis, Secretary-General, c/o US
Embassy, Nicosia, Cyprus.

* 975

FRENCH CULTURAL UNION - UNION CULTURELLE FRANÇAISE
(UCF)
New name : Union culturelle et technique de langue fran-
çaise (UCTF).

* 988

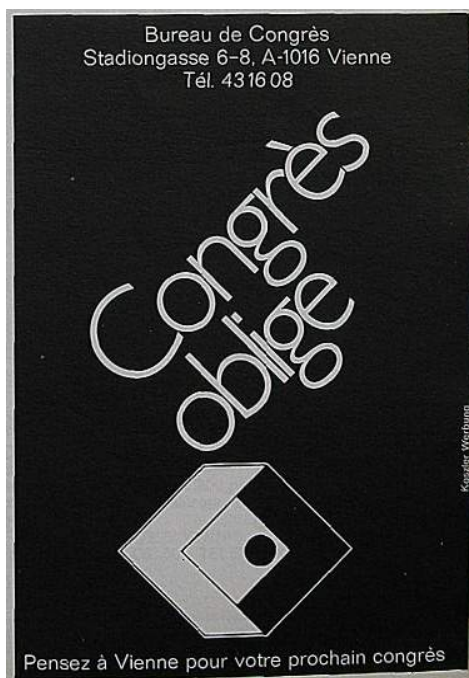
GENERAL ASSEMBLY OF INTERNATIONAL FEDERATIONS
(GAIF)
New address : 12 av Valmont, Lausanne, Switzerland.
Address of President ; Thomas Keller, Postfach 8201 -
Schaffhouse, Switzerland.

* 1037

INSTITUTE OF TABLES OF CONTENTS
New address : Faculté des Sciences, Tour 13, 9 Quai
St Bernard, 75-Paris 5e.

* 1091

INTER-AMERICAN PEACE COMMITTEE
This organization was dissolved 27 Feb 1970.



- 1093
INTER-AMERICAN PLANNING SOCIETY
New address : Apartado Aéro 21573, Bogota. C. Siapcol, Bogota.
- 1128
INTER AMERICAN PRESS ASSOCIATION
New address : 141 NE Third Ave, 5th floor, Miami, Florida 33132 USA.
- 1128
INTERNATIONAL ACADEMY OF CYTOLOGY
New address : Alexander Melsels, M.D., FIAC, Centre de Cytodiagnostic, Hôpital St. Sacrement, 1050 Chemin Ste-Foy, Quebec 6, Quebec, Canada.
- * 1180
INTERNATIONAL ASSOCIATION FOR CHILD PSYCHIATRY AND ALLIED PROFESSIONS
New address : Dr Albert J Solnit, Yale Child Study Center, 333 Cedar St. New Haven, Conn 06510, U.S.A.
- 1241
INTERNATIONAL ASSOCIATION FOR THE TEACHING OF COMPARATIVE LAW
- New address : Mme C Rialan, 3 rue Charles-Desvergnès, 92-Meudon-8ellevue, France.
- * 1261
INTERNATIONAL ASSOCIATION OF CHAIN STORES
New address : 61 Quai d'Orsay, rdc, 75-Paris 7e. T. 551.59.83.
- * 1301
INTERNATIONAL ASSOCIATION OF LAWYERS
New address : Palais de Justice, Bureau 114 1000 Bruxelles.
- * 1305
INTERNATIONAL ASSOCIATION OF LINGUISTICS
New address : Ephraim Cross, City College, Convent Ave & 138th St. New York, N Y 10031, USA.
- 1368
INTERNATIONAL ASSOCIATION OF USERS OF YARN OF MAN-MADE FIBRES
New address : 5 rue d'Anjou, 75-Paris 8e. T. 265.46.18; 265.33.28.



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- 1431
INTERNATIONAL BUREAU OF INSURANCE AND REINSURANCE BROKERS
New address : Avenue Albert-Elisabethlaan 40, 1200 Bruxelles. T. (02) 33.35.22.
- * 1479
INTERNATIONAL CENTRE FOR THE TERMINOLOGY OF THE SOCIAL SCIENCES
New address : Chalet « Bellevue », la Falaise, 1196 Gland Switzerland. T. 64.1474.
- 1506
INTERNATIONAL CIVIL DEFENCE ORGANIZATION
New address : 28 av Pictet-de-Rochemont, P O Box 124, 1211 Geneva 6.
- 1518
INTERNATIONAL COMMISSION FOR AGRICULTURAL AND FOOD INDUSTRIES
New address : 24 rue de Téhéran, 75-Paris 8e. T. 292-20-93.
- 1643
INTERNATIONAL COMMUNITY OF BOOKSELLERS ASSOCIATIONS
New address : c/o Austrian Publishers and Booksellers Asn, Crünangergasse 4, A-1010 Vienna.
- * 1748
INTERNATIONAL COUNCIL OF MONUMENTS AND SITES (ICOMOS)
New address : Hotel Saint Aignan, 75 rue du Temple, 75-Paris 3e.
- * 1817
INTERNATIONAL ETHOLOGICAL COMMITTEE
New address : Dr A Manning, Dept of Zoology, University of Edinburgh, West Mains Road, Edinburgh EH9 3JT, UK.
- 1844
INTERNATIONAL FEDERATION OF ACTORS
New address : Rolf Rembe, c/o Svenska Teaterförbundet, Strandvägen 7 B, S 114 56 Stockholm.
- * 1914
INTERNATIONAL FEDERATION OF FILM SOCIETIES
New address : Mrs Lise Le Bournot, 23 Alée J Aroles, 66-Argesles Plage, France.
- * 1945
INTERNATIONAL FEDERATION OF LIBRARY ASSOCIATIONS
New address : Netherlands Congress Building, Tower, 3rd fl, Churchillplein 10, P O Box 9128. The Hague. T. (070) 54.72.31.
- * 1955
INTERNATIONAL FEDERATION OF MEDAL PRODUCERS
New name : Fédération internationale de la médaille.
- * 1961
INTERNATIONAL FEDERATION OF MUNICIPAL ENGINEERS
Additional Address (Secretariat) : M Laor, 23 Shderoth Yelin, Beer Sheva, Israel.
- * 1976
INTERNATIONAL FEDERATION OF PHARMACEUTICAL MANUFACTURERS ASSOCIATIONS
New address : c/o Swiss Society of Chemical Industries, Nordstrasse 15, P O Box 328, 8035 Zurich, Switzerland. T. (01) 60.10.30. C. Pharmafed Zurich. Telex 52872.
- 2021
INTERNATIONAL FEDERATION OF TEACHERS' ASSOCIATIONS
New address : 94 rue de l'Université, 75-Paris 7e.
- 2032
INTERNATIONAL FEDERATION OF THERMALISM AND CLIMATISM
New address : Hätternweg 5, CH 9000 Saint Gall, Switzerland.

- * 2050
INTERNATIONAL FELLOWSHIP OF RECONCILIATION
Additional Address (International Headquarters) :
Jens
Brondum, Glaciset 32, Lyngby, Denmark. T. 87.41.28.
- * 2099
INTERNATIONAL HEBREW CHRISTIAN ALLIANCE
New addresses : Secretariat : Shalom, Brockenhurst Road,
Ramsgate, Kent, UK.
Secretary in Europe : Rev HD Leuner, 12/33 Carlton Drive,
London SW15 2BL.
Secretary in Israel : Rev Henry Knight, P O Box 2773,
Tel Aviv.
- * 2102
INTERNATIONAL HIDE AND ALLIED TRADES IMPROVEMENT
SOCIETY
New address : Walchestrass 25, Postfach, 8025 Zurich,
Switzerland.
- * 2232
INTERNATIONAL LIFE BOAT CONFERENCE
New address : 243 Bd St-Germain, 75-Paris 7e.
- * 2233
INTERNATIONAL LIFE-SAVING FEDERATION
New address : Viale Tiziano 70, Rome.
- * 2261
INTERNATIONAL MICROGRAPHIC CONGRESS
New address : P O Box 484, Del Mar, California 92014,
U.S.A.
- * 2282
INTERNATIONAL NEWSPAPER AND COLOUR ASSOCIATION
New name : International Research Association for News-
paper Technology
- * 2399
INTERNATIONAL PEACE ACADEMY COMMITTEE
New address : 1865 Broadway, New York, N Y 10023, USA.
- * 2341
INTERNATIONAL PEACE RESEARCH ASSOCIATION
New address : PRIO, P O Box 5052, Oslo 3.
- * 2353
INTERNATIONAL PHARMACEUTICAL STUDENTS' FEDERATION
New address : Toermalijnlaan 15, Utrecht, Netherlands.
- * 2366
INTERNATIONAL POLICE ASSOCIATION
New address : HVD Hallett, Bramshill House, Hartley
Wintney, Nr Basingstoke, Hants, UK. T. 025-126 2931.
- * 2378
INTERNATIONAL PRIMATOLOGICAL SOCIETY
New address of European regional Secretariat : Dr R
Schneider, Dr Senckenbergische Anatomie, Ludwig-Rehn-
Str 40, 6000 Frankfurt/Main, Germany FR.
- * 2428
INTERNATIONAL SAVINGS BANK INSTITUTE
New address : 1-3 rue Albert-Gos, CH - 1206 Geneva.
T. 022/47.74.66.
- * 2510
INTERNATIONAL SOCIETY FOR STEREOLOGY
New address : Anna-Mary Carpenter, Department of Ana-
tomy, University of Minnesota, Minneapolis, Minn 55455,
USA.
- * 2536
INTERNATIONAL SOCIETY OF CRANIO-FACIAL BIOLOGY
New name and address : Craniofacial Biology Group,
International Association for Dental Research (IADR), Dr
Howard Aduss, Center for Craniofacial Anomalies, Univer-
sity of Illinois, P O Box 6998, Chicago, Illinois 60680,
U.S.A.
- * 2613
INTERNATIONAL TANKER NOMINAL FREIGHT SCALE ASSO-
CIATION Ltd.
New address : Rodwell House, Middlesex Street, London E1.

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- * 2630
INTERNATIONAL THEATRE INSTITUTE
New address : 1 rue Miollis, Paris 15e.
- * 2644
INTERNATIONAL TRANSPORT WORKERS' FEDERATION
New address of Asian Representative : Donald U'ren, No. 3 Jalan Barat (3rd floor), Petaling Jaya, Selangor, Malaysia.
- * 2701
INTERNATIONAL UNION OF BUILDING SOCIETIES AND SAVINGS ASSOCIATIONS
New address : 14 Park Street, Mayfair, London W1Y 4AL, UK. T. 01-629-0515.
- * 2709
INTERNATIONAL UNION OF CYCLE AND MOTOR-CYCLE TRADE AND REPAIR
New address : Werkstrasse 1, CH-8910 Affoltern am Albis ZH, Switzerland.
- * 2712
INTERNATIONAL UNION OF DOG-CLUBS
New address : Villa l'Oasis, 1822 Chernetz, Vd, Switzerland.
- * 2721
INTERNATIONAL UNION OF FORESTRY RESEARCH ORGANIZATIONS
New address : Prof Ivar Samset, Det Norske Skogsforsøksvesen, vollebekk, Norway.
- * 2777
INTERNATIONAL UNION OF SOCIAL DEMOCRATIC TEACHERS
New address : Kölnerstrasse 36 A, 6100 Darmstadt, Germany F.R.
- * 2806
INTERNATIONAL WALLPAPER MANUFACTURERS ASSOCIATION
New Address : 138 Avenue Louise, 1050 Bruxelles. T. 495.707.
- * 2819
INTERNATIONAL WORKING GROUP ON SOILLESS CULTURE
New address : P O Box 52, Wageningen, Netherlands.
- * 2829
INTER-ORGANIZATION RESEARCH GROUP
This organization was dissolved in 1970.
- * 2890
LATIN AMERICAN SHIPOWNERS ASSOCIATION
Correct address : 25 de Mayo 572, Piso 1°, Montevideo o, Uruguay, T. 98.36.20; 98.74.49.
- * 2933
LIBERAL EUROPEAN YOUTH
New address : 82 rue Saint-Lazare, 75-Paris 9e. T. (01) 874-95-24.
- * 2956
MIDDLE EUROPEAN GOOD TEMPLAR YOUTH COUNCIL
New address : Tjeerd Coehoorn, Willem Barentszstraat 39, 2502 Utrecht, Netherlands.
- * 2963
MOVEMENT FOR THE FEDERATION OF THE AMERICAS
New address : Prof Jorge M Bano, Albarellos 2864 (19), Buenos Aires.
- * 2977
NORDIC ASSOCIATION OF ELECTRONICS MANUFACTURERS
New address : c/o Direktor R J Mauno, Lohjan Kalkkitechdas OY, Virkkkala, Finland.
- * 2978
NORDIC ASSOCIATION OF JOURNALISTS
New name : Nordic Federation of Journalists.
- * 2986
NORDIC ENGINEERS' ASSOCIATION
This organization was dissolved 1 Jan 1971.
- * 2994
NORDIC POSTAL UNION
New address : Direction générale des postes, Oslo.
- * 2997
NORDIC SOCIETY FOR CELL BIOLOGY
New address : Dr A Brogger, Norsk-Hydros Institutt for Krebtforskning, Lab for Genetics, Montebello, Oslo 3.
- * 3114
PERMANENT INTERNATIONAL BUREAU OF ANALYTICAL CHEMISTRY OF HUMAN AND ANIMAL FOOD
New address : 24 rue de Téhéran, 75-Paris 8e. T. 292-20-93.
- * 3141
PRIVATE LIBRARIES ASSOCIATION
New address : Peter Hall, 10 Garford Crescent, Newbury Berks, UK.
- * 3144
PRO MUNDI VITA
New address : Jan Kerkhofs, Lei 31, 3000 Louvain, Belgium.
- * 3145
PROMOVERE — WORLD ASSOCIATION FOR THE PROMOTION OF CULTURE
New address : 5-7 Pl Saint Catherine, 1000 Bruxelles.
- * 3150
QUAKER ESPERANTO SOCIETY
New address : Mrs Madeleine Buckle, 351 The Hides, Harlow, Essex, U.K.
- * 3152
REGIONAL CONFERENCE ON INTERNATIONAL VOLUNTARY SERVICE
New address : rue Botanique 67-75, 1030 Bruxelles. T. (02) 18.31.67.
- * 3171
SALES PROMOTION EXECUTIVES ASSOCIATION
New address : Janine Lambotte, Ch de Charleroi 123 A, 1060 Bruxelles. T. 38.88.92/93.
- * 3177
SCANDINAVIAN ASSOCIATION OF SCIENTIFIC LIBRARIANS
New address : Statsbiblioteket, DK 8000 Aarhus C, Denmark.
- * 3244
SOLAR ENERGY SOCIETY
New name and address : International Solar Energy Society, National Science Center, 191 Royal Parade, P O Box 52, Parkville, Victoria 3052, Australia.
- * 3247
SOUTH AMERICAN ATHEROSCLEROSIS GROUP
New address : Dr J J Lijo Pavia, Parera 36 - Piso 4A, Buenos Aires.
- * 3278
STANDING COMMITTEE FOR THE INTERNATIONAL EMBRYOLOGICAL CONFERENCE
New address : Christopher Graham, Journal of Embryology and Experimental Morphology, Department of Zoology, South Parks Road. Oxford OX1 3PS, UK. T. 56789.
- * 3317
THEOSOPHICAL SOCIETY IN EUROPE (Federation of National Societies)
New address : Mrs Madeleine Leslie-Smith, Chairman, 2 Tekels Park, Camberley/Surrey, UK.
- * 3361
UNION OF PAPER AND CARTON DISTRIBUTORS IN THE EEC
New name : European Union of Distributors of Papers and Boards.
- * 3466
WORLD ASSOCIATION OF ANATOMIC AND CLINICAL PATHOLOGY SOCIETIES
Address of President : John J Andujar, M D. PO Box 1118, Fort Worth, Texas 76101, USA.
- * 3484
WORLD COALITION FOR THE ABOLITION OF VIVISECTION
New address : Duranton de Magny, 4 Quai de la Fontaine, 30-Nîmes (Gard), France. T. 67-45-52.

* 3487

WORLD COMMITTEE FOR COMPARATIVE LEUKEMIA RESEARCH

New address : Dr Luigi Chieco-Bianchi, Institute Di Anatomia E Istologia Patologica, Università Degli Studi Padova,
Via A Gabelli 35, 35100-Padova, Italy.

* 3547

WORLD GOODWILL

New address : 325 Finchley Road, London NW3 6LS.

* 3576

WORLD PROHIBITION FEDERATION

New address : c/o Mark Hayler, 64 Dixon Road, London SE 25.

* 3593

WORLD UNION OF CATHOLIC TEACHERS

New address : 16 Piazza San Callisto, 00120 Vatican City
T. 698.4786.

* 3597

WORLD UNION OF FRENCH SPEAKERS

New address (Secretariat) : Paul Robert, 3 av du Général Leclerc, 94-Ivry-sur-Seine, France.

* 3638

INTERNATIONAL ASSOCIATION OF DOCUMENTARY FILM MAKERS

Additional address (Headquarters) : Rue Groeselenberg 93 B, 1180 Bruxelles. T. 74.33.14.

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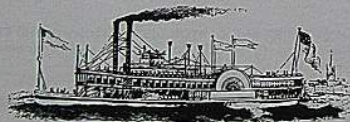


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New International Meetings Announced

Information listed in this section supplements details in the Annual International Congress Calendar published in December 1971,

Les informations faisant l'objet de cette rubrique constituent les suppléments au Calendrier Annuel des Congrès Internationaux publié en décembre 1971.

- 1972 Mar 19-24 Nice (France)
Int Library and Artistic Association. Congress. (YB n°2235)
Prof Henri Desbois, 38 rue du Four, 75 Paris 6e, France.
- 1972 Mar 20-26 Suva (Fiji)
South Pacific Commission. 3rd conference of directors of territorial health services. (YB n°3260)
Anse Vata, P. Box 9, Noumea, New Caledonia.
- 1972 Mar 21-22 Paris (France)
Int Community of Booksellers Associations. General assembly. (YB n°1643)
Lindelaan 12, Delft, Netherlands.
- 1972 Mar 21-23 Johannesburg (South Africa)
Microfilm Association of the Republic of South Africa. Int microfilm conference. Ex.
P O Box 933, Pretoria, Rep of South Africa.
- 1972 Mar 22-23 London (UK)
The Royal Society. Meeting for discussion : Evolution of the precambrian crust.
6 Carlton House Terrace, London SW1Y 5AG, UK.
- 1972 Mar 22-23 Reading (UK)
British Nuclear Energy Society. European conference : Post-irradiation examination techniques. Ex.
1-7 Great George Street, London SW1P 3AA, UK.
- 1972 Mar 22-26 Zurich (Switzerland)
Int Federation of Musicians, 40th session of the executive committee. (YB n°1962)
Kreuzstrasse 40, 8008 Zurich, Switzerland.
- 1972 Mar 22-29 London (UK)
Association of Supervisory and Executive Engineers/British Electrical and Allied Manufacturers Association. Conference and technical symposia: Electrex'72. 16th int electrical engineers exhibition.
Electrical Engineers (ASEE) Exhibition Limited, Wix Hill House, West Horsley, Surrey, UK.
- 1972 Mar 23-25 Bruges (Belgium)
College of Europe. Colloque int, 9e semaine de Bruges: la politique économique extérieure de la Communauté Européenne. *J E Chabert, Secrétaire Général des « Semaines de Bruges, Collège d'Europe, Dyver 11, 8000 Bruges, Belgium.*
- 1972 Mar 23-25 London (UK)
Balint Society. 1st int congress : The doctor, his patient and the illness.
Dr M B Clyne, 150 Lady Margaret Road, Southall, Middlesex.
- 1972 Mar 27-29 (UK)
Research Association for the Paper and Board, Printing and Packaging Industries in the UK. Int conference on packaging technology.
PIRA, Randalls Road, Leatherhead, Surrey, UK.
- 1972 Spring (Formosa)
Commission on Asian and Far Eastern Affairs of the Int Chamber of Commerce. 20e session : Pour de plus vastes possibilités d'emploi productif dans les pays d'Asie et d'Extrême-Orient. (YB n°284)
150 Rajbopit Road, Bangkok 2, Thailand.
- 1972 Spring Vienna (Austria)
1st European conference on general systems research.
Dick Ericson, 12613 Bunting Lane, Bowie, Maryland 20715, USA.
- 1972 Apr 1-5 Budapest (Hungary)
Hungarian Association of Balneo-Climatology /Hungarian Society of Meteorology. Symposium : Iontherapy.
Dr Istvan Kerdo, Secretary-General, Frankel Leo u. 17, Budapest 11, Hungary.
- 1972 Apr 3-12 Addis Ababa (Ethiopia)
United Nations Industrial Development Organization. Seminar on industrial information for French-speaking African countries. (YB n°3386)
Unido, Rathausplatz 2, Vienna, Austria.
- 1972 Apr 4-6 New York (USA)
Polytechnic Institute of Brooklyn. Symposium : Computer-communications networks and teletraffic.
Polytechnic Institute of Brooklyn, MRI Symposium Committee, 333 Jay Street, Brooklyn, N Y 1 1202, USA.
- 1972 Apr 5-8 Berlin (Germany)
Int congress on teaching systems 72.
AMK Berlin, Abt Presse und Public Relations, Messedam 22, Berlin, Germany.
- 1972 Apr 7-8 Vaduz (Liechtenstein)
Int Union of Alpine Associations. Commission du matériel de sécurité. (YB n°2684)
Albert Eggler, Bahnhofplatz 5, 3000 Berne, Switzerland.
- 1972 Apr 8-9 Vaduz (Liechtenstein)
Int Union of Alpine Association. Executive Committee meeting. (YB n°2684)
Albert Eggler, Bahnhofplatz 5, 3000 Berne, Switzerland.
- 1972 Apr 8-13 Kyoto (Japan)
Int. conference on magnetics. P 600.
*Research Laboratory, Kolsusai Denshin Denwa C*2-ch ome Nakameguro, Meguro-ku, Tokyo, Japan.*
- 1972 Apr 10-14 Ljubljana (Yugoslavia)
Int Atomic Energy Agency. Symposium on nuclear activation techniques in the life sciences.
11 Kärntnerring, 1010 Vienna 1, Austria.
- 1972 Apr 10-14 Noumea (New Caledonia)
South Pacific Commission. Planning Committee.
Anse Vata, Noumea (Post Box Nr 9), New Caledonia.

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1972 Apr 11-14 Oberhausser (Germany, Fed Rep)
Metalworkers' Union of the Federal Republic of Germany. 4th int
conference : the challenge of the future.

*Industriegewerkschaft Metall für die Bundesrepublik Deut-
schland, Vorstand, Wilhelm-Leuschner-Strasse 79-85, 6
Frankfurt 1, Germany.*

1972 Apr 12-14 Venice (Italy)
Italian National Research Council, Cybernetics Group. Int com-
puting symposium.
FAST, Piazzame Rodolfo Morandi 2, Milano, Italy.

1972 Apr 12-14 (Denmark)
Int Union of Railways. Commission juridique.
14-16 rue Jean Bey, 75 Paris 15e, France.

1972 Apr 15-17 Milan (Italy)
Société Italienne pour le progrès de la Zootechnie. 7e sympo-
sium int de zootechnie : Milieu, santé des animaux, incitation
zootechnique, santé de l'homme et de ses aliments d'origine
animale.
Via Monte Ortigara 35, Milano, Italy.

1972 Apr 16-25 Barcelona (Spain)
European Packaging Federation. Congress. (YB n°830)
*Mr Luis Sicre, IEEE Breton de los Herreros 57, Madrid 8,
Spain.*

1972 Apr 17-19 Brussels
(Belgium)
North Atlantic Treaty Organization, Committee on the Challenges
of Modern Society. Session. (YB n°3005)
1110 Brussels, Belgium.

1972 Apr 17-22 Rabat (Morocco)
Int Road Federation / Permanent Int Association of Road Con-
gresses. 2nd African highway conference. The development of
road construction and traffic in Africa.

(YB n°
2418/3112)
IRF, 63 rue de Lausanne, Geneva, Switzerland.

1972 Apr 17-22 Strasbourg (France)
European Parliament. Session. (YB n°667)
Avenue de l'Europe, 67 Strasbourg, France.

1972 Apr 18-20 Langford (UK)
Meat Research Institute. Symposium : Meat chilling-why and
how ?

*G L Cutting, Organising Secretary, Meat Research
Institute,
Langford, Bristol BS 18 7DY, UK.*

1972 Apr 19-21 Zurich (Switzerland)
4th Int direct marketing and mail order symposium : Facts,
figures and new ideas.

*4th Int Direct Marketing & Mail Order Symposium, Con-
ference Secretariat, P O Box 214, 8032 Zurich,
Switzerland.*

1972 Apr 20-22 Namur (Belgium)
Int Union of Railways. Réunion annuelle des chefs de publicité.
14-16 rue Jean Rey, 75 Paris 15e, France (YB n°2772)

1972 Apr 20-28 San José (Costa Rica)
FAO, Plant Production and Protection Division. Seminar on the
safe, effective and efficient utilization of agricultural pesticides
in Central America, Mexico, Panama and the Caribbean. P : 75.
(YB n°971)

PAO, Viale delle Terme di Caracalla, Rome, Italy.

1972 Apr 20-29 Amsterdam (Netherlands)
FAO, Fisheries Department. Symposium on major communicable
fish diseases in Europe and their control. P. 1000. (YB n°971)
FAO, Viale delle Terme di Caracalla, Rome, Italy.

1972 Apr 22 Budapest (Hungary)
Hungarian Cancer Society. Symposium : Malignant tumours of
the eye.

*Dr György Gyenes, Secretary-General, Path György u. 7,
Budapest XII, Hungary.*

1972 Apr 23-27 Aarhus (Denmark)
Int Dairy Federation. Colloque int sur l'étude de marchés et la
mise au point de nouveaux produits. (YB n° 1784)
Square Vergote 41, 1040 Brussels, Belgium.

1972 Apr 24-May 3 Rome (Italy)
Intergovernmental Copyright Committee. 21st session.
(YB n° 1115)
c/o Unesco, place de Fontenoy, 75 Paris 7e, France.

1972 Apr 25-27 Helsinki (Finland)
Int Writers Guild. Executive council.
430 Edgware Road, London W2, UK.

1972 Apr 25-28 Singapore (Singapore)
Commonwealth Human Ecology Council. 2nd Commonwealth
conference on development and human ecology.
63 Cromwell Road, London SW7, UK.

1972 Apr 26-27 Amsterdam (Netherlands)
Int Council for Scientific Management, European Committee /
Nederlands Instituut voor Efficiency.
Top management seminar : management motivation and creati-
vity. (YB n° 1730)
CECIOS, c/o NIVE, Parkstraat 18, The Hague, Netherlands.

1972 Apr 30-May 2 Varna (Bulgaria)
Women's Int Democratic Federation. Council meeting.
(YB n° 3438)
13 Unter den Linden, 108 Berlin, Germany, Dem Rep.

1972 Apr (1 day) London (UK)
Beyond Contraception. Symposium on world-wide méthodes of
fertility control.
*Birth Control Campaign, 233 Tottenham Court Road,
London W1, UK.*

1972 Apr Prague (Czechoslovakia)
World Federation of Trade Unions. 3rd conference. (YB n° 3537)
Na mestí Curieových 1, Prague 1, Czechoslovakia.

1972 Apr-May Ibiza (Spain)
1st congress of the Mediterranean islands.
*Bienal Int de Arts de Ibiza, Glorista Quevedo 8, Madrid,
Spain.*

1972 May 3-6 Brussels (Belgium)
European Federation of Public Relations. General assembly.
(YB n° 749)
53 rue des Bollandistes, 1040 Brussels, Belgium.

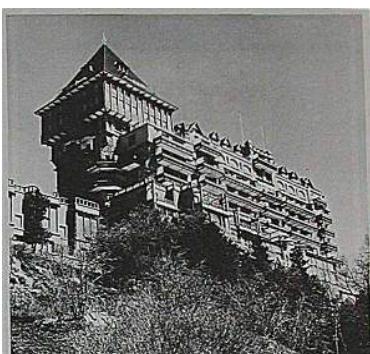
1972 May 6-7 Budapest (Hungary)
« Fedor Jozsef » Scientific Society for School-Health, Sympo-
sium. Scientific technological revolution and the child.
*Dr Borbala Fiona, Secretary-General, Gyali ut 2-6, Budapest
IX, Hungary.*

1972 May 6-10
Int Shopfitting Organization. 14th congress. P : 100. (YB n° 2461)
Lennig House, Mason's Avenue, Croydon CR9 3LL, UK.

1972 May 8-12 Quito (Ecuador)
Inter-American Development Bank. 13th meeting of governors
board. (YB n° 1069)
BID, 808 17th Street, NW Washington, DC 20577, USA.

1972 May 6-12 Rome (Italy)
FAO, European Commission on Agriculture. 18th session. P. 120.
(YB n° 971)
Viale délie Terme di Caracalla, Rome, Italy.

1972 May 9-13 Detroit (USA)
Int Reading Association. Convention : Education and social



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- change. P: 8.500. (YB n°2401)
William Durr, 5775 Green Road, Haslette, Michigan 48840, USA.
- 1972 May 9-26 Geneva (Switzerland)
World Health Organization. 25th assembly. (YB n°3548)
1211 Geneva 27, Switzerland.
- 1972 May 10-12 Asheville (N Carolina, USA)
The Fiber Society Inc. Technical conference.
P O Box 625, Princeton, New Jersey 08540, USA.
- 1972 May 10-13 Parad (Hungary)
Hungarian Society of Gastroenterology. 15th general assembly :
Extra and intrahepatic cholestasis; diseases of the pancreas.
Dr Istvan Wittman, Secretary-General, Diosarok u. 1, Budapest XII, Hungary.
- 1972 May 10-13 (Belgium)
European Society for Opinion and Marketing Research. 19th
seminar on segmentation and typology : techniques and appli-
cations to marketing problems.
ESOMAR, Raadhuisstraat 15, Amsterdam, Netherlands.
- 1972 May 12-13 Nijmegen (Netherlands)
Int Organization for Medical Co-operation-Medicu Mundi. **Gene-
ral assembly: préparation des candidats.** (YB n°2310)
Mozartstr 9, 51 Aachen, Germany, Fed Rep.
- 1972 May 12-18 Zurich (Switzerland)
European Furniture Association. **Congress. P : 1000.** (YB n°769)
**J F Sauter AG, Kirchweg 39, 8102 Oberengstringen, Swit-
zerland.**
- 1972 May 12-19 Melbourne (Australia)
Grand Lodge of Victoria. **Celebration meeting for the Centenary
of the formation of the order into Australia.**
**Mrs E Bloom, 7 Cromwell Street, BLEN IRIS, Victoria 3146,
Australia.**
- 1972 May 15-19 Dubrovnik (Yugoslavia)
Int Center of Social Gerontology. 3rd int congress : **Leisure and
old age. P : 400.**
167 rue de Courcelles, 75 Paris 17e, France.
- 1972 May 15-Jun 9 Rome (Italy)
FAO/United Nations Development Programme /United Nations
Children's Fund. High-level seminar on food and nutrition in
agricultural development planning. **P : 60.** (YB n°971/3382/3380)
FAO, Viale delle Terme di Caracalla, Rome, Italy.
- 1982 May 17-19 Brussels (Belgium)
European Broadcasting Union. Colloquium on modern manage-
ment in radio and television.
avenue Albert Lancaster 32, 1180 Brussels, Belgium.
- 1972 May 21-23 Zurich (Switzerland)
Int Union of Christian Businessmen. European congress. **P : 350.**
Dr A Guggenbühl, Rämistr 10, 8001 Zurich, Switzerland.
- 1972 May 21-25 Moscow (USSR)
World Council for the Welfare of the Blind. Executive committee
meeting. (YB n°3499)
14bis rue de Daru, 75 Paris 8e, France.
- 1972 May 21-27 Tokyo (Japan)
Int Corrosion Committee. 5th int congress on metallic corrosion.
**Dr G Ito, Secretary General, National Research Institute
for Metals, 2-3-12 Nakameguro, Meguro-ku, Tokyo, Japan.**
- 1972 May 22-26 Rome (Italy)
FAO, Rural Institutions Division. Int conference on the role of
agriculture **co-operatives** in economic and social development.
P: 300. (YB n° 971)
FAO, Viale delle Terme di Caracalla, Rome, Italy.

1972 May 22-Jun 2 Brisbane (Queensland-Australia)
South Pacific Commission. Technical meeting on tropical
pastures,
cattle and milk production. (YB n°3260)
Anse Vata, Noumea (Post Box Nr 9), New Caledonia.

1972 May 23-25 VIENNA (Austria)
Int congress of public and co-operative economy.
Working Party on Social Economy in Austria, Vogelsang-
gasse 36, 1050 Vienna, Austria.

1972 May 24-27 Montreal (Canada)
American Association for Child Cars in Hospital. 7th annual
conference : obstacles to optimal care.
Mrs Carelyn L. Keleny, AACCH Conference Children, Mon-
treal Children's Hospital, 2300 Tupper Street, Montreal 106,
Quebec, Canada.

1972 May 24-27 Tours (France)
European Federation of National Associations Engineering.
Meeting. (YB 741)
FEANI, 1 Boulevard Malesherbes, 75-Paris 8e, France.

1972 May 25-27 Keszthely (Hungary)
Hungarian Society of Anatomists, Histologists and Embryolo-
gists. Section on histochemistry. Int symposium on
histochemis-
try : The histochemistry of lysosomes.
Prof Dr Imre Törő, President, Histochemistry section,
Tüzoito
u. 58, Budapest IX, Hungary.

1972 May 26-29 Algarve (Portugal)
European Broadcasting Union. Administrative council.
(YB n°598)
1 rue de Varembe, 1211 Geneva 20, Switzerland.

1972 May 29-Jun 2 Madrid (Spain)
Organisation for economic Co-operation and Development/Eu-
ropean Nuclear Energy Agency. Symposium : Power from radi-
o-
sotopes. (YB n°3023/816)
OECD, Château de la Muette, 2 rue André-Pascal, 75 Paris
16e, France.

1972 May 29-Jun 3 Gembloux (Belgium)
Int Society for Horticultural Science. Section for Vegetables,
Commission for Horticultural Engineering, Commission for
Protected Cultivation. Symposium on strawberries under pro-
tection.

(YB n°2488)
Dr Ir a Nisen, avenue de la Faculté 2, 5800 Gembloux,
Belgium.

1972 Jun 1-4 Hahnekelee (Harz, Germany Fed. Rep)
Int Luge Federation. Meeting of the executive committee.
(YB n°
2236)

Dir Bert Isatitsch, 8786 Rottenmann, Austria.

1972 Jun 5-9 London (UK)
Fédération des Chambres de Commerce du Commonwealth, 25e
congrès.
c/o ICC, 38 Cours Albert ler, 75 Paris 8e, France.

1972 Jun 6 Paris (France)
Int Union of Railways. Comité de gérance. (YB n°2772)
14-16 rue Jean Rey, 75 Paris 15e, France.

1972 Jun 6 Paris (France)
Int Union of Railways/Int Railway Congress Association. Colo-
loque sur le partage des connaissances ferroviaires.
(YB n°2772/2395)
14-16 rue Jean Rey, 75 Paris 15e, France.


1972 Jun 10 Palma de Mallorca (Spain)
Int Federation of Association Football. Meeting of the board.
(YB n°1856)
11 Hitzigweg, 8032 Zurich, Switzerland.

1972 Jun 12-17 Rome (Italy)
Int Institute for the Unification of Private Law. Comité d'experts

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sur la représentation et la commission en matière de vente : 4e session. (YB n°2136)
28 Via Panisperna, 00184 Rome, Italy,

1972 Jun 12-17 Strasbourg (France)
European Parliament. Session. (YB n°667)
Avenue de l'Europe, 67 Strasbourg, France.

1972 Jun 15-18 Mittenwald (Germany, Fed Rep)
Int Union of Alpine Association. Commission pour la protection de la montagne. (YB n°2684)
Albert Egger, Bahnhofplatz 5, 3000 Berne, Switzerland.

1972 Jun 21-23 Brno (Czechoslovakia)
Czechoslovak Medical Society. Congress of radiology. Czechoslovak Medical Society J E Purkyne, Praha, Czechoslovakia.

1972 Jun 22-28 Hamilton (Ont, Canada)
Chemical Institute of Canada, Inorganic Chemistry Division. 14th int conference on coordination chemistry. Colin Lock, Institute for Materials Research, McMaster University, Hamilton, Ont., Canada.

1972 Jun 28-30 Stockholm (Sweden)
Int Organisation for Motor Trades and Repairs. 26th annual congress : The importance of trade associations. P : 300. (YB n°2312)
Motorbranschens Riksförbund MRF, Kartavägen 14A, Stockholm O, Sweden.

1972 Jun 29-30 Budapest (Hungary)
Int Association of Gerontology. Hungarian Gerontological Association. Satellite symposium : Hypoxic alterations and their consequences in aged people. Dr Edit Beregi, Secretary-General, Somogyi Béla u. 35, Budapest 8, Hungary.

1972 Jun Paris (France)
Union of int Engineering Organizations/Société Française des électroniciens et des radioélectriciens. Colloque int sur l'électronique et l'aviation civile. (YB 3353)
Secrétariat du Colloque int, 16 rue de Presles, 75 Paris 15e, France.

1972 Jul 3-7 Noumea (New Caledonia)
South Pacific Commission. Regional seminar on audio-visual aids. (YB n°3260)
Anse Vata, Noumea (Post Box Nr 9), New Caledonia.

1972 Jul 3-29 Geneva (Switzerland)
United Nations Economic and Social Council. 23rd session. Palais des Nations, 1211 Geneva 10, Switzerland. (YB n°3377)

1972 Jul 10-13 Guilford (UK)
Int Union for Vacuum Science, Technique and Applications/ British Vacuum Council. Vacuum instruments and methods in surface studies. P : 300. Ex. (YB n°2677)
British Vacuum Council, 47 Belgrave Square, London SW1 8QX, UK.

1972 Jul 10-16 Paris (France)
World Organization of Young Esperantists. Seminar : Langue et politique : Relations entre les phénomènes politico-économiques et les phénomènes linguistiques. (YB n° 3566)
Kastelenstraat 231, Amsterdam Z, Netherlands.

1972 Aug 15-18 Burg Stettenfels (Germany, Fed Rep)
Int Union of Liberal Christian Women. Int conference : our differing life styles. (YB n°2735)
Miss L M Hosegood, B A, 86 Chatsworth Road, Croydon IHB, UK,

1972 Aug 21-25 Ottawa (Ont Canada)
Chemical Institute of Canada, Physical Chemical Division, int symposium on hydrogen bonding.

H J Bernstein, Division of Chemistry, National Research Council, Ottawa, Ontario, Canada.

1972 Sep 4-9 Lisbon (Portugal)
Int Pharmaceutical Federation. 24th general assembly and 32nd int congress. (YB n°2351)
FIP 1972, 18 rua da Sociedade Farmaceutica, Lisboa 1, Portugal.

1972 Sep 6-12 Parksville, Vancouver Is, (Br Columbia, Canada)
Int Astronomical Union. Symposia : « Extended atmospheres and circumstellar matter in spectroscopic binary systems ». (YB n°1382)
Dr K O Wright, Dominion Astrophysical Observatory, Victoria B C, Canada.

1972 Sep 18-21 Geisenheim-Rhein (Germany, Fed Rep)
Int Society for Horticultural Science. Section for Vegetables and Commission for Protected Cultivation. Meeting : water supply under glass and plastics. (YB n°2488)
Prof Dr H D Hartmann, Institut f. Zierpflanzenbau, Hess. Lehr- und Forschungsanstalt f Wein, Obst- und Gartenbau, D 6222 Geisenheim-Rhein.

1972 Sep 19-22 Lyon (France)
Int Union for Vacuum Science, Technique and Applications/ Société Française des Ingénieurs et Techniciens du Vide. 2e colloque int sur les applications des sciences et techniques du vide aux revêtements et états de surface. (YB n°2677)
Mme J Fauvet-Mainier, SFITV, 19 rue du Renard, 75 Paris 4e, France.

1972 Sep Mexico (Mexico)
Int Union of Nutritional Sciences, 11th congress. (YB n°2743)
Prof Dr J C Somogyi, Institut für Ernährungsforschung, 8803 Rüschiikon-Zurich. Switzerland.

1972 Oct 1-5 Eforie (Romania)
Int Federation of Thermalism and Climatism. Annual assembly. (YB n°2032)
Hätternweg 5, 9000 St Gall, Switzerland,

1972 Oct 3-6 Brussels (Belgium)
Int Section for Performing Arts Libraries and Museums. 10th congress : Audio-visual theatre documentation, particularly in connection with education and cultural activities. (YB n°2451)
Melle Francine Remy, Secrétaire du Congrès, c/o Institut national supérieur des Arts du Spectacle, rue Thérésienne 8, 1000 Brussels, Belgium.

1972 Oct 4-7 Strasbourg (France)
European Federation for the Welfare of the Elderly/Int Senior Citizens Association. 7th Eurag Congress P : 1000. EURAG Secretary General, 1816 Chailly-sur Clarens, Switzerland.

1972 Nov 13-18 Lisbon (Portugal)
Universal Federation of Travel Agents' Associations. 6th Congress. (YB n°3404)
avenue Marnix 30, 1050 Brussels, Belgium.

1972 Nov 14-16 Mainz (Germany, Fed Rep)
AWV-Mikrofilm Ausschuss. European microfilm congress. Ex. AWV, Référéat II, Gutleutstrasse 163-167, 6 Frankfurt 1, Germany, Fed Rep.

1972 Dec 2-10 Buenos-Aires (Argentina)
Int Association of Sport Research. Congress. (YB n° 1347)
Calle Acassuso 2043, San Isidro, Buenos Aires, Argentina.

1973 Jun 3-9 Lausanne (Switzerland)
Int Railway Congress Association / Int Union of Railways. Enlarged meeting of the Management Committee P : 375. (YB n° 2395/2772)
IRCA, rue de Louvain 17-21, 1000 Brussels, Belgium.

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hage. — NORWAY, Libr. Tanum-Cammer-
mayer, Karl Johansgt. 43, Oslo 1. — PORTU-

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