

INTERNATIONAL
TRANSNATIONAL 7-8
ASSOCIATIONS



ASSOCIATIONS
TRANSNATIONALES
INTERNATIONALES

1977

TRANSNATIONAL ASSOCIATIONS

ASSOCIATIONS TRANSNATIONALES

The 29th year of our periodical begins with a bold change to a new title « Transnational Associations » in harmony with the diminishing relevance of the old one « International Associations ».

The transnational nature of nonprofit associations demands recognition and our informed readers will not be surprised that we want to give a good example of conceptual clarity.

The purpose of « Transnational Associations » is to present significant contributions to understanding about the structure and functioning of the complex network of international organizations. The main concern is to focus attention on the roles and problems of the wide variety of transnational associations (NGOs : international nongovernmental, nonprofit organizations) in the international community. In this sense « Transnational Associations » is the periodical of transnational associations and those interested in them. It therefore includes news, studies, statistics, activity and meeting information, as well as articles. The articles range from descriptions of individual organizations to academic investigation of groups of organizations and their problems. The focus of the selected articles is less on the substantive world problems on which they may act (which are extensively examined in other periodicals) and more on the present methods of international action and future alternatives which can usefully be envisaged and discussed. Related themes regularly treated are : relationship of NGOs to intergovernmental organizations, techniques of meeting organization, international information systems, multinational enterprises.

The readership therefore includes : international association executives, intergovernmental organization executives, scholars of the sociology of international action, organizers of international meetings, commercial organizations offering services to international bodies, and others interested in the activities of the whole range of international organizations.

« Transnational Associations » is the organ of the nonprofit Union of International Associations, although the views expressed are not necessarily those of the UIA.

Cette 29ème année de notre Revue apporte un nouveau titre « Associations Transnationales » au lieu d'« Associations Internationales ».

Le fait transnational des associations non lucratives (OING) le veut ainsi et nos lecteurs ne seront pas surpris que nous donnions le bon exemple d'un langage clair.

La raison principale d'« Associations Transnationales » est d'apporter sa contribution à la vie et au développement du réseau complexe des associations, dans ses structures comme dans son fonctionnement.

Le premier souci d'« Associations Transnationales » est de fixer l'attention sur les tâches et les problèmes d'un large éventail d'associations transnationales sans but lucratif — les organisations dites non-gouvernementales dans la terminologie des Nations Unies. En ce sens « Associations Transnationales » est la tribune des associations transnationales et de tous ceux qui s'y intéressent. Cette revue mensuelle contient des nouvelles, des études, des statistiques, des informations spécifiques sur les activités des associations, leurs congrès, leurs réunions. Aussi des articles, des chroniques ayant trait aux problèmes et aux intérêts communs aux associations.

Le sujet des articles choisis s'attache surtout à la méthode de l'organisation internationale considérée notamment dans ses rapports avec le secteur privé des associations et dans la perspective des adaptations nécessaires aux temps nouveaux, plutôt qu'au fond des problèmes, qui sont le propre de chaque groupement et traités ailleurs dans des revues générales ou spécialisées.

Nos thèmes habituels sont les relations des ONG avec les organisations intergouvernementales, les techniques de l'organisation internationale, les systèmes d'information internationale, outre les entreprises multinationales.

« Associations Transnationales » est l'organe de l'UIA, association sans but lucratif, bien que les opinions qu'il exprime ne soient pas nécessairement celles de cet Institut.

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Particular thanks are due to Mlle E. de Wilde.

The highly international flavour of Rubens life and works makes him an appropriate illustrator for « Transnational Associations ».

TRANSNATIONAL ASSOCIATIONS

ASSOCIATIONS TRANSNATIONALES

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(ancien titre ; ASSOCIATIONS INTERNATIONALES)

29th year

1977 - n° 7-8

29e année

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« ASSOCIATIONS TRANSNATIONALES »
« TRANSNATIONAL ASSOCIATIONS »



juillet-août
july-august

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**Le memorandum de la Conférence
des ONG de l'ECOSOC.**

**LE STATUT CONSULTATIF
ET LE NOUVEL ORDRE MONDIAL**

On lira d'autre part le texte du memorandum de la Conférence des organisations non-gouvernementales ayant le statut consultatif auprès du Conseil économique et social des Nations-Unies (ONGO) sur « les relations consultatives entre les ONG et l'ONU dans le cadre de la restructuration des secteurs économique et social du Système des Nations-Unies ». Ce document, préparé laborieusement par un groupe de travail du Bureau de la Conférence présidé par M. Riegner, fait suite aux débats de la 13^{ème} session de la Conférence de Genève en mars 1976, dont nous avons fait à l'époque largement relation (1).

Que faut-il penser de ce memorandum qui a été officiellement soumis aux présidents et aux membres du Comité de restructuration des Nations-Unies et du Comité de l'Ecosoc chargé des ONG?

Un de nos correspondants bien placé pour émettre un avis sagace, vétéran des relations internationales et de la consultation des ONG, nous a dit son regret qu'on n'ait pas été plus vigoureux dans la partie historique et critique du document. Nous partageons ce regret d'autant plus que nous avons pris part au débat. Mais il nous paraît que si l'on tient compte d'un ensemble de circonstances — le cadre mondial, les différences de milieux, de langages, d'idéologies, de systèmes, de développement — aussi de la mauvaise habitude prise de ne rien dire et de ne rien faire, du fait même de ces entraves, on ne peut pas s'étonner d'un résultat de compromis. Nous dirons même, pour notre part, que c'est un compromis relativement satisfaisant, que nous n'espérions pas à deux ans d'ici quand nos appels répétés à la dignité, à l'indépendance et à la solidarité des associations OING ne suscitaient que des échos amortis par

l'inertie, l'indifférence, la prudence ou la connivence.

Il faut en effet se rappeler d'où l'on vient et savoir aussi à quelles humeurs l'intention et l'élaboration du memorandum se sont heurtées.

D'où l'on vient, nos fidèles lecteurs le savent de longue date par la critique que nous avons souvent faite à cette tribune d'un Système onusien essentiellement intergouvernemental et d'une raison d'Etat qui n'imaginait pas, au moment où l'Art. 71 fut introduit dans la Charte, qu'un ordre international pût impliquer une véritable participation du réseau mondial des associations, ces forces vives de l'opinion, à la préparation et aux décisions de l'action internationale et, partant, moins encore admettre un jour une intégration des secteurs privés, à l'exemple de l'Organisation internationale du Travail. Il suffit de relire le texte de l'Art. 71 pour en voir l'intention tout à fait marginale et accessoire. Il faut vraiment forcer l'événement pour prétendre que ce fut originellement une innovation importante. Par rapport à zéro certes et en constatant que l'Ecosoc et, à sa suite, les Institutions spécialisées et beaucoup d'organismes internationaux ont fait de la faculté de consultation un usage extensif. Mais le fait est là, patent, que les premiers commentateurs de la Charte, même les plus internationalistes des juristes ayant participé à la Conférence de San Francisco ont passé la consultation sous silence.

La consultation a pris le départ à Lake Success au temps des soixante membres de l'ONU, dans un climat de guerre froide qui a pu donner un in-

stant l'impression que les ONG, produits d'une société développée pour la plupart, œuvraient dans l'esprit et au bénéfice d'une diplomatie et d'une stratégie occidentales. Or ce fut si peu vrai, qu'étant par essence l'expression benévole d'un ordre libéral, elles n'ont pas reçu des pays dits libres, mais attachés à une mentalité d'Etat, la considération qu'elles méritaient, surtout après leur contribution historique à la Charte des Nations-Unies dans le domaine des droits de l'Homme. Ayant personnellement vécu cette période expérimentale de la consultation, il nous souvient d'une attitude et d'un traitement de condescendance des Etats, marquée du sentiment généralement partagé qu'hommes quelques organisations massives comme les Syndicats, les Coopératives ou les Chambres de commerce, les ONG étaient là discrètement, sur les traveaux supérieures, pour donner en bref, à l'occasion, un avis plutôt qu'un conseil, un avis plus technique que politique, mais tenues, en revanche, de payer la faveur dont on les gratifiait en faisant la publicité du Système. Nous parlons au niveau du Conseil économique et social. Il en fut autrement, il est vrai, dans les travaux des Institutions spécialisées et des organes spéciaux tels la Commission des droits de l'Homme, l'Unicef, le Haut Commissariat pour les Réfugiés, où l'apport des ONG fut tout de suite apprécié à son prix et à sa nécessité.

Le temps a apporté du changement en sens divers.

Dans les études sociologiques des relations internationales, les associations sont sorties des coulisses de leur humilité pour apparaître sur la scène des nations ce qu'elles sont effectivement : un acteur important de la société des peuples.

Dans l'action politique, le monde des Etats socialistes, réservé par principe à l'égard d'un phénomène d'origine bourgeoise et d'initiative privée, en a reconnu l'émminence. En revanche la prolifération des Nations-Unies a eu pour résultat de gonfler une majorité d'Etats afro-asiatiques plus étrangers à la chose des OING, moins instruits en tout cas de cette réalité mondiale et partant plus méfiants. On l'a bien vu lors de la crise de la consultation à l'Unesco. C'est apparu aussi clairement dans la stratégie pour un nouvel ordre économique mondial qui, d'un bout à l'autre de ses démarches, de l'Assemblée à la Cnuced, a traité l'ensemble des OING comme quantité assez négligeable. Nos lecteurs se souviendront de la suggestion que l'UAI avait faite à la présidente de la Conférence des ONG

de l'Ecosoc. Mme Harris, lors du Forum des ONG organisé parallèlement à New-York lors de la 7ème Assemblée extraordinaire de l'ONU, de saisir l'occasion propice et unique de poser dignement à l'organisation internationale le problème fondamental du sort de la consultation des ONG dans le nouvel ordre mondial, avant même d'y prendre part (2). Il a fallu attendre Genève, six mois plus tard, pour qu'enfin la Conférence des OING s'émût et se prononçât.

Voilà d'où l'on vient, mais avec les coups de frein qui n'ont pas manqué jusqu'au bout du trajet du mémorandum. Ils viennent tantôt de ceux qui sont sciemment hostile par idée et par principe à tout ce qui pourrait gêner la volonté politique des Etats, tantôt de ceux qui sont ignorants du rôle bien-faisant des ONG et de ce qu'elles peuvent apporter de contribution sociale à l'ordre mondial, ainsi que M. Tévoédjrè, le Directeur de l'Institut des études sociales du BIT, l'a déclaré à notre Colloque de Genève avec un accent de conviction et de sincérité que nul ne pensera à suspecter,

C'est donc à la lumière du chemin parcouru et des obstacles persistants qu'on lira et appréciera le mémorandum de la Conférence. Nous en soulignerons quelques passages dont les délégations d'Etats ne sauraient trop se pénétrer :

— Très différenciées de par leurs structures et leurs fonctions, leurs orientations politiques et les zones géographiques qu'elles représentent, les ONG ont été bien souvent les premières à identifier certains problèmes humains cruciaux et à y proposer des solutions efficaces ». L'exemple le plus frappant de ce devancement de l'initiative privée est celui de l'environnement.

— Le vaste éventail des efforts et des ressources des ONG dans tous les domaines qui intéressent les secteurs économiques et sociaux des Nations-Unies représente - un immense capital humain et financier » au service de la paix, de la sécurité, du développement, de la qualité de la vie, de l'affranchissement des opprimés. Ce potentiel humain peut aider aux buts assignés aux différentes Décennies des Nations-Unies et il est dès lors primordial que les relations avec les ONG soient « reconsidérées, renforcées et étendues ».

— Certes « les ONG ont un rôle important à jouer dans la mobilisation de l'opinion publique afin d'appuyer les principes, les buts et les activités

de l'ONU mais... ». Mais « elles ne considèrent pas que le statut consultatif se limite à ce rôle. Le développement de la coopération... est d'un intérêt vital pour les deux parties ». Ce rôle doit tendre en même temps « à établir une véritable collaboration de partenaires... à permettre aux ONG d'apporter une contribution en faisant part, en toute liberté, de leurs idées et de leurs expériences, dans les domaines où elles sont particulièrement qualifiées ». En toute liberté cela signifie un refus de tutelle et une objection à la politisation du Système, qui n'est pas un péril imaginaire.

— Les ONG ne doivent pas être seulement en mesure d'apporter leur contribution aux programmes opérationnels, mais aussi aux débats qui déterminent la nature et le contenu de ces programmes... Il est nécessaire que les ONG fassent entendre leurs voix aux différents stades de la prise de décisions.

Le mémorandum recourt à un euphémisme pour dire que « les défauts du Système existant de relations des ONG ont été une source d'insatisfaction pour beaucoup d'ONG et d'autres ».

Suivent une série de recommandations pour l'amélioration de la procédure et du rendement de la consultation à l'Ecosoc, et pour son extension à l'Assemblée générale où se transfèrent beaucoup de tâches du Conseil. On jugera ces diverses recommandations au total fort modestes, en deçà des insatisfactions dénoncées. Mais la Conférence des ONG et son Bureau ne pouvaient pas forcer leur talent. Il faut leur savoir gré d'un progrès réel et souhaiter que leur démarche ne soit pas vaine. Car s'il devait en être autrement et que le Comité chargé de la restructuration des secteurs économiques et sociaux des Nations-Unies ne fit pas les réformes que l'UAI a proposées il y a quelques années déjà par le moyen d'un Comité mixte d'études de l'Ecosoc, c'est alors à l'extérieur du Système qu'il faudrait porter tout l'effort.

La relation intégrale de notre Colloque de Genève sera publiée au moment où paraîtront ces lignes. Elle fera ressortir l'ampleur, l'universalité, la richesse du réseau transnational des forces sociales et d'opinion sans lesquelles, comme le soleil de Rostand, les choses des Nations-Unies ne seraient que ce qu'elles sont, actuellement.

Robert FENAUUX

(1) Associations Internationales « ONG-NGO », mai 1976.
(2) Voir « Associations Internationales », septembre 1975.

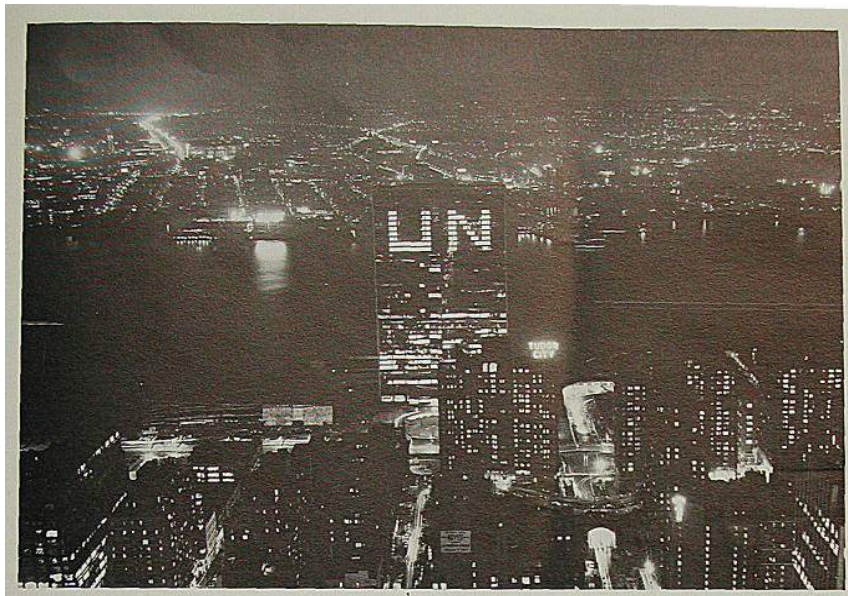
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de l'enfance



World Confederation of Labour
Confédération mondiale
du travail
World Federation
of Democratic Youth
Fédération mondiale
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World Federation
of Trade Unions
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World Federation of
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World Jewish Congress
Congrès juif mondial
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Congrès du monde musulman
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avec les organisations non-gouvernementales par les organismes du système des Nations Unies dans son ensemble, et dans le cadre de Conférence mondiales spéciales ».

4. Le présent mémorandum est présenté dans la perspective d'un renforcement de la relation consultative afin de permettre aux ONG d'apporter leur entière contribution au travail économique et social d'un système des Nations Unies restructuré. Il traite uniquement des relations des ONG avec les différents organes et programmes des Nations Unies; il ne couvre pas les relations qui ont été établies avec les ONG par diverses agences spécialisées, car celles-ci concernent les ONG au bénéfice de ces relations. Le mémorandum est soumis par le Bureau de la Conférence des ONG dotées du statut consultatif au nom des membres de la Conférence.

La contribution des ONG aux activités des Nations Unies

5. Bien des ONG ont de nombreuses réalisations à leur actif. En tant qu'institutions permettant à des individus et à des groupements de satisfaire à des besoins et de sauvegarder des intérêts spécifiques à l'intérieur des Etats et

au-delà des frontières, les ONG sont très différenciées de par leurs structures et leurs fonctions, leur orientation politique et les zones géographiques qu'elles représentent. Elles ont été bien souvent les premières à identifier certains problèmes humains cruciaux et à y proposer des solutions efficaces.

6. L'activité des ONG couvre un grand nombre de domaines qui intéressent aujourd'hui les secteurs économiques et sociaux des Nations Unies : bien-être social, aide humanitaire, promotion et défense des droits de l'homme, élimination de la discrimination, amélioration du statut de la femme, programme concernant la jeunesse, promotion du développement économique et social, mesures en faveur de services de santé de base, éducation et formation, et protection de l'environnement. La combinaison des ressources et des efforts que les ONG consacrent à ces activités représente un immense capital humain et financier. On estime qu'à elle seule la valeur de l'aide technique, fournie par les ONG aux pays en développement, évaluée pour l'année 1973 à plus d'un milliard (2) de dollars US, s'élève maintenant à un montant annuel très supérieur.

7. Toutefois, l'activité des ONG ne se borne nullement aux domaines économiques et sociaux; les ONG consacrent des ressources et des efforts con-

sidérables aux programmes destinés "à promouvoir les objectifs généraux des Nations Unies, à savoir l'avancement de la cause de la paix et du désarmement, la promotion de la sécurité et de la coopération internationales, l'élimination des conflits internationaux et la lutte contre le racisme, l'apartheid et le colonialisme.

8. Considérant d'une part ce vaste potentiel ONG et, d'autre part, les énormes difficultés auxquelles se heurtent les Nations Unies pour mettre en œuvre le nouvel ordre économique et réaliser les buts assignés aux différentes Décennies des NU, il est primordial que les relations entre les NU et les ONG soient reconsidérées, renforcées et étendues.

Développement des relations consultatives entre les ONG et le système des Nations Unies

9. L'article 71 de la Charte, qui permet au Conseil Economique et Social de "prendre toutes dispositions utiles pour consulter les organisations non-gouvernementales qui s'occupent de questions relevant de sa compétence", était une heureuse innovation dans un système international créé et conçu par des Etats; cela permettrait aux ONG, qui reflètent les aspirations des peuples

et de l'opinion publique, de contribuer à la réalisation des buts des Nations Unies. Le Conseil Economique et Social a créé un système de classification, une procédure de soumission de demandes, le Comité du Conseil Chargé des ONG, des services et des arrangements pour le statut consultatif, lesquels, au cours des années, se sont étendus à de nombreux secteurs du système des Nations Unies.

10- Au fil des ans, l'Organisation des NU a presque triplé le nombre de ses membres et a largement étendu le champ de ses activités. Parallèlement, la présence des ONG aux NU s'est renforcée, leur base s'élargit, et elles deviennent plus représentatives de l'opinion publique de pays à systèmes sociaux ou à niveaux de développement économique divers.

11. Cependant, l'expansion des NU sous ces aspects n'a pas été suivie d'un développement comparable dans le domaine des relations consultatives avec les ONG. Les ONG ont un rôle important à jouer dans la mobilisation de l'opinion publique afin d'appuyer les principes, les buts et les activités des NU; mais elles ne considèrent pas que le statut consultatif se limite à ce rôle. Le développement de la coopération entre les ONG et les Nations Unies est d'un intérêt vital pour les deux parties. Il permettrait aux ONG de jouer plus efficacement le rôle envisagé pour elles par les auteurs de l'article 71 de la Charte, qui tend à établir une véritable collaboration de partenaires; ce rôle consiste à soutenir l'action des Nations Unies et, en même temps, à permettre aux ONG d'apporter une contribution, en faisant part, en toute liberté, de leurs idées et de leurs expériences dans les domaines où elles sont particulièrement qualifiées.

12. Avec certains éléments du système des Nations Unies, tels que le PNUD, l'UNDRO, le PNUE, le HCR et l'UNICEF — ainsi qu'avec certaines agences spécialisées des Nations Unies — des arrangements officiels pour colla-



Séance plénière de la 13^{ème} Conférence des ONG

suscitent un véritable esprit de coopération qui, nous en sommes persuadés, profitent grandement à tous les partenaires. Il est à espérer que des relations appropriées puissent être établies avec l'ECOSOC, afin que les ONG soient en mesure d'apporter leur entière contribution, non seulement aux programmes opérationnels, mais aussi aux débats qui déterminent la nature et le contenu de ces programmes. Ainsi qu'on l'a fréquemment déclaré au Comité du Conseil Chargé des ONG, il est nécessaire que les ONG fassent entendre leurs voix aux différents stades de la prise de décision.

Relations ONG et restructuration des secteurs économique et social du système des N.U.

13. Les défauts du système existant de relations des ONG ont été une source d'insatisfaction pour beaucoup d'ONG et d'autres, associés aux NU avant que la 29^{ème} session de l'Assemblée générale n'ait demandé (Résolution 3343)

(XXIX) au Secrétaire général de désigner un groupe d'experts chargé de faire des propositions de changements de structure à l'intérieur du système des NU afin qu'elles soient mieux outillées pour aborder les problèmes de coopération économique internationale. Conformément au rapport du groupe d'experts (E/AC. 62/9), la 7^{ème} session extraordinaire de l'Assemblée générale a institué le Comité spécial de la restructuration, qui a inclus dans son mandat les relations avec les ONG.

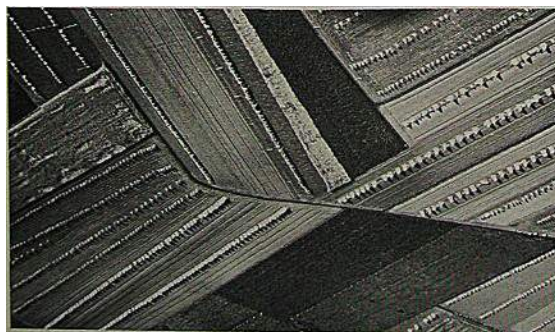
14. La 13^{ème} assemblée de la Conférence des ONG dotées du statut consultatif, tenue à Genève du 16 au 19 mars 1976, a pris note de ces développements, à la suite de quoi le Bureau a décidé de désigner un groupe de travail chargé d'élaborer la présente étude. Au début des travaux, des consultations informelles ont eu lieu à Genève et à New-York avec l'Ambassadeur Kenneth C.S. Dadzie (Ghana), Président, et avec M. Douglas Sturkey (Australie), Rapporteur du Comité spécial. Les points de vue exprimés lors de ces consultations ont été communiqués dans un aide-mémoire préliminaire adressé au Président le 12 juillet 1976 au nom du Bureau de la Conférence des ONG dotées du statut consultatif.

15. Le présent mémorandum est le résultat d'une large consultation à l'intérieur du Bureau de la Conférence lors de sa réunion des 4 et 5 novembre 1976 à New-York, et de celle des 25 et 26 avril 1977 à Genève, et tient compte des commentaires formulés sur des projets antérieurs reçus de membres de la Conférence.

RECOMMANDATIONS

16. ASSEMBLEE GENERALE: l'accès à l'Assemblée générale et à ses Commissions devrait être accordé aux ONG, notamment pour les affaires qui sont de la compétence de l'ECOSOC (3).

a) Depuis quelques années, le Conseil économique et social a tendance à



soumettre des questions de sa compétence à l'Assemblée générale pour décision finale. A l'heure actuelle, l'une des grandes priorités du programme des Nations Unies — l'établissement d'un nouvel ordre économique international, sujet d'importance vitale pour les ONG — est suivie avec plus d'attention par l'Assemblée que par le Conseil. Il est vraisemblable que cet état de choses persistera, en effet, le rapport du Comité spécial de la restructuration des secteurs économique et social du système des Nations Unies considère l'Assemblée générale comme « l'organe suprême des Nations Unies dans les domaines économiques et sociaux »; c'est pourquoi nous suggérons que soit accordé aux ONG l'accès à l'Assemblée générale et à ses Commissions pour toutes les questions relevant de la compétence de l'ECOSOC. Cela est en fait la conséquence logique de l'usage effectif par les ONG de leur statut consultatif, soit à savoir présenter leur point de vue, dans le domaine de leurs compétences respectives, au moment crucial où interviennent des décisions auxquelles elles ont une contribution pertinente à apporter.

b) Les ONG dotées du statut consultatif devraient être mises au bénéfice de relations consultatives auprès des Commissions de l'Assemblée générale; celles-ci devaient confirmer les arrangements concernant l'accès aux débats et l'accès à la documentation et devraient inclure le droit de faire des communications par écrit sur les points à l'ordre du jour qui les concernant et ceci dans le cadre du paragraphe (a) ci-dessus.

c) En outre, l'Assemblée générale elle-même a fréquemment fait appel à la collaboration des ONG et les a consultées sur des sujets qui ne sont pas de la compétence du Conseil Économique et Social. Lors de sa 31^{ème} session, par exemple, l'Assemblée générale s'est référée à la contribution des ONG dans des domaines tels que l'Action contre l'Apartheid (Résolution 31 /6), la Décolonisation (Résolution 31 /144) et le Désarmement (Résolution 31 /68). Eu égard à cette tendance de l'Assemblée générale à rechercher la collaboration des ONG sur bon nombre des points à son ordre du jour, il est suggéré que les dispositions proposées ci-dessus soient étendues à toutes les Commissions de l'Assemblée générale.

d) Puisque l'Assemblée générale décide de ses propres règles et procédures, elle peut autoriser l'extension des dispositions relatives aux consultations dans le sens suggéré ci-dessus,

17. CONSEIL ECONOMIQUE ET SOCIAL:

Il y aurait lieu de tenir davantage compte des avis, de l'expérience et de la contribution des ONG lors des sessions du Conseil, Le fonctionnement du Co-

mité du Conseil Chargé des Organisations non-gouvernementales devrait être réexaminé.

a) Il a été recommandé qu'à l'avenir le Conseil organise son travail sur une base biennale et prévoie, échelonnées sur toute l'année (sauf pendant la période d'Assemblée générale), des sessions plus courtes et plus fréquentes portant sur un sujet ou un problème précis. Les ONG membres de la Conférence attribuent une grande valeur à cette proposition.

b) Si le calendrier de l'ECOSOC est établi sur cette base, il est recommandé qu'à chacune de ces sessions portant sur un sujet déterminé, le Conseil consulte les ONG ayant indiqué un intérêt spécial dans le domaine particulier des problèmes examinés, qu'il existe ou non un organe subsidiaire du Conseil chargé de s'occuper de ce domaine. Des mesures devraient être prises pour qu'une telle consultation ait lieu avant que n'interviennent les décisions sur le problème particulier devant être examiné.

c) Il conviendrait de reconnaître plus généralement l'importance du rôle que le Comité du Conseil peut jouer dans la mise en œuvre des relations consultatives. La nomination par certains membres du Conseil d'un Ambassadeur spécial pour les affaires des ONG est une heureuse initiative et l'on souhaiterait que cette pratique soit étendue. Il est suggéré que le Comité se réunisse plus fréquemment et consulte régulièrement le Bureau de la Conférence, et qu'il soit établi des comptes rendus analytiques de ses réunions.

18. AUTRES PROGRAMMES, ORGANISMES ET CONFÉRENCES MONDIALES AD HOC DE L'ONU : Des résolutions de l'Assemblée générale ont établi des programmes spéciaux, des fonds et d'autres organismes et ont convoqué des Conférences mondiales sous les auspices des N.U., ainsi que des Conférences diplomatiques chargées de préparer des Conventions internationales; toutes ces questions sont d'une importance vitale pour les ONG. Il est recommandé que les relations établies par l'ECOSOC avec les ONG et les facilités qui leur sont accordées pour les réunions qui ont lieu sous les auspices de l'ECOSOC soient étendues à ces autres tribunes du système des N.U.

a) La participation des ONG à de grandes conférences tenues récemment sous les auspices des Nations Unies, la consultation et la coopération entre ces organisations au cours de la préparation de ces Conférences et lors de Conférences elles-mêmes ont donné des exemples des ressources importantes des ONG en connaissances techniques, en moyens de sensibiliser l'opinion publique et de diffuser des informations fournies par des experts, ainsi que de leurs possibilités de mobiliser des ressources financières et de contribuer à la mise en œuvre de la politique des Nations Unies. Il semblerait que ces

genres de collaboration n'aient été envisagés ni dans l'article 71 de la Charte, ni dans les résolutions pertinentes de l'ECOSOC.

b) Des dispositions devraient être prises en conséquence pour que les ONG dotées du statut consultatif auprès de l'ECOSOC puissent être invitées, selon une règle, à participer automatiquement comme observateurs aux conférences mondiales ad hoc (comme, par exemple, celles qui ont eu lieu sur des sujets tels que l'égalité de la situation de la femme, l'alimentation, la population, l'environnement et l'habitat). Ces invitations devraient comporter des arrangements appropriés concernant l'attribution des places, l'accès à la documentation pertinente et le droit de présenter des exposés sur les points à l'ordre du jour, soit par écrit, soit par oral.

c) Des dispositions devraient être prises pour que toutes facilités soient accordées à des groupes représentatifs d'ONG se chargeant d'organiser des activités parallèles en relations avec la Conférence, avant et pendant les Conférences mondiales ad hoc (Forums, tribunes ONG, etc.). La Conférence des ONG devrait être consultée dans tous ces cas, de façon que la participation de toutes les ONG intéressées puisse être assurée.

d) De plus, des ONG dotées du statut consultatif devraient être invitées à prendre part, avec les facilités indiquées sous b), aux Conférences diplomatiques convoquées par les Nations Unies en vertu de résolutions de l'Assemblée générale afin d'élaborer des Conventions internationales pour lesquelles les ONG manifestent un intérêt.

e) Il est proposé que tous les programmes, fonds et organismes des NU institués à la suite de résolutions de l'Assemblée générale, et qui font leurs rapports à l'ECOSOC, offrent, à défaut de règle spéciale, libre accès à leur documentation, aux ONG dotées du statut consultatif auprès de l'ECOSOC. De même, ces organismes devraient accorder aux ONG le droit de faire des communications et leur permettre de participer, dans le domaine d'activité qui est le leur, à la mise en œuvre des programmes dont ces organismes sont responsables dans le système des NU. Ces dispositions devraient s'appliquer également aux activités organisées au niveau régional.

19. SECRETARIAT DES N.U. : Une harmonisation et une rationalisation plus développées sont une condition préalable au renforcement des relations entre les ONG et les différentes divisions du Secrétariat des N.U. a) L'application de la relation consultative entre les ONG et les NU n'est pas seulement une procédure formelle, mais un processus continu qui prend un sens particulier du fait que le Secrétariat est de plus en plus associé à des activités opérationnelles dans les domaines économique et social et dans

d'autres domaines du système des NU. C'est pourquoi il devient plus important que jamais pour des relations consultatives efficaces, d'assurer des contacts avec les différents services fonctionnels du Secrétariat des NU, tant au siège que dans les régions.

b) Afin d'assurer des contacts appropriés entre les services compétents des NU et les ONG dont les buts et les activités sont les plus proches de ces services, il est nécessaire et urgent de renforcer la Section ONG du Département des affaires économiques et sociales à New-York et le Bureau de liaison à Genève.

c) De plus, il est suggéré que des réunions périodiques aient lieu entre les différents services ou offices du Secrétariat et la Section ONG. Par ce

moyen, un groupe de coordination des services du Secrétariat des NU s'occupant des ONG pourrait rester en liaison avec le Bureau de la Conférence des organisations non-gouvernementales dotées du statut consultatif auprès du Conseil économique et social, afin d'assurer la participation des ONG aux programmes qui les intéressent et qui relèvent de leur domaine de compétence particulier. Une telle coordination est notamment nécessaire entre les ONG et le Secrétariat des NU, en ce qui concerne les activités opérationnelles des NU, et lors de la préparation de Conférence mondiales et régionales organisées sous les auspices des Nations Unies.

(2) Cf. UNITAR : Rapport sur les Organisations non-gouvernementales dans le

développement économique et social (rapport sur la Conférence tenue au Château Hemstein, Autriche, Juillet 1975), par. 3.

(3) Bien que n'apparaissant pas dans le texte même du rapport du Comité spécial (A/31/34), une suggestion dans ce sens est incluse dans le texte regroupant les propositions officielles (écrites et orales) établi par le Président à la demande des délégations et joint comme Annexe II du rapport. Le paragraphe 11/9 contient la phrase suivante : le Conseil • devrait également examiner comment mettre les organisations non-gouvernementales dotées du statut consultatif à même de contribuer efficacement aux travaux de l'Assemblée générale ».

By Courtesy, A.C.L. Brussels

Pierre-Paul Rubens



Les religieuses

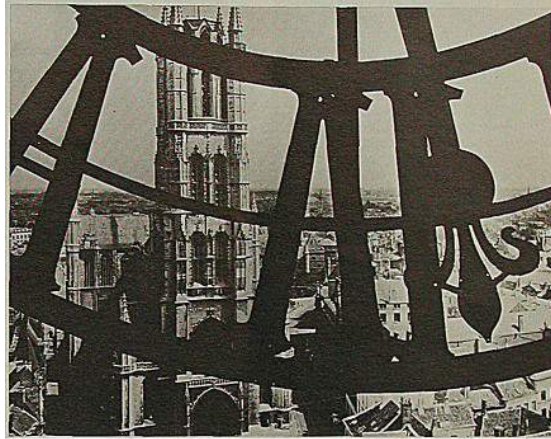
par H. de Riedmatten O.P.

En publiant la suite des interventions à notre Colloque de Genève dans notre numéro de juin, nous avons annoncé à nos lecteurs que la communication du Père H. de Riedmatten, Secrétaire du Conseil pontifical Cor Unum manquait encore au dossier de notre réflexion générale. On en trouvera le texte ci-après.

J'ai imprudemment accepté de participer à ce Symposium parce que, bien que j'en conteste l'appellation et que techniquement parlant je ne lui aie jamais appartenu, le monde non gouvernemental est depuis longtemps un des sujets de ma réflexion et de mes préoccupations. Mon sujet, déterminé amicalement par l'Ambassadeur Fenuaux, porte sur la spécificité et donc sur la justification de l'existence au sein du monde non gouvernemental des Organisations religieuses. Demander qu'on aborde ce thème, implique qu'on n'est pas au clair à son endroit. On ne voit donc pas avec évidence pourquoi les organisations non gouvernementales de caractère religieux ou confessionnel existent.

Permettez-moi de rappeler quelques données importantes pour bien comprendre la raison d'être de telles organisations, les motivations qui commandent leur action; le cas échéant, leurs revendications.

Un premier principe, c'est que la justification de l'existence d'un secteur non gouvernemental réside, à côté de la protection de l'intégrité des droits de chacun, dans la contribution originale qu'il assure à la vie de la collectivité et des sociétés. Une organisation n'a ce titre légitime à tenir sa place au soleil que si elle porte quelque chose au bien commun, quelque chose dont la société serait privée si l'organisation n'existait pas. Le pluralisme trouve ici son fondement : il permet de mobiliser pour l'édification de la communauté humaine, locale, sectorielle, nationale ou internationale, les immenses richesses



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ses de la créativité de l'homme. Ces richesses, à cause de leur complexité, empruntent des canaux et des expressions différents, encore que complémentaires. Pas plus que d'autres, l'Etat n'est le seul pourvoyeur de cette fécondité du génie humain et de ses formes d'expression : lui, le premier, doit donc admettre à ses côtés l'existence d'entités différentes de lui : c'est le secteur non gouvernemental.

Deuxièmement, l'association, l'organisation, le regroupement constituent aujourd'hui la médiation sociale obligée des capacités individuelles et des complémentarités dans l'interdépendance. Il n'est pas possible à chaque fois de faire s'exprimer chaque individu. L'organisation est là pour permettre aux individus de contribuer à la vie sociale élargie et, en ce sens, elle est au service des individus. La collectivité organisée permet l'intervention des capacités de beaucoup; en droit, de tous.

Troisièmement, un tel pluralisme n'est possible qu'en fonction d'une ouverture mutuelle, d'un échange continu,

d'une liberté de bon aloi, d'un aménagement harmonieux des fonctions des uns et des autres dans le respect des valeurs que chacun représente. Il y a des choses que surtout aujourd'hui seul l'Etat est en mesure d'entreprendre; il reste que l'Etat n'est ni omniprésent ni tout-puissant. Il a lui aussi besoin des autres parce qu'il a aussi ses limites. C'est dans cet esprit que doit se régler le rapport du gouvernemental et du non gouvernemental et non comme une concession faite d'en-haut, ex gratia, par le premier au second, de quelques tâches ancillaires.

Enfin, le droit positif et l'appareil des Lois et Décrets d'Etat, ni ne disent tout ni ne sont l'ultime fondement du droit et donc des décisions les plus fondamentales à prendre pour l'organisation et la bonne marche de la société. Même si d'aucuns en récuser l'existence, on sait qu'il faut tenir compte de règles non écrites, d'inspirations de haute envergure, de notions qui prirent les simples énonciations des règlements. On sait ce que cet ensemble de principes a joué comme rôle

dans l'élaboration de la Déclaration Universelle des Droits de l'Homme. Pour les adeptes des religions, c'est à ce niveau que se situent leurs convictions et les contributions au bien commun qu'ils pensent être en état de faire.

Dans la richesse des apports possibles à la collectivité et dans la variété des ressources presque innombrables de l'esprit humain, se trouve le fait religieux. Des individus, des collectivités pratiquent une religion, c'est un fait incontestable; il faut l'accepter dans son originalité totale. Ce qui caractérise le fait religieux, c'est que ses tenants confèrent un sens ultime défini à l'existence dont la cause et la finalité se situent au-delà du cercle fermé de ce monde pour se relier à une transcendance. Exactement l'opposé de ce par quoi Lagarde dans son ouvrage sur l'esprit laïc définit la laïcité : la négation d'une possibilité d'intervention de la transcendance dans l'Univers.

Cette notion de la transcendance est trop présente dans de nombreux esprits, — un nombre incalculable d'esprits —, pour qu'on aille s'aviser d'en rejeter a priori le bien-fondé ou d'en ignorer l'existence et les prétentions. Elle est un fait tellement essentiel dans la vie d'hommes et de collectivités qu'il est nécessaire qu'on la respecte. Même si on ne la professe pas, on la traitera comme une des qualités à situer dans l'ensemble des ressources de l'humanité. C'est là l'originalité de la liberté religieuse, distincte de la seule liberté de pensée ou d'opinion.

L'homme religieux croit à l'existence de la transcendance; c'est la substance de ses convictions les plus profondes et la clef de son comportement. Il a le droit, pourvu que l'ordre public soit respecté, de demander à la société de tenir compte de ce qu'il professe et vit; il a aussi le droit et le devoir de demander que la société ne repousse pas mais sache intégrer l'apport positif qu'au nom de ses croyances il est en état de contribuer pour le bien commun.

A quoi s'ajoute cette circonstance que le fait religieux se présente normalement comme vécu en communauté, comme un fait social. Et ceci non plus ne saurait être récusé dans une société soucieuse, non seulement d'assurer les libertés fondamentales mais d'appeler à la mise en commun de tout ce qui sert à sa plénitude. Je pense en avoir suffisamment dit pour justifier la présence de regroupements religieux dans la société nationale et internationale. Je puis donc passer maintenant à l'identification de ces regroupements.



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On distinguera, à mon sens, trois types de regroupements religieux. Il va sans dire que mon inspiration première me vient de mon appartenance à l'Eglise catholique qui tient en ces matières une doctrine et des structures probablement plus élaborées qu'aucun autre grand corps religieux. Je m'efforcerai cependant de développer ma pensée dans des formules qui vailtent pour l'ensemble des organisations religieuses. Le premier type de regroupement religieux est constitué par l'ensemble du corps social qui vit des convictions communes. La participation des individus à un tel corps relève de l'essence même de leurs convictions. Vous reconnaissez de suite les églises et les corps religieux analogues. Or, il importe de distinguer avec soin entre de tels regroupements et des Associations. Un corps religieux de cette nature est caractérisé par le fait que l'appartenance de ses membres, comme on vient de le dire, fait partie intégrante de leur profession de foi. On adhère, par contre, à une association par une décision prise en fonction d'attitudes de l'esprit ou de conditions de vie ou de préférences accidentelles, qui se déduisent des convictions premières ou ne s'y rattachent pas ou peu, mais en tout cas ne s'identifient pas totalement à elles. L'Association, en outre, se situe dans le cadre, et normalement l'appareil législatif, de la société civile. Sans doute un tel appareil n'est juste que s'il fait place à une large liberté d'association; en principe, celle-ci est soumise au droit positif et réglementée par lui. Les églises et les corps analogues, en-dehors peut-être des églises nationales nées après la Réforme, ne se reconnaissent pas comme condition-

nées dans leur essence de collectivité par l'Etat et son droit positif. La transcendance à laquelle ils en appellent comme leur fondement, est à leurs yeux d'un ordre supérieur à l'Etat tellement qu'il leur faut rejeter une mesure de celui-ci qui se trouverait contredire à cet ordre supérieur. Que ceci conduise à des conflits, toute l'histoire le prouve; que l'Etat ait des titres à intervenir quand certaines conditions de bon ordre et de morale publique sont enfreintes, l'opinion commune l'admet avec raison. Mais que pour autant l'autorité de l'Etat soit au-dessus des affirmations des églises, n'est, pour le moins, pas évident. En conséquence, les églises ne se définissent pas comme des entités « subgouvernementales » ou « non gouvernementales »; elles sont d'une autre nature. Leurs relations avec les gouvernements sont au mieux conduites sous forme de dialogue entre pairs car les deux parties exercent sur les individus des responsabilités fondamentales et irréductibles. Il faut prendre acte du fait à moins d'adopter de la religion une notion que la religion refuse et, en fait, de la discriminer.

Ceci est important car on a tendance aujourd'hui à ranger sans autre les églises dans le secteur des ONG. Il existe certes des Etats où les églises n'ont d'autre ressource pour se faire reconnaître par l'autorité civile que de se mettre au bénéfice de la liberté d'association. Cette condition n'est pas en tout conforme à la nature des corps religieux en tant que tels. C'est à eux que convient de façon particulière le qualificatif de « transnational », de préférence à « international ». Ils ne sont pas en effet des regroupements de bran-

ches nationales, ils sont universels par nature. C'est en ce sens qu'ils ont préfiguré les organismes internationaux contemporains, en ce que ceux-ci sont nés d'une certaine aspiration d'universalisation de la société. Les membres des églises ou d'autres corps analogues peuvent donner jour au sein de ceux-ci comme au sein de la société civile nationale et internationale à des organismes collectifs et à des Associations au sens plus précis du terme. En ce sens, j'ai dans un article publié il y a quelques ans traité du « fait non gouvernemental dans l'Eglise catholique » (1). Je distingue deux types de ces organisations qui constitueront la seconde et la troisième classe de regroupements que j'ai annoncées tout à l'heure.

Certaines de ces Associations sont nées du besoin ou d'assurer la représentativité ou d'organiser l'action d'un secteur donné (pour des titres divers) de l'ensemble de l'Eglise. Leur objectif peut se situer ou à l'intérieur de celle-ci, ou dans la vie civile elle-même, ou dans toutes les deux à la fois. Ainsi y a-t-il dans l'Eglise Catholique des organisations d'hommes, de femmes, de jeunes; d'intellectuels, d'agriculteurs, d'ouvriers. Elles prétendent à un rôle dans la vie civile, pour autant qu'il s'agisse d'y défendre leur droit à l'existence et d'assurer leur contribution originale au bien commun. Ceci se fera par des déclarations, des collaborations à diverses entreprises de législation ou de codification, parfois par des revendications

ou des dénonciations, par la participation aussi pleine que possible, encore que toujours originale, parce qu'inspirée par la conviction religieuse, à la promotion de la collectivité sous ses divers aspects. Tous ceux qui admettent le bien-fondé de l'existence du secteur non-gouvernemental, sont d'accord que ce type de regroupement et d'association ait sa place parmi les ONG.

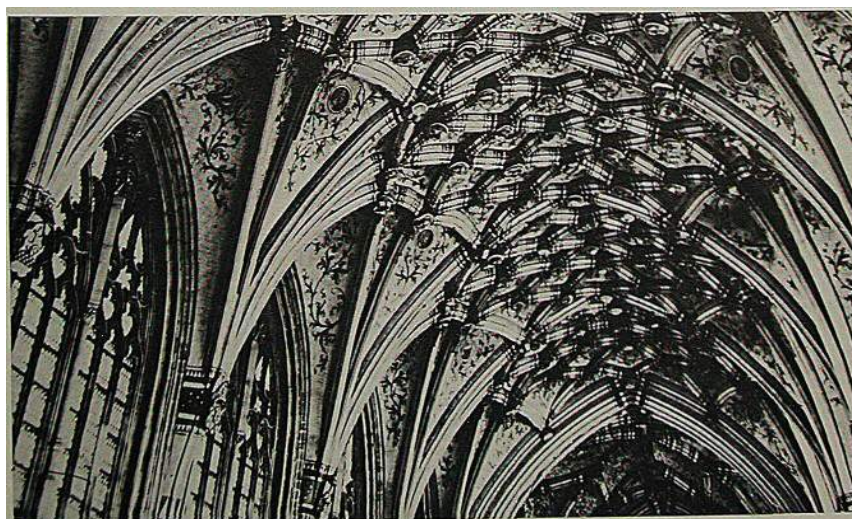
Il en va de même de ces services à la collectivité que sont des institutions plus techniques visant un secteur précis de la profession et de la pratique religieuses. On l'admettra aussi pour les organes de promotion et de défense de la position de l'Eglise dans un secteur précis de la vie publique, p.ex. une association pour la liberté du culte. La discussion porte par contre sur le troisième type de groupements religieux, celui qui au non de la conviction religieuse se donne pour but de rassembler à des fins largement séculières tels ou tels des membres de l'Eglise.

Je pense ici d'abord aux organisations professionnelles confessionnelles. Ce problème a été au cœur de débats passionnés au cours des premières années de l'OMS qui a finalement tranché en faveur de la solution pluraliste. Aux yeux de certains, seule la spécificité du secteur légitime ici l'existence de l'Association et ne souffre pas d'être encore qualifiée par une appartenance confessionnelle. On pressent que dans cette mise en question entre aussi tout le secteur de l'éducation avec le pro-

blème de l'enseignement confessionnel. L'homme religieux, pour sa part, refuse qu'il y ait moyen de tellement diviser entre le religieux et le séculier qu'il se trouve dispensé dans sa vie de référer aussi clairement que possible le second au premier. Il a une certaine façon de vivre tous ses problèmes, — les professionnels et ceux de l'éducation comme les autres —, qui lui font un devoir et de défendre ses formes d'agir et d'en faire une contribution pour le bien commun. Or tant le premier que le second ne sauraient se réaliser que par le truchement d'efforts réunis, d'une expression collective dans l'organisation confessionnelle, celle-ci dût-elle être un syndicat. Je ne prétends pas que cette formule soit en tout et toujours la seule possible ou, dans des circonstances données, la plus souhaitable. Mais je pense que le principe de sa légitimité ne saurait être contesté.

Je redis, en terminant, que la justification ultime du pluralisme est d'abord le souci de faire concourir au bien commun toute la richesse de la diversité de la famille humaine en même temps que d'en garantir l'existence. Tout homme de bon sens ne saurait nier que le fait religieux constitue un aspect de cette richesse, et sûrement pas le moindre. C'est là ma prémisse pour justifier la présence d'Associations confessionnelles dans le monde non gouvernemental.

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Public access to international food networks : an overview

by L. Julian Efird*

The World Food Conference of 1974 established almost universal agreement that global problems do exist in regards to hunger and malnutrition (ECOSOC, 1974 : 44-45). In addition, concrete proposals for action were adopted by the conference and later approved by the United Nations General Assembly in an effort to combat some problems (ECOSOC, 1974 : 55-102). The program of action was summarized in a « Universal Declaration on the Eradication of Hunger and Malnutrition » which proclaimed that « Every man, woman and child has the inalienable right to be free from hunger and malnutrition in order to develop fully and maintain their physical and mental faculties » (ECOSOC, 1974 : 55).

Three categories of action emerged from the World Food Conference: agricultural development, food security, and coordination (ECOSOC, 1974). Although much research was directed by the Conference Secretariat toward documenting problems associated with agricultural development and food security, comparatively little effort was made to consider the organizational dimension of world food problems (FAO, 1974a; 1974b; 1974c). Most documentation on organizational aspects dealt with design of new international bodies rather than an analysis of existing ones (FAO, 1974b; Section 5). The apparent neglect of the organizational domain by those responsible for research on world food problems served as one reason the present study was undertaken.

Academic research, in addition to United Nations efforts, has produced many detailed and varied analyses of world food problems (see, for example, West, 1969; Schlichting, 1974; Sanders, 1970; Demarco, 1975; Johnson, 1975;

Scrimsha, 1974; Simon, 1973; McHale, 1975; Hopkins and McLean, 1975; Almedin et al., 1975; Brown, 1974; ERS, 1974). Unfortunately, no comprehensive studies of the international bodies in the food problem area have been produced of which this writer is aware. In other problem areas such as environment and population, several studies have been compiled which focus on organizations (Kay and Skolnikoff, 1972; Burt, 1972; Kaplan and McCormick, 1971). They vary in comprehensiveness, usually concentrating most attention on United Nations organizations. One report which purported to examine the role of international organizations in the problem area of food and energy in fact was concerned with only one international organization — the proposed World Food Authority. - The World Food and Energy Crises : The Role of International Organizations », provided a summary of a conference held in 1974 (Gardner, 1974). The U.S. General Accounting Office prepared a report, « U.S. Participation in International Food Organizations : Problems and Issues », at the request of Senator Charles H. Percy (R-Illinois), who expressed concern about the proliferation of international food organizations (GAO, 1976). The report focused on three bodies — the Food and Agriculture Organization (FAO) of the U.N., the World Food Programme (a joint U.N. — FAO undertaking), and the new World Food Council (WFC) created after the World Food Conference of 1974. These three associations are inter-governmental organizations (IGOs) in which representatives of various governments participate. Several other IGOs in which the U.S. government participates and which deal with food problems were mentioned, but not studied — United Nations Development Programme (UNDP), International Fund for Agriculture Development (IFAD), and International Wheat Council. It is interesting to note that the latter report, issued after the World Food Conference of 1974, is concerned with the possibility that the new organiza-

tions « ... could result in additional fragmentation and proliferation of existing programs », (GAO, 1976), while the former report found prior to the World Food Conference «... a need for bold new programs of international cooperation on food... » which would « ...mobilize the energies of governments, international agencies and private groups in confronting the world food crises », (Gardner, 1974).

Only two new IGOs were established since the World Food Conference — the WFC and IFAD. WFC was created shortly after the 1974 Conference and has held annual meetings in 1975 and 1976. An agreement establishing the IFAD was adopted during a U.N. conference in June, 1976. WFC was charged with the responsibility of coordinating and implementing recommendations of the World Food Conference, while IFAD was charged by the 1974 Conference with providing concessional assistance to increase the growth rate of food production in poor countries.

Nothing said here should imply that these studies have not contributed to a better understanding of the relationship between international organizations and the issue area of food. They represent the few benchmark studies available that tackle both organizations and food in the same context. The point to be made is that they do not go far enough in analyzing international food organizations. They fail to consider the universe of food associations.

This writer (Efird, 1976) identified and analyzed the organizational characteristics of 445 international associations, both governmental and non-governmental, which dealt with « food ». Data were coded from the Yearbook of International Organizations, Volume 14 (UIA, 1972). Criteria for selecting « food » associations are listed elsewhere (Efird, 1976).

For 1972, the Yearbook listed 280 IGOs and 2470 INGOs (UIA, 1972: 879). IGOs are governmental bodies established by intergovernmental agree-

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This is an abridged version of a paper delivered at the International Studies Association Conference, St Louis, Mo.

ment among three or more states, while INGOs are private associations of individuals or groups from three or more countries (UIA, 1972: 15-16). Table 1 presents a comparison of all IGOs and INGOs with the subset identified as « international food organizations ». A slightly greater proportion of IGOs are active in the issue area of food than one might expect, given the general distribution of international organizations. U.S. participation was not measured although it would not be in all 85 since many are single region bodies in Europe, Africa, and Asia. Slightly over four-fifths of the international food organizations were INGOs, indicating that private groups are relatively active in the issue area of food.

Table 2 displays the distribution of international food organizations according to the importance of food to them in terms of goals, purposes, and programs. Over three-quarters of the organizations made statements which identified them as having primary or secondary interest in problems of food. The non-specific category represents one means of handling a coding problem. These 71 organizations were reported in the Yearbook but no text was included that listed goals, purposes or programs. However, it could be inferred from the title of an international organization that food might be important, hence the code nonspecific was applied if the title did not contain a food-related key-word. Missing data refers to international organizations which have ceased to function and no effort to code them was undertaken.

A total of 336 international food organizations in this study provided enough detailed information to identify a primary or secondary concern with food. Another 71 might consider aspects of food important, bringing the total to 407. Out of 2750 international organizations surveyed by UIA for the 1972 Yearbook, 445 or 14.8% considered problems related to food as important and therefore were included in the primary data set for this project. Table 3 presents the distributions according to importance of food for IGOs and INGOs. The quality of data for IGOs allowed over 90% to be categorized as having primary or secondary concern for food. Thus, 77 of 85 IGOs studied in this project provided enough information to classify them. However, 259 of 360 INGOs (72%) also supplied adequate data. The INGO distribution resembles the primary data set array (Table 2) in terms of classification, while the IGO distribution deviates considerably, in part perhaps due to more adequate data, it may be a characteristic of IGOs to supply more information since they are public bodies.

Membership, measured by number of countries represented in international

TABLE 1
TYPE OF INTERNATIONAL ORGANIZATIONS LISTED
IN YEARBOOK OF INTERNATIONAL ORGANIZATIONS
AND IN PRIMARY DATA SET OF FOOD
ASSOCIATIONS, 1972*

Type of Organization	All International Organizations		International Food Organizations	
	number	percentage	number	percentage
IGO	280	10.2	85	19.1
INGO	2,470	89.8	360	80.9
Total	2,750	100.0	445	100.0

TABLE 2
CONCERN FOR FOOD ATTRIBUTED TO INTERNATIONAL
ORGANIZATIONS IN PRIMARY DATA

Importance of Food	FOOD	
	number	percentage
Primary	174	39.1
Secondary	162	36.4
Nonspecific	71	16.0
Missing Data	38	8.5
Totals	445	100.0

TABLE 3
CONCERN FOR FOOD ATTRIBUTED TO INTERNATIONAL FOOD
ORGANIZATIONS ACCORDING TO TYPE OF ORGANIZATION, 1972

Importance of Food	IGOs		INGOs	
	number	percentage	number	percentage
Primary	34	40.0	140	38.9
Secondary	43	50.6	119	33.1
Nonspecific	7	8.2	64	17.8
Missing Data	1	1.2	37	10.3
Totals	85	100.0	360	100.0

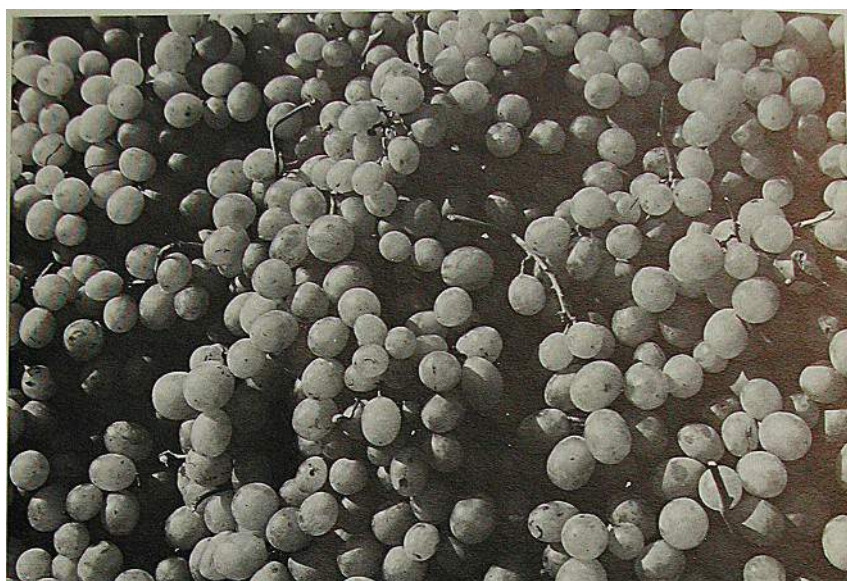
TABLE 4
NUMBER OF COUNTRIES REPRESENTED IN MEMBERSHIP OF
INTERNATIONAL FOOD ORGANIZATIONS IN PRIMARY DATA SET, 1972

Total Nations	number	percentage
under 10	147	33.0
11-20	68	15.3
21-50	90	20.2
51-100	44	9.9
MD	83	18.7
Totals	445	100.0

food organizations, reveals several distinct patterns in Tables 4 and 5. In Table 4, over one-third of international food organizations include 10 or less countries in membership. Most of these international food organizations are part of the European Economic Community (N = 133). Only 13 international food organizations include 100 or more representatives from different countries in membership. Less than three percent of international food organizations have what might be described as generally universal mem-

bership. Most international food organizations (68.5 %) draw members from 50 or less countries. In Table 5, more IGOs (11.8%) than INGOs (8 %) have generally universal membership (101 or more countries as members). However, more INGOs (11.1%) than IGOs (4.7%) draw membership from 51 to 100 countries. Most associations, nevertheless, regardless of type, have limited memberships. More than two-thirds both IGOs and INGOs have members in 50 or fewer countries.

* Source for tables in this article : *Yearbook of International Organizations*, Vol. 14 (1972-1973).



INBEL

Membership is also measured by the number of regions sending participants to international food organizations. Table 6 displays the distribution of representation within the primary data set of international food organizations.

The two most predominant patterns are those categories in which international organizations draw members from one region (almost 40 %) and from six regions (20 %). The intervening classes of two to five regions total slightly more than 25 % of the sample, or less than 10 % each.

The patterns of bimodal distribution reappears in the INGO group, but is less pronounced in the IGO group as Table 7 depicts. There are proportionately fewer IGOs which draw members from only one region and proportionately more which include members from all six regions, compared with the primary data set.

The most noticeable difference is the lack of IGOs which have members from five regions. The proportion of IGOs drawing membership from two, three, and four regions is also greater than in the primary data set of international food organizations. Another means of studying membership is to examine the composition of the international food organizations according to the status of their participants. Tables 8 and 9 display these figures. In the primary data set of

international food organizations (Table 8), the two most common compositions of membership are exclusively rich (35.3 %) and rich-poor-developing

(32.1 %). These two classes account for two-thirds of the distribution, with only missing data showing a relatively large value of the remaining classes.

TABLE 5
NUMBER OF COUNTRIES REPRESENTED IN MEMBERSHIP OF
INTERNATIONAL FOOD ORGANIZATIONS ACCORDING TO
TYPE OF ASSOCIATION, 1972

IGOs			INGOs	
Total Nations	number	percentage	number	percentage
under 10	23	27.1	124	34.4
11-20	19	22.4	49	13.6
21-50	24	28.2	66	18.3
51-100	4	4.7	40	11.1
over 100	10	11.8	3	0.8
MD	5	5.9	78	21.7
Totals	85	100.0	360	100.0

TABLE 6
NUMBER OF REGIONS REPRESENTED IN MEMBERSHIP OF
INTERNATIONAL FOOD ORGANIZATIONS IN PRIMARY DATA SET, 1972

Total Regions	number	percentage
1	165	37.1
2	31	7.0
3	20	4.5
4	29	6.5
5	32	7.2
6	89	20.0
MD	79	17.8
Totals	445	100.0

The INGO class in Table 9 duplicates this pattern with small variations, but the INGO class deviates significantly.

The most noticeable change is in the decreased proportion of rich only international food organizations, and the dramatic increase in the proportion of developing /poor international food organizations, from 4.7 % in the primary data set to 21.2% in the INGO class. There is an increase in the proportion of the international food organizations including all statuses as well, INGOs in Table 9 draw members from three kinds of organizations : those comprised of all statuses (rich-deve-

loping-poor), exclusively developing and poor, or exclusively rich and developing. These three categories account for almost four-fifths of the INGOs. INGOs in Table 9, on the other hand, draw members primarily from rich countries or all statuses (rich-developing-poor). Over 70 % of INGOs fall into these two categories.

In the case of INGOs, 24 are more than one-fourth exclude rich countries from membership (Table 9). Only six or less than 10% of INGOs have rich only members. The sum for rich only members is three for INGOs. Less than one percent or five INGOs have

members from poor and /or developing countries exclusively. Less than 30 % of INGOs include members from all statuses.

As the previous data have shown, there are almost four times as many INGOs as IGOs in the food problem area. Most attention has focused on case studies of a few INGOs. Very little systematic knowledge about other INGOs, much less about INGOs, is available. They may have potential as problem-solving mechanisms with regards to food, but without additional case studies of these associations, there is little evidence to support such a claim. They may indeed be untapped resources waiting to be « discovered ».

TABLE 7
NUMBER OF REGIONS REPRESENTED IN MEMBERSHIP OF
INTERNATIONAL FOOD ORGANIZATIONS ACCORDING
TO TYPE OF ASSOCIATION, 1972

IGOs			INGOs	
	number	percentage	number	percentage
Total Regions				
1	26	30.6	139	38.6
2	16	18.8	15	4.2
3	8	9.4	12	3.3
4	9	10.6	20	5.6
5	0	0.0	32	8.9
G	24	28.2	65	18.1
MD	2	2.4	77	21.4
Totals	85	100.0	360	100.0

TABLE 8
SCOPE OF MEMBERSHIPS BY STATUS OF COUNTRIES
REPRESENTED IN INTERNATIONAL FOOD ORGANIZATIONS
IN PRIMARY DATA SET, 1972

Status of Organization	number	percentage
Developing	5	1.1
Poor	3	0.7
Developing & Poor	21	4.7
Rich & Developing & Poor	143	32
Rich & Poor	4	0.9
Rich & Developing	30	6.7
Rich	157	35.3
Missing Data	82	18.4
Totals	445	100.0

TABLE 9
SCOPE OF MEMBERSHIPS BY STATUS OF COUNTRIES
REPRESENTED IN INTERNATIONAL FOOD ORGANIZATIONS
ACCORDING TO TYPE OF ASSOCIATION, 1972

IGOs			INGOs		
Status of Organization	number	percentage	number	percentage	
Developing	3	3.5	2	0.6	
Poor	3	3.5	0	0.0	
Developing & Poor	18	21.2	3	0.8	
Rich & Developing & Poor	38	44.7	105	29.2	
Rich & poor	3	3.5	1	0.3	
Rich & Developing	11	12.9	19	5.3	
Rich	6	6.1	151	41.9	
Missing Data	3	3.5 -	79	21.9	
Total:	85	100.0	360	100.0	

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Worth a thousand mords?

An Assessment of the Use of Audio-Visual Materials at the Habitat Conference on Human Settlements, Vancouver, 1976

by Anthony Smith*

The Habitat Conference was probably the largest diplomatic gathering in the history of mankind. Nearly five thousand people gathered together in one city to debate and to cajole those with authority to take action on the state of human settlements, from the megalopolis to the nomadic encampment. There were, in fact, two parallel conferences. At the main official conference the participants were delegates from governments and non-governmental organisations.

Alongside, at the « official-unofficial » conference, independent experts, academics, pressure groupers and pure laymen assembled to influence the judgments of the main conference through spectacular demonstrations of problems, emotionalised argument and carefully constructed exhibits. What made Habitat different from all other mega-conferences in the United Nations tradition was the extensive use of audio-visual devices in and around the main diplomatic gathering.

Originally, Habitat was to have been a « Conference-Exposition ». Each de-

legation was to have brought a physical model demonstrating a national « solution » to a national problem of housing or settlement. Habitat was the conception of people who felt that the time was ripe for successful innovation and solutions to be the main theme rather than the repetition of the familiar though nonetheless agonising human problems. However, it became clear as planning proceeded that exhibits of the kind required lay outside the bounds of practical possibility for the scores of developing countries that did not yet possess the relevant kinds of expertise. At first, the Habitat organisers thought that some of these exhibits could take the form of films. Later, the entire exposition element was dropped in favour of every government making film presentations. But this proved to be only the starting point for a new and grander design. What emerged was a system in which every country was encouraged to bring up to three 20-minute films, which would be made available to all delegates and press representatives in any

one of six languages. Each film was to present a single settlement problem and the solution to that problem currently being used or experimented with in the country concerned. Each major film was to be accompanied by a three-minute « capsule » version which would be used in the plenary itself and in certain committee debates as a forensic device.

Delegates therefore had to work out a way of making their speeches so as to include this précis of their main films. It was thought, with some justification, that this novel element in a UN debate would encourage discussion to move out of the declaratory mode towards something more concerned and practical. There were several hundred films in all sent to Habitat and the practical problems of projecting them as an integral part of the conference and showing them in special viewing facilities around the conference halls turned out at times to approach a nightmare. However, the overall organisation of this audio-visual component was little less than epochmaking in its technical and administrative audacity. It did work. It was extraordinarily ambitious. It depended on enormous quantities of cooperation from thousands of people in countries where there is little or no understanding at government level of the problems and opportunities involved. In the result there is no miracle to be proclaimed, only the memory of an extraordinarily elaborate and historic audio-visual event.

The capsule films were made ready for press viewings prior to the conference. Any member of the press could ask to see any of the capsules which were then available in one of three official languages. In the conference itself the films were played from broadcasting telecine machines into the plenary (with a cassette version as backup) and from cassettes into two of the committees. A delegate had to tell the conference organisers some minutes before he intended to use his capsule. It would then be played on cue in his speech. This worked, sometimes.

Palais des Congrès, Liège.

Cabine d'interprètes



Meanwhile, the entire conference was being recorded on video-tape and the committees were being recorded on sound-tape gavel to gavel for rebroadcasting and for archival purposes. Throughout the main conference areas there were monitors on which everything was projected live. In one special building, the Media Centre, it was possible to watch the proceedings of the official and the non-governmental conference (some miles distant) on large screens and to choose between several languages. Every single site used by the conference in Vancouver was fitted with monitors on which the official information channel was displayed; this provided in alphanumeric and animated form non-stop news on what was happening where — again, in three languages. Urgent messages from delegates could be fed into the information channel and relayed to other delegates throughout the city.

One of the city's permanent cable channels was turned over to the conference and designated Habitat Channel. It started at dawn and ran throughout the day and delegates, press and all citizens of Vancouver and the surrounding areas could watch it on their own TV sets. On it, a team of professional TV journalists provided day-long coverage and analysis of the proceedings of both conferences, with bulletins, extracts from debates, interviews and discussions. The Habitat Channel also provided the invaluable service of presenting for a few hours very early every morning all the full-length films submitted by the delegations as their principal « projects ». In addition, in a large hall behind the main plenary, all these full-length films were shown end to end in a vast Film Festival with publicly announced schedules, which as in itself a very considerable feat of organisation (since films were continuing to arrive in delegates' baggage, up to three months after the final « deadline »). The most important facility, and the most remarkable, was known as the Project Presentation Centre. This was situated in a ballroom of one of the main Vancouver hotels which was also housing one of the conference's three main committees. It consisted of thirty small booths or small viewing theatres. Any delegate or pressman could go to a desk at the entrance and ask to see a film, quoting its number from the conference catalogue, together with the language of his choice (six, including Chinese). Within two minutes the film would be running on a small TV screen in the chosen booth. Altogether there was the possibility of choosing from 2,500 cassettes.

In fact, during the conference there was the possibility of no fewer than 12,000 separate showings of individual full-length films. Any delegate could choose up to three cassettes at a time. In practice, this facility was used at slightly less than half its full capacity. As the conference wore on, delegates

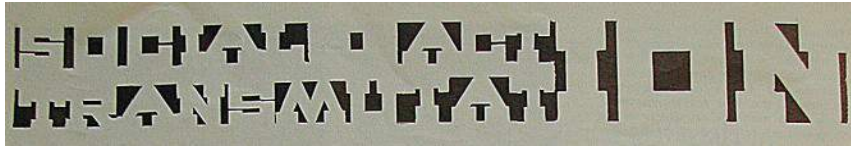


Thomson CSF

became inevitably involved in the procedural wrangles which beset the conference at the diplomatic level, and little time could be spared for developing individual interests in the « solutions » of other countries. A small team, including the present writer, produced an evaluative report on this novel and technically complex audio-visual experiment. It was obvious that many hundreds, perhaps thousands, of people had benefited from the presence of the films, although in many cases the capsules lost their impact within the debate itself through the inability of delegates to make proper use of their material. In many cases, the films had been prepared without adequate liaison between the diplomatic and the cinematic experts concerned. In other cases, the subjects of the films had been chosen months before governments had decided the topics on which their delegates were to make their major spoken contributions. The sheer cost in money terms of the audio-visual displays (perhaps 80 million dollars in all) was perhaps not worth the actual results, although a permanent library of the Habitat materials in now under construction largely at the expense of the Canadian Government. All the « side effects » and accidental results of the audio-visual component, however, turned out to be highly beneficial. Films were made in countries which had never made films before. Small groups of people in many African and Asian countries had their appetites for film-making whetted by the experience. A Task Force had been set up months before the conference to help dozens of countries organise and make their films, and seminars had been held in three regional centres to perform miracles of - instant training ». The principle criterion of effectiveness must remain whether this enormous audio-visual event succeeded in changing the nature of the diplomatic event; whether Habitat as an international conference was obliged by the existence

of the films to address itself to practical rather than rhetorical ends. The answer to this must, alas, be negative. Many lessons were indeed learned about how films could be used in future diplomatic gatherings. There should be a few extremely good films rather than several hundred of varying quality and these should be publicised in such a way that delegates feel obliged to see them all and therefore share among themselves the special information provided by the audiovisual. There also needs to be more thinking about the after-use of films produced as a result of an enormous expenditure of psychic energy as well as cash. Whose property are they ? Where will they be seen ? What impact will they have ? What activities should be built around them ? What rights can be made quickly available to facilitate rebroadcasting by television stations all over the world ? Anyone who tries to construct an audio-visual component within a future international conference should be reminded of one statistic. In the days before Habitat roughly eleven thousand pieces of celluloid — films, negatives, sound tracks, translations, capsules, cassettes — were moving around Vancouver, between airports, hotels, conference sites, to the Film Festival, two conferences, broadcasting installations. These materials had, almost inescapably because of their role within an inter-government conferences to be handled by scores of people with no previous experience of working together or of working with such materials. It requires organisational genius to cope with such problems and it is hardly worth embarking on the project unless there is a very clear felt need for it to take place and to succeed. It is worth dealing with such problems if the rewards are clear; it is simply frustrating if one stumbles into the problem by accident, and there is no clear end in view.

(*) « Television Producer and Writer on Media Affairs ».



This new heading will be used in future issues to group together certain proposals of which we are informed and which we believe merit a wider audience. The criteria (or inclusion or exclusion of proposals) will be refined as our experience in evaluating them increases. At this point we recognize that it is not useful to include:

- (b) proposals without multiplier effects, whose relevance is basically limited to 3 particular context, whether geographical or otherwise;
- (c) proposals whose implementation is unlikely in the light of any of the Limits to Human Potential identified in earlier issues of this periodical (1976, 10, pp. 444-446; 1977, A, pp. 147-151);
- (d) proposals which are impractical, Utopian, or for which resources are not available for reasons we believe to be valid.

of fantasy may stimulate more realistic proposals). The latter will only be described briefly however.

Readers are encouraged to send us documents containing proposals, or to or not as appropriate.

Mankind 2000, and the International Foundation (or Social Innovation) book of World Problems and Human Potential and the Limits to Human Potential (mentioned above).

1 : Facilitating group formation

Although this proposal for a large-scale small-group development process does not deal directly with transnational associations, it does suggest a process which would result in a considerable increase in group and association activity at the local, city or national level. Given that such activity could be stimulated in different countries, there would clearly be an

*« overflow » into transnational activity and the formation of transnational groups. Another reason for including this proposal is that there is a widespread tendency to assume that associations exist to conduct programmes of one kind or another and that therein lies their significance, if any. But it is also possible to perceive group formation as an integral feature of social development, irrespective of the activities which such groups undertake. In this respect the existence of associations and the formation of groups are social phenomena worthy of consideration in their own right, whether or not they are * recognized » as being * of public utility » in terms of particular legislation, and whether or not they are evaluated as being « effective » or as having « political impact » by political scientists, specialists in international relations, or the governmental agencies whose thinking they may influence.*

Introduction

It will be assumed that the readers of this proposal have information enabling them to accept the following points without substantiating arguments:

1. Individuals in society are increasingly isolated in terms of meaningful inter-personal interaction despite the extensive development of communications of every kind. It is therefore appropriate to consider processes whereby such interaction could be facilitated or catalyzed.
2. The manner in which individuals are isolated in society is such that they tend to form links amongst people with similar backgrounds, situations or goals thus depriving themselves of meaningful exposure to individuals with different world-views with whom interaction may be mutually beneficial and richer in other ways. It is therefore appropriate to consider processes whereby adequate mixing (randomization) could occur but balanced by some measure of selectivity.
3. Society is so structured that new inter-personal interaction may well be perceived as a threat to existing relationships between people. It is therefore appropriate to consider processes which provide some measure of protection for existing relationships whilst allowing new relationships to develop.

4. Small groups (of approximately 7-15 people) tend to provide the context within which new degrees of inter-personal interaction are explored.

It is therefore appropriate to consider processes which increase awareness on the part of group participants of the dynamics and structure of the group.

5. The increasing complexity of society demands of individuals an increased ability to respond appropriately to that complexity rather than closing themselves off from it.

It is therefore appropriate to consider processes which help people to increase their ability to handle social complexity, particularly within and with the support of a group.

6. In the face of the wide range of social problems each individual feels increasingly unable to undertake any remedial or compensatory action of any significance — particularly when the experts disagree on the course of action which should be taken and when political or governmental action appears to be of questionable value. It is therefore appropriate to consider processes which facilitate the emergence of groups whose own dynamics lead, if appropriate and desired, to the formulation of goals and to the implementation of projects — namely to the emergence of self-motivated and self-aware groups progressively better able to evaluate the utility and value of their own activities.

7. Whilst it is possible to develop and implement small scale (laboratory) experiments to respond to the conditions identified above, the value of such exercises is limited unless they have built-in characteristics which make it possible to use them on a large scale.

It is therefore appropriate to consider processes which are largely self-energizing, which do not require a large investment, and which are desired by, rather than imposed upon, those for whom they are conceived. They should have widespread appeal (with a built in « snow-ball » effect) in order to be of significance at this time.

8. It is a characteristic of the times that any such process is immediately suspect, and therefore of questionable value, if it is perceived as constituting an imposition upon those involved, or as a form of « programming ». It is therefore appropriate to consider processes in which what must necessarily be imposed (for there to be the minimal structure for the organization of the process) should have the characteristics of the rules or regulations of a new social game. The content of that game is what emerges from the interactions in which the individuals engage.

Proposal

A process with the characteristics identified above could be initiated in one or more cities as follows :

1. Establishment of a small secretariat (possibly on a part-time basis not requiring rental of office space) with a post office box address (in the first instance).
2. Use of small (low-cost) advertisements in newspapers and periodicals inviting people to write for further information.
3. Provision to respondents of a minimum of documentation explaining the game process and a specially designed questionnaire.
4. Analysis (by hand or by computer) of responses in order to determine how best to involve the person in the process (in exchange for a fee to cover expenses).

The process envisaged is as follows :

1. Individuals writing in for the first time would be allocated (on the basis of the analysis) to the most appropriate group of 7-15 people.
2. The purpose of the questionnaire analysis is to recommend the most appropriate members for each group (however many groups need to be constituted to accommodate those applying).
3. The purpose of the analysis is only to set up an initial membership for the group on the basis of criteria which gradually emerge as useful. (The individual may even specify which criteria he wants to be taken into consideration from none at all through to an attempt at a very selective match.)
4. Once a group membership is determined, members are invited by the secretariat to their initial meeting at some suitable time and in a suitably neutral place (both could be partially determined by the responses to the questionnaire). This could, for example, be a restaurant private room or a hotel small-meeting room. Since the whole process is supposed to be self-energizing and self-controlling, no representative of the secretariat need necessarily be present to receive people (although this may be a preference indicated by the individual).
5. For the people so invited the game process then starts. They may individually decide not to reveal their identities by using pseudonyms. They can engage in any kind of group process that seems appropriate or they can simply chat over drinks, exploring a shared interest.
6. Following such a meeting, the individuals can then privately assess the experience and their willingness to participate, in a further meeting. They may anyway decide to do so during their meeting — or at least some may so agree and make appropriate arrangements. This would call for no intervention from the secretariat.
7. Group members can however indicate their assessment on a questionnaire for the secretariat. An individual may thus indicate willingness to participate in a further meeting of the same group :
 - provided one or more identified (by code) individuals continue to participate
 - provided one or more identified (by code) individuals do not also participate
 - provided some other time or setting is chosen, etc.Or an individual may indicate the desire to participate in another group :
 - starting from scratch
 - provided one or more identified (by code) individuals also participate
 - provided one or more identified (by code) individuals do not also participate.
8. The secretariat can then analyze the responses received from all individuals who have participated in meetings of the existing groups using its services (together with individuals applying for the first time) and can invite a new combination of people to the next meeting of each group.

9. Clearly the members of a given group may have all individually indicated to the secretariat that they wished to meet together again, in which case the secretariat merely schedules a new meeting. The value of the secretariat in such cases is to preserve anonymity where desired and to « save face » where one or more individuals are rejected by the other members of the group. For in the latter case the rejected individuals will not know whether the group met again nor will the group know whether in fact it was not the missing individuals who indicated that they did not wish to meet again with those remaining.
10. A particular group may therefore not have any degree of permanence, if ever, until after the first 3 to 5 meetings. For after each meeting, one or more individuals will decide that they prefer not to meet with the others (or the latter will so decide for them). The « group » present at each such early meeting may therefore split into 2, 3, 4 or more subgroups and never meet again as such. It is the role of the secretariat to attempt to match these « grouplets » with other grouplets and individuals in order to help them to experience other group formations.
11. It is not the function of the secretariat to perform the matching process in terms of its own definition of some desirable goal (e.g. stable groups of a certain size). Rather it is up to the individual, in association with those with whom he links in the game process, to define to the secretariat which strategy he wants to pursue in the game (at any one time). He or she may select strategies such as :
 - allocation to group : on an arbitrary (random) basis
 - on a highly selective (deterministic) basis
 - on some intermediate (organic) basis
 - re-allocation to new group after every meeting (« dillettante » strategy)
 - attempt to form a stable group with certain characteristics such as :
 - particular size (7, 8, 9, etc.)
 - particular combination of characteristics (e.g. mix of introverts and extraverts, or intellectually and emotionally oriented persons)
 - attempt to form a stable group with certain definite goals or activities, such as :
 - social action — collective holidays /travel
 - artistic interest — intellectual interest
 - value elaboration — linguistic interest
 - collective meditation
 - or some combination of such activities (e.g. in a meaningful cycle).The individual may wish to combine several such strategies or possibly to participate in several groups on the basis of different strategies (in order to have an experience more complete than he or she is able to achieve within one group).
12. The secretariat may collect information on different strategies that have been tried and propose them to individuals in any documentation provided about the game process. Examples of strategies are given below.
13. Every individual can thus experiment with the group experience in whatever way he finds meaningful. The game process as a whole carries them through any experience which is a partial failure without rejecting them from the game as a whole. At any time they, and the group with which they are associated can break out of the game process and meet as an independent group — using the services of the secretariat only if and whenever required.

Example of a game strategy (A)

One game strategy that individuals may wish to adopt is to attempt to develop their own participation within a particular group to the point of being able to respond to all other group members individually and simultaneously.

In a normal group situation an individual usually responds to one person whilst treating the others as a collectivity to which he responds as to a single entity. At best this results in an « I-Thou » situation with the other members of the group as a supportive context. The ability to respond may however encompass two people whilst still treating the remainder as a collectivity. This is clearly more complex and demands a more sophisticated grasp of the situation. This ability may be developed to encompass the interactions with 3, 4 or more people — but at some point the individual will be able to extend it no further. For some, it is already a problem to respond adequately to one, let alone any greater number. The purpose of the game strategy would be to see whether a group could be developed in which each individual could handle interactions with all the others in the group without « collectivizing » those excluded. This would then be a very mature group since each would be very sensitive to the patterns of interactions and to the synergetic implications.

The secretariat would establish the initial group which after a few meetings would have a permanent core of members. The core membership would have to explore progressively their interactions amongst themselves and with newcomers presented by the game process as others dropped out. The challenge (or the group would be to determine how much dissonance they could collectively integrate — given that the more diverse the membership the more powerful and mature the group has the potential of being. On the other hand, in contrast to therapy groups, the individuals must evaluate :

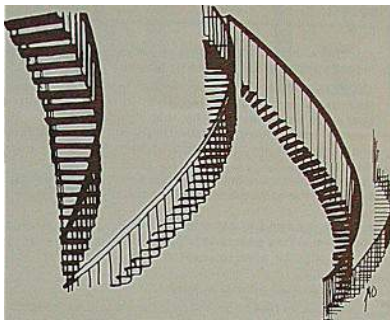
- (i) whether they do not wish to « carry » some people in that group who are apparently holding back the group integration process (in which case the person would be dropped), or
- (ii) whether the group would benefit by engaging in a deliberate therapeutic process to overcome such apparent obstacles to greater integration (if that person's potential contribution seemed important).

This decision process obliges individuals in the group to assess their relationships and functions within the group to work out whether they can work with all existing group members to achieve greater group integration, whether they can only usefully do so if one or more of the others no longer participate, or whether they themselves should opt out of that particular group and request allocation to another group. Groups oriented in this way should be able to develop game processes to test their degree of integration (rather as a juggler may test his proficiency by determining how many balls he can keep moving). Such group games might show up, for example, that one individual could only handle a 2-component relationship, although in working with two others in that group the three of them could manage a 5-component relationship. The challenge would be to explore and play with such possibilities and see what kinds of groups and understandings developed as a result — given that a group could move in any direction it found meaningful.

Example of a game strategy (B)

Another game strategy with which individuals could experiment is to request allocation to a group on the basis of their personality characteristics in terms of a particular symbol system or classification of personality types with which they are familiar (e.g. the 4 Jungian types, or a 7-type system, or a 12-type system, etc.).

The challenge in such a group would be for each individual to explore (« feel out ») the characteristics of the other members of the group to whom he or she responded (i) positively or negatively, or (ii) sensed some other degree of commonality. Participants could observe the dynamics of the group process in terms of how coalitions formed between representatives of different type on what basis, and how these interacted with other coalitions. They could also observe how representatives of different types contributed to different aspects of the group process.



Using some of the perceptions of the strategy described in the previous example participants could try to move from simple polarity (2-component relationships) to triplicity relationships (3-component), on to quadruplicity relationships (4-component). The challenge would then be to see whether 2, 3 and 4-component relationships could be encompassed and blended within the group in order to interlink all type representatives — and if not, then why not. This challenge is basic to harmony either in small groups or in society at large. As with the previous strategy, individuals would have to decide (i) whether they could continue to work with all existing group members to achieve integration of all type energies, (ii) whether they could only usefully do so if one or more of the others were replaced, or (iii) whether they themselves should opt out of that particular group and request allocation to another.

Individuals would have to learn to discriminate, in assessing others present, between (i) normal type interactions (e.g. sympathy, antipathy) and (ii) interactions due to the excessive type energy of a particular person probably containable by the group, and (iii) interactions due to the excessive type energy of a particular person probably uncontainable by the group. The group would function as a filtering mechanism to select a range of participants in the greatest degree of harmony. (Whether any such group achieved harmony because strong representatives of a particular range of types had been excluded would be the group's problem and choice. A group might even be constituted of 12 people of the same main type but of different sub-types in a more developed classification scheme).

Integration problems might be such that, for example, it may be necessary for all those representing types having some aspect in common (e.g. one of the 4 3-groups in a 12-group) to be completely replaced (to achieve a better balance and to give the outgoing grouplet a better setting elsewhere). The game process would facilitate the filtering and matching of such grouplets leading to the progressive refinements of the groups.

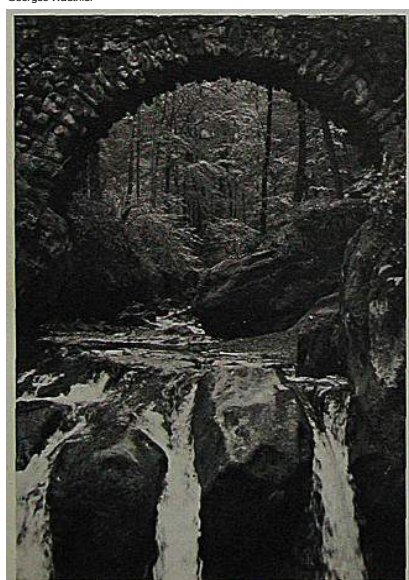
The challenge would be to experience participation in an integrated group of 12 people representing very different, but complementary, energies — and to discover what such a group might decide to do, if anything, once it had discovered itself and achieved a measure of group consciousness.

Miscellaneous

1. Individuals entering the game process may feel more secure if they can have some « personalized evaluation » of a group (e.g. many may not wish to break out of the class of people to which they are accustomed). Equally a well-established but delicately-structured group may feel happier with some such preliminary evaluation (or inter-

- view) before opening themselves to a newcomer. Procedures to cover this could be usefully examined, together with the cost implications.
2. Several kinds of computer analysis, if any, could be developed and individuals (or groups) may perhaps specify which kind they prefer to be used in their own case for the matching process.
 3. Clearly the proposal has some procedural parallels to that of computer dating. Experience in this domain should be examined as well as the problems of distinguishing this game process from computer dating in the public eye.
 4. Once experience with the process has been obtained, other dimensions may emerge :
 - there may be a case for attempting matches between groups to constitute " groups of groups »
 - much may be learnt concerning the problems of how to constitute a viable group with the minimum preliminary experimentation.
 5. During some stage of their experience in a group, participants may feel it useful to benefit from the experience of different kinds of experts in group dynamics, or those more familiar with the game process once it has developed a core of expertise. This sort of service could be arranged by the secretariat.
 6. It would be important to provide safeguards against « invasion » of the game process by those wishing to distort it to their own ends or to victimize newcomers in some way. In one sense this could be seen as an aspect of the game process itself, namely an influence to be responded to appropriately. However, to the extent that it reduces the quality of the individuals wishing to participate, any such influence should be countered by the secretariat or channelled into a parallel game process.
 7. The method by which a person indicates by questionnaire the preference for the future composition of the group need not be as simplistic as the classic blackball « approach (« if he is in I do not want to be »). One scale of preferences might be :

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- if A is in, I do not want to participate
 - if at least 6 are in favour of A, I will agree to participate
 - unless at least 6 existing members continue, I do not want to participate
 - unless A is in, I do not want to participate.
- Other possibilities could be examined.

8. An interesting consequence of the game process is that it takes the load off the 2-person relationship as it normally exists in society. Many 2-person relationships fail in one way or another because they cannot give full expression to the range of meaningful energies which may emerge in other interactions. However, such other interactions can only be superficial, vicarious or illicit within existing structures, which must protect the 2-person relationship. In the game process, and within a particular group, 3-person, 4-person, etc. relationships are formed and supply a context for other 2-person relationships. Relationships involving 3, 4, 5 etc. people have different degrees of stability within the group. It may in fact be hypothesized that it is only in a 12-component relationship that polarity (2 component), triplicity (3-component), and quadruplicity (4-component) are adequately blended and interrelated so that a completely new level of meaning can safely emerge.

Objective

The proposal as indicated would initiate a process which could provide a very rich experience. It should be clear that it would also constitute a very powerful learning environment. By permitting, or even encouraging, individuals to experience « superficial » strategies, they are given the opportunity to move on to more meaningful strategies as soon as they consider it appropriate. The more experienced and « mature » groups will in fact have the possibility of exploring the nature of their maturity as a group and of defining strategies or processes to achieve even greater maturity. (For example, some members might deliberately undergo experiences in a number of less mature groups before meeting again). The objective behind the proposal would therefore be to speed up considerably the group learning experience so as to facilitate the emergence of many mature, self-aware, self-motivated groups — without in fact imposing any particular procedures to that end (*). Presumably the more mature a group becomes, the more it will tend to formulate and implement innovative programmes of wider social significance — hence the relevance of this proposal for the social development process in general.

2 : Reallocation of unused air transport capacity

Changing operational costs have resulted in considerable increases in the cost of air tickets. This reduces the ability of many people to travel long distances, particularly between continents. Although this does not affect those who have to travel for official or business reasons anyway, it does seriously hinder the movement of other groups, contributing more subtly to the positive dynamics of international society. It is proposed that consideration be given to the possibility of reallocating unused seat capacity (on a stand-by, minimum-fare basis) to individuals holding a special pass. This pass would be given to people fulfilling certain criteria justifying their movement for the benefit of society as a whole. Such criteria might, for example, cover travel in connection with : development, aid, emergency relief or cultural exchange programmes; participation at international conferences; contact with member associations by international association executives, etc.

(*) Any such particular procedures would merely be documented as game options which could be explored. Clearly it would be of great importance to document the maturer game options.

The pass might be accorded (or a single trip or for a period, depending on the purpose for which it was required. Methods of preventing abuse would have to be investigated. The possibility of extending the system under certain conditions to broader categories such as scholars, students and youth in general could also be investigated.

There are of course precedents for this proposal in that government officials effectively travel under similar conditions on their national airlines, as may journalists and other groups. Although principally applicable to air routes, specially to and from developing countries, such a system could also be investigated in connection with the many military air transport routes.

3 : Organizational hybrid : transnational network of research and service communities

Approaches to change

People tend to move or drift through the social system into those groups and organizations which are engaged in the change processes most congenial to them. As individuals develop they may reach stages when a given change process and its organizational support seems unfruitful or unsuited to their desire for self-expression. The individual heeds fresh fields to conquer, a new life-style or a new mode of work. The development of the individual implies life-style mobility and organizational and social change. Social change and development requires development of the individual to adapt to new challenges.

The difficulty is that society currently sanctions movement within organizational and career systems but not between them. The individual is therefore forced into one particular mode of self-expression for his whole working life unless he wishes to run the risk of being labelled a grass-hopper or dilettante, or of being viewed as an ignorant outsider (a « foreigner ») in the systems into which he attempts to move. Within one system an individual can of course develop other modes of self-expression, but only as secondary modes within the constant and overriding primary mode (e.g. as an executive in the business system, an individual can move from a high technology corporation to a commercial art corporation; the switch from science to art is contained within the unchanging management framework).

The problem is therefore whether it is possible to provide an organizational setting in which an individual can develop secondary modes of expression and allow any of them to become primary for any desired length of time. The problem is complicated by the very radical nature of the differences between approaches to change as well as between the corresponding modes of expression of the individual engaged in them. There does not appear to be any systematic listing of change strategies, but the following list is an indication of the variety.

- political action
- scientific and technological development
- economic and financial development
- education, training
- art, music
- architectural and machine design, urban planning
- religious faith, prayer
- social engineering, social development
- philosophical or esoteric understanding
- behavioural and perceptual modifications by drugs
- public information, media, propaganda
- community development
- drama, theatre
- organizational development
- legislative action
- military or police action
- direct action, violent civilian protest
- personal encounter, dialogue, sex
- self-exploration, meditation

- mediation, negotiation
- manual labour

Ironically, the proponents of a particular form of change tend to perceive it as the only viable or significant form (e. q. to a political activist everything of any significance is political). They are unable to detect the manner in which their action is reinforced, counter-balanced, checked, contained or even undermined by the other forms of change. The solution to the problem noted above is the generation of some new style of organization which provides continuity to

such an organization cannot be based on the perceptions of a particular discipline or a particular mode of thought _ (or these are the expression of only one aspect of man's personality. The organization needs to be more « primitive » than the many specialized bodies which are characteristic of the fragmented nature of developed societies. It must pre-date the division of labour which sanctions and gives rise to such bodies. Only « organic » organizations, namely communities, in effect contain within themselves the seeds of the many specialized bodies and thus provide a bridge for movement between specialized modes of action. Thus an organizational form is required which can re-absorb many specialized functions. It is not a question of organizational regression but of recovering the necessary generality which can permit new advances to be made.

Before looking at the suggested characteristics of such an organizational form, it is useful to note the wide variety of existing forms. In proposing that the new form be based on a more primitive one, there is no suggestion that some of the more advanced features of existing forms should not be incorporated. Some of these features are in fact a formalization of features and processes present in communities.



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Survey of some existing organization forms

A wide selection of organizational forms has been roughly arranged into groups (see Table). A series of characteristics has been used to differentiate between the forms. The characteristics were selected not so much in order to distinguish clearly between the different forms but rather in order to draw attention to the manner in which each form exemplified each characteristic.

The main characteristics considered of interest in the organizational form to be discussed are as follows :

1. Research : namely the presence of some activity contributing directly to the advancement of scientific or cultural knowledge.
2. Application development : namely the development of new techniques with practical consequences for the activity of the organization or the society in which it functions.

3. Production (for internal use) : namely the production of foodstuffs, goods or services within the organization to avoid purchasing them from outside.
4. Production (for external sale) : of foodstuffs, goods or services as a means of ensuring financial independence.
5. Services (for needy members) : namely the provision of subsidized or free social services to members.
6. Services (for external society) : namely the provision of subsidized or free social services to the external society.
7. Social problem concern.
8. Direct action (on external society) : namely the ability to undertake some programme of direct action (e.g. relief work) away from the organization base.
9. Science /culture compatibility : namely the absence of rigid barriers between scientific and cultural perspectives.
10. Residential.
11. Community: namely a setting in which normal family life processes can take place throughout the complete cycle of generations. Some distorted, partial or single sex environments to which the term can be applied have been scored as (x).
12. Relatively open : namely not specifically restricted to a small class of people with a particular set of qualifications.
13. Non-specialist labour (occupational alternatives) : namely the ability of members to choose to switch between intellectual, skilled and manual roles within the organization whenever a change of work mode and rhythm is desired and without being stigmatized.
14. Personal development : namely an expressed concern within the organization for members as maturing humans within a psycho-social ecosystem, rather than as economic units being filled with knowledge in order to fit into predefined social slots.
15. Retreat function : namely the facility to permit individuals to take the time required to reconsider the basis and context of their actions — to be with themselves in peace and quiet.
16. Recreation: namely a concern with individual re-creation as an essential psycho-social process within the organization, in the maintenance of its equilibrium.
17. Security/isolation : namely the provision of adequate physical protection or isolation from the short-term consequences of social disruption and violence in the external environment.

These characteristics are of course exemplified in different ways in different organization forms. The table is intended as a guide to working out how different ways of achieving the same characteristic can be combined to produce a hybrid organizational form. It is an exercise in selectively combining organizational features and styles.

The scoring for each form against each characteristic is only tentative. It is complicated by the old question of who constitutes the « members » of an organization and therefore where the boundary between the organization and its environment lies.

A similar exercise could be performed for each of the organizational networks corresponding to each of the forms described in there (e.g. the networks of monasteries, banks, youth hostels, etc.). In which case it would be interesting to note how each of the following characteristics is exemplified for each network :

1. Independence of centres: namely their autonomy within the network.
2. Facilitation of movement : namely the extent to which movement of individuals from centre to centre around the network is facilitated.
3. Exchange between centres : namely the extent to which centres exchange products, services and information.
4. Movement to and from network : namely the ability of individuals to spend varying lengths of time in the external social environment before returning to the network.
5. Organizational experiments : namely the extent to which the network as a whole encourages innovation at different centres to the benefit of the whole.
6. Organizational variety : namely the ability of the network



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to tolerate and contain a wide variety of organizational styles and concerns.

7. Independence of network : namely its ability to act and survive without depending on the external social environment for economic support.

Proposed hybrid organization

The various organizational formulae noted above suggest a spectrum of possibilities and not a definitive classification. It is therefore possible to envisage combinations of characteristics from several formulae to give new hybrid organizational varieties which might prove useful in the presently evolving social context. One such hybrid is examined here. Consider the possibility of designing a center-cum-community combining the following characteristics :

1. The life-style change implied by commune or community living as opposed to the current social fragmentation within urban agglomerations destructive of neighbourhood contacts. Note that this need not imply communal housing but does at least imply a planned grouping of dwellings around a community centre by whatever (psychic) distance the dwellings are separated. This aspect has been developed in the commune (West), commune (East), kibbutz and monastery /convent /ashram formulae. Vacation villages emphasising community living have also developed aspects of this (e.g. Club Méditerranée).
2. The setting to permit intellectual and cultural study, research and explorations in a manner protected from the compromises and obligations characteristic of university research (e.g. teaching load), grant-aided research (e.g. « relevance » to foundation priorities) and the usual institutional obligations (e.g. administrative duties and unfacilitative working hours). This aspect has been developed in a number of institutes of advanced studies (e.g. at Princeton) and in scholar retreats (e.g. the Villa Serbelloni of the Rockefeller Foundation).

The scholar retreat aspect in the case of the example given has been conceived as a setting in which the final stages of books and studies could be completed in peace

Table : Relationship between types of organization and selected activities and qualities (tentative)
(x) indicates « in some cases » or « to some extent »

Activities, qualities Types of organisation	Research	Application development	Production (internal sale)	Production (external sale)	Services (needy members)	Services (external society)	Social problem concern	Direct action on external society	Science/culture compatibility	Residential	Community	Relatively open (non-exclusive)	Non-specialist labour (occupational altern.)	Personal development	Retreat function	Recreation	Security
A. KNOWLEDGE STORAGE																	
Library	X					X						/			(X)	(X)	
Arts centre	X					X			X			X		(X)		(X)	
Art gallery						X						X				(X)	X
B. KNOWLEDGE ADVANCE																	
University city	X	(X)		(X)			<(X)			X					X		X
Scholars retreat	X	(X)	X	X	X	(X)	(X)		(X)	X	(X)	X	(X)		X		(X)
C. COMMUNITY																	
Commune (west)			X	X	X					X	X	X	X	X	X	X	(X)
Cooperative			X	X	X	(X)	(X)			X	X	X	X		(X)	X	X
D. ESOTERIC																	
Church	(X)		X	(X)	(X)	X	(X)			X	(X)	X	X	X	X		X
Monastery, etc.					(X)	(X)	(X)			X		X	X	X	X		(X)
Retreat	(X)				(X)		(X)		X	(X)		X	(X)	X	X		(X)
Esoteric school							(X)					X	(X)	X	X		(X)
Growth centre												X	(X)	X	X		(X)
E. SOCIAL																	
Youth hostel					(X)	(X)		(X)		X		X	X			(X)	
Youth club										X		X	X			X	
Sports club										X	(X)	X	X			X	
Summer camp										X		X	X	(X)		X	
Sea-side club										X		X	X			X	
F. PROTECTIONIST					(X)												
Guild					X												
Fraternity					X												
Rotary, etc.					X		X	(X)				X				X	
Business club										(X)		(X)				X	
Professional assoc.	m			(X)	(X)		(X)	X			(X)	(X)				X	
Trade union												X					
Country club										(X)	(X)	(X)					
G. DEVELOPMENT																	
Mission			(X)	(X)	X	X	X			X	(X)	(X)	m	(X)	(X)		
Volunt. work camp					X	X	X	X		X		X	(X)				
Arbeitsdienst					X	X	(X)	X		X		(X)	(X)				
H. ENTERTAINMENT																	
Musical group	(X)	(X)		X		(X)						X		(X)		X	
Choir		(X)		(X)		(X)						X		(X)		X	
Circus, fair		<(X)		X	(X)	(X)				X	X	(X)	X	(X)		X	
Theatre group	(X)	(X)		X		(X)	(X)			(X)	(X)	(X)		(X)		X	
I. EDUCATION																	
School							(X)		(X)	(X)		X		(X)		m	
University	X	(X)		(X)		(X)	m		(X)	(X)		X					(X)
Staff college												X					
Seminary							(X)	(X)	(X)			X	(X)	(X)	(X)		
Cadre school (China)							X			X				(X)			

and quiet. This facility could make the centre formula very attractive.

3. An emphasis on economic independence, if not self-sufficiency, to permit the necessary measure of self-control. The centre would therefore either produce its own food stuffs and other necessities or provide in addition or alternatively goods, knowledge or services which can be exchanged in the market economy for the goods or services required. This formula has been developed through the commune (West), the kibbutz, and the monastery /convent / ashram.

4. The setting in which individuals can, if they so desire, rehabilitate and develop themselves psychologically protected from the usual disruptive influences associated with the pace of modern life. This aspect has been developed

through religious retreat (e.g. Taizé), the monastery / convent /ashram, the human potential centre (e.g. Esalen) and in some types of sanatoria and commune (West).

5. The setting to permit alternation at a self-chosen rhythm between intellectual activity (see 2), goods production (see 3) including physical labour, and psychological rehabilitation (see 4). This alternation of modes is usually impossible in most existing working environments despite its value to both the individual and his organization in terms of improved creativity, productivity and relevance,

6. Function as a focal point to which or through which funds can be channelled to catalyze and facilitate creative new approaches to the problems of society, the intellectual tools to solve them and the styles of organizations appropriate to such activity. This is the foundation or trust

Table continued	Research	Application Development	Production (internal use)	Production (external sale)	Services (needy members)	Services (external society)	Social problem concern	Direct action on external society	Science / culture compatibility	Residential	Community	Relatively open (non-exclusi	Non-specialist labour (occupation altern.)	Personal development	Retreat function	Recreation	Security isolation
J. FINANCE Foundation Trust fund	(X)	(X)			X		X		(X)	X	X		(X)				
K. DYNASTIC Chateau Hacienda, ranch		X	(X)	(X)	X					X	X		(X)				(X)
L. SPECIALIZED SERVICES										X	X		(X)				(X)
Travel club			(X)		(X)						X					X	
Book club			(X)								X					X	
Investment club	(X)		(X)								X						
Secretarial services			X								X						
M. HEALTH																	
Hospital	(X)	(X)		(X)	X	(X)	(X)			X	(X)	X					
Rehabilitation inst.	(X)		(X)	(X)	X	(X)	(X)			X	(X)	X			(X)		(X)
Sanatorium	(X)	(X)		(X)	X	(X)	(X)				(X)	X			(X)		(X)
Medical centre			(X)	(X)	X	(X)	(X)			X	(X)	X			(X)	X	
Old agehome				(X)	(X)	(X)	(X)			X	(X)	X					
N. EXPLORATION																	
Archeological dig	X				X	(X)			X	X		(X)	(X)				
Expedition	(X)				X		(X)			X		X	(X)	(X)		(X)	
Outward boundent					X					X		X	(X)	(X)			
O. COMMERCIAL																	
Shop	(X)	(X)	(X)	X		(X)				(X)	(X)	X				(X)	
Factory				X	(X)					X	(X)	X				X	
Hotel, motel				X	(X)						(X)	X				X	
Café				X	(X)						(X)	X				X	
Bar, pub				X								X					
Market garden				X													
P. ECONOMIC																	
Stock exchange				(X)													
Commodity exchange				(X)													
Market				(X)	(X)	X	(X)				(X)	X					(X)
Labour exchange				(X)		(X)						X					
Bank												X					
Q. MILITARY																	
Military base		(X)	(X)		X			X		X	(X)					X	X
Police station					(X)	X	X	X								X	X
R. RECYCLAGE																	
Residential conf.	(X)						(X)		(X)	X		(X)					(X)

S. COMMUNICATION SERVICES														
Airport		(X)	X	(X)	(X)					(X)				X
Rail station		(X)	X	(X)	(X)					(X)				X
Port		(X)	X	(X)	(X)					(X)				X
Radio/TV station			X		X	X							X	(X)
Newsagent			X		(X)					(X)				(X)
Post office			X		(X)					(X)				(X)
Telephone exch.			X		(X)					(X)				(X)
T. GOVERNMENT														
Ministry		(X)	(X)	(X)	(X)	(X)								(X)
Embassy		(X)		(X)	(X)	(X)			(X)	(X)				X
Cultural mission					(X)			(X)		(X)				
T. DESIGNED SETTLEMENTS														
Auroville			X		X	(X)	X		(X)	X	X	X	X	(X)
V. SPECIAL INTEREST														
Association			(X)	(X)	(X)	(X)	(X)				X	(X)		(X)

fund aspect which has already been well developed nationally in the West.

7. A base from which a variety of forms of (multidisciplinary) assistance can be made available to the external social environment (not necessarily with the financial return envisagée under 3). Possibilities include: health, education, community development, care of aged, care of retarded, education of specially gifted, advice, etc. This aspect has been developed through the mission formula, voluntary work camps, and relief agencies. Of special interest perhaps are those bodies offering 24 hour telephone assistance to those facing some personal crisis (e.g. suicide, marital problems, etc.).
8. The setting within which certain types of education could be provided uninfluenced by the restrictions and obliga-

tions of the usual courses leading to examinations. This aspect has been developed through the residential conference formula (or « institute » in the USA), some university summer courses, and a variety of other educational experiments in unstructured settings.

9. The setting within which new types of cultural communication could be developed and made available to the external social environment. Possibilities include ; experimental theatre, experimental art exhibitions, and other community involvement happenings. This aspect has been developed mostly in ad hoc efforts in connection with each of these possibilities.
10. A social environment protected against dilution of the qualities, which it is interested in developing, by the division and disruptive processes characteristic of modern

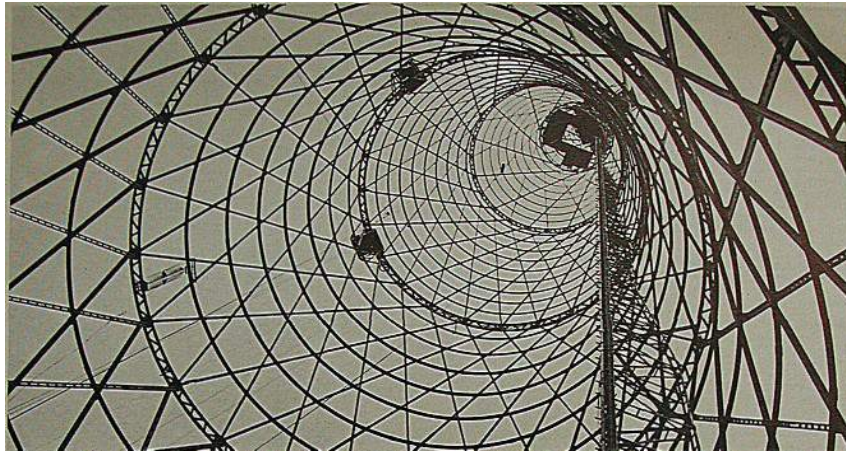


Photo : « Culture and Life - A Russian network

society. This protectionist aspect has been developed in such organizational formulae as : guilds, trade unions, fraternities, professional societies, secret societies, secular and religious closed orders. Current trends towards increasing violence suggest that some form of physical protection for such a centre may also prove appropriate. The monastic and castle formulae are the best known but recently walled suburbs have been constructed in the USA.

11. A setting which permits the build up of a «critical-mass» of multidisciplinary expertise which, through the interaction of the individuals involved, should lead to an enhancement of open-ended creativity. This aspect has been developed in the think tank and special residential conference formulae.
12. A setting which encourages more fruitful and participatory forms of recreational experience than is usually associated with conventional commercialized leisure — particularly structured spectator sports and media based entertainment.
13. A setting in which experiments in organization can be conducted to perfect means of balancing the psycho-social ecosystem constituted by the many influences brought to interact there. This aspect has to some extent been developed in the commune (West).

Characteristics of the organization network

The characteristics of the research and service community noted above concern only the centre itself and not its relationship to other similar centres. Of major importance to the significance of any such hybrid formula are the characteristics of the network of such centres over and above the characteristics of the individual centres. Consider the following :

1. The network provides a safety valve via which the tensions, which often build up dangerously within isolated centres, can be released. Whereas factional conflict within a centre can easily lead to break-up, the network provides a large spectrum of centres in which elements of the discontented faction can hope to find a sympathetic response. This aspect has been developed in the personnel relocation policies of wide-spread organizations such as the services (civil, diplomatic, military), large (multinational) corporations, religious orders, etc.

Of special significance is that by moving to another centre the individual is not forced out of the supportive network nor is his contribution to it lost. The network functions as a low-key containing device to prevent dissipation of communal energy.

It is interesting to note that mobility is seen as a stabilizing process within a proposed community and as a safety valve for personality and intergroup conflicts. Members may « move around from house to house and from activity to activity ». A mathematical model is being developed to determine the optimum rate of movement of people between groups within a community. (1) Inter-community movement is arguably of equal importance.

2. The network approach permits different organizational formulae, concerns and emphases to be adopted and developed in each centre depending on the personality types which gradually filter towards each of them over time. The centres would therefore each develop a « personality » or style making them complementary rather than similar in every respect. This specialization of function or mode of operation would encourage an exchange of services between the centres. This aspect has been developed in the kibbutz cooperative system (via which kibbutzim exchange goods between one another), the hospital network (whereby patients may be moved through the system according to the treatment required), the research institute network (whereby a scholar will contact or work at a succession of institutes appropriate to the advancement of his research).
3. The network provides a great variety of educational settings amongst which an individual may choose or to which he may expose himself (if he starts with insufficient information to choose). Movement between these settings is legitimated in this new frame of reference. This aspect has been developed in the youth hostel network formula, in the network of research institutes, in the kibbutz network (which permits visitors and members to move between kibbutzim working at each place), in the seaside club network (Club Mediterranée members take holidays successively in 43 centres, in 19 countries, each with a different style) and in the hotel chain (for example, Holiday Inn or Hilton in which clients moving from city to city and from country to country are encouraged to book into the appropriate hotel in the chain).

4. The existence of the network ensures that ii any centre (ails and breaks up due to internal problems then individuals can be incorporated into other centres. Alternatively, if a centre is in need, then assistance can be provided. This aspect has been developed in the services (civil, military, etc.) and in large (multinational) corporations.
5. The widespread existence of the network ensures that if any part of it is threatened by external legislation or other pressures, then the key attributes and people may be transferred to more hospitable locations. This aspect had been developed by missionary orders, monastic orders, diplomatic and military services and multinational corporations. A network of this type also has a higher probability of surviving, in part, any social disruption and chaos of the type predicted for the near future.
6. As a network, no directing centre or unique administration headquarters is necessary. Different centres may take on such a role for specific issues which emerge and for which they have a special expertise — but only for the duration of the crisis in question. Leadership roles are therefore transferred throughout the network. The extent and nature of any such centralization will vary with the issue but the major function will be to suggest strategies and adaptations to the operational style of individual centres rather than to take on any detailed directive or decision-making role. This aspect has been developed by mass movements (civil rights, student) and business systems (in which decision-making is highly decentralized or via specially constituted task forces).
7. The network constitutes a reservoir of expertise and experience which can be used to facilitate and nurture the creation of new centres. Assistance could be provided, on request, through the early phases of a centre's establishment, where simple errors may jeopardize its future (cf. the failure rate of communes). This incubator or midwife function could ensure the rapid and healthy development of the network. This aspect has been developed in the « advance party » formula used in the extension of the kibbutz network, the network of offices and factories of large corporations, the network of military bases, etc. This approach could also be used to take-over unsuccessful centres external to the network and revivify them.
8. The network provides a secure setting from which an individual may operate in the external social environment and to which he may return when he so desires. The network is not conceived as self-sufficient and isolated from the societies in which it functions but rather as a protection for social experiments not immediately appropriate to such societies and a catalyst and stimulus to any progressive initiatives in such societies. It is however difficult to build into an organizational system sufficient challenge and variety to hold individuals permanently (as the problem of retaining second and third generation kibbutz members has shown). Acceptance of movement to and from the network ensures a healthy turn-over of individuals. Such movement may be on a daily basis as in some open religious communities or for periods of a year or more. The latter formula has been developed in accepted movement of academics (who retain security of tenure) and corporation executives into and out of the government administration in the USA.

There is a slowly increasing amount of literature on the organizational network theme (2). It is therefore interesting to note the special issue of the Newsletter of the Peace and Conflict Research Programme of the University of Lancaster on the « network dream » which contains a proposal for action research in this connection (3).

This network of communities should not be designed or conceived as a finalized structure or mode of organization, but very much as an interlinked set of relative invariances which are in process of self-transformation and self-redefinition to elaborate new organizational potentials, and to reformulate their relationship to one another.

Style, Image and Survival

The style and image of the communities and the network as a whole, are very important to the long-term survival of the network. The network of monasteries survived through the Dark Ages by maintaining a non-violent, non-threatening style, offering needed services to the community, functioning as sanctuaries, and as centres of excellence. The monasteries, at least in Britain, were attacked as a network by the king when the style deteriorated and the approval of the people was lost. The monasteries had the special advantage of being spiritual centres. What equivalent image is appropriate to the communities proposed? The image of « centres of excellence », « quality of life », « creative fulfillment » and « psychotherapeutic sanctuaries » is perhaps a good beginning. But this would not be a protection if the centres are in any way elitist or exclusive. (The drift in style from excellence to elitism is very difficult to detect.) They must therefore complement this image by one of « providers of needed services » to the external social environment (4). This is the only way they can weather the predicted period of social chaos and arbitrary government.

A minimum of physical security or isolation is required, as with the monasteries, but the key to survival is in the psychosocial protective mechanisms. A collection of case studies of monastery-society relations during the periods of social chaos could prove most valuable.

Conclusions

This proposal has been made as though an entirely new network of « research and service communities » (R-S communities) ?) would have to be created. This is not so. There are a number of communities already in existence which have characteristics corresponding, in many ways to those defined here. A number of inter-community networks exist, at least informally. It may be sufficient to think in terms of the model and relate new communities to existing networks. On the other hand, perhaps some existing networks (e.g. monasteries, youth hostels, research centres) could usefully develop the additional characteristics, and convert themselves into communities of the type proposed.

It is an interesting point whether the development of any such network should be consciously planned and organized to any degree in terms of any evolving models or whether knowledge of it should be spread widely. It might be better to simply recognize the existing organic developments and to allow knowledge of the network to be disseminated selectively and haphazardly to those with sufficient affinity to it. This « natural » filtering process might prove the best method by which to protect the growth of the network and to avoid clogging it with people parasitical to it. In which case it is questionable whether anything should be done about this proposal.

Footnotes

(1) J. Valadez and H. Miall. The Chile Community: a proposed socio-ecological experiment. Peace and Conflict Research Programme News-letter. Lancaster. November 1972. No. 3. p. 34.

(2) See for example : A.J.N. Judge and Kjell Skjelsbaek. Bibliography of Documents on Transnational Association Networks (Section E). In : Yearbook of International Organizations. Brussels, Union of International Associations, 1972, 14th edition.

Particularly : Donald Schon. Beyond the Stable State: public and private learning in a changing society. London. Temple Smith, 1971.
John McHale. (The Changing Information Environment: a selective topography). In : Challenge to Leadership; management in a changing world. New York, Free Press, 1973 (for The Conference Board).
A.J.N. Judge. The Nature of Organization in Transnational Networks. (Paper presented to the Dallas 1972 Conference of the International Studies Association). Published in abridged and modified form in Journal of Voluntary Action Research. 1. 3. July 1972. p. 14-24.

(3) Paul Smoker. An Action Research Proposal for Global Networks (Paper presented to the Dallas 1972 Conference of the International Studies Association). Newsletter. Lancaster, 1972. No. 3. p. 3-19.

(4) « Transparency » and « openness » are also important. The protection of the network against being swamped must lie in the nature of the life-style. Excellence and quality could be effective « natural » repellents without depending on elitism.

as a response to the individual /system malaise : a case study of the northern westchester resource network

by Marc Eichen*

This article was presented on the 28-30th March, 1977, at the Second Study Meeting of the Fondation Internationale de l'Innovation Sociale held at the Maison Internationale des Chemins de Fer, Paris, as part of the panel on Complexity. Although it is solely concerned with a local network, much of the approach is relevant to transnational associations and their networks.

The notion of networking provides an appealing theoretical framework for examining linkages among individuals. Yet it remains to be seen whether networks can be effectively employed in developing practical social communication systems. Can a network be organized, fostered and utilized as a medium for encouraging change? This paper, a case study in the trials and tribulations of the emerging Northern Westchester Resource Network (NWRN), explores this question.

Resource paucity, institutional inflexibility and role entrapment are three problems confronted daily by educational institutions, community agencies and individuals. Limits to resources have become a pervasive fact of life. Gone are the days in which the expansion of services and new program development were readily accomplished. Often budgets are no longer sufficient even to sustain current levels of service. In a climate of limited resources, institutional self-perpetuation is highlighted as an increasing proportion of resources are devoted to sustain the institution, rather than maintaining or improving the quality of services. Individuals, further, find themselves prevented from creatively developing the full potential of their jobs by the growing concern for operational efficiency.

By presenting the NWRN as an exemplary case, this paper attempts to show

how networks offer one partial solution to these problems. Initially we examine the setting and development of the NWRN. The focus then turns to this network's content, process, structure and evaluation. The concluding section utilizes examples from the Northern Westchester case to demonstrate how networks in general are one partial solution to the three problems of resource paucity, institutional inflexibility and role entrapment.

The Setting

Northern Westchester County, between 20 and 40 miles from New York City, is the setting for our case study. This is represented cartographically in Figure One. The adage, « as go the cities, so go the suburbs », is clearly reflected in the demographic and social character of the area. Historically, northern Westchester had a number of large estates and working farms. Explosive population growth which radically changed the character of this area began after World War II. At this time it became economically feasible, as well as socially desirable, for moderately wealthy families to move from the confines of New York City. As the highway network improved, middle and upper class families in which the bread winner could afford to commute to work in The City, moved to northern Westchester. While the working class moved to northern Westchester in order to work on the aqueducts supplying water to New York City and as servants for the large estates, most followed the

middle class into the older towns such as White Plains, Yonkers and, to a lesser extent, Mount Kisco. The plight of these people, undereducated and at some distance from employment opportunities commensurate with their skills, was only aggravated by the lack of industrial and population concentrations and the reliance on automobile transportation for all employment, educational and social opportunities. Due to the explosive population growth, lack of coordinated planning and private ownership of much of the undeveloped land, individuals of most social and economic groups did not have the chance of experiencing esthetic or educational amenities associated with the natural environment.

The Bedford Central School District acted not only as the geographical location for network headquarters and meetings, but also as one focus for network members' discussions. In comparison with other school districts in the United States, the Bedford Central District, serving a general population of 25,000 and a student population of 4,500 (as of September, 1975), was moderate in size (1). Reflecting slowed in-migration and the maturing life cycle stage of families within the district, there had been a tapering-off of school enrollment toward the mid-1970's. Yet as Figure Two indicates, the school district's budget continued to increase. Understandably, the trend of increasing budget demands and equalizing number of served students was a source of concern to school administrators.

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We mention these characteristics, not only to provide a backdrop for the stage on which the network action was played, but because many were initiated in discussion and, to some extent, acted upon during the course of the network meetings. Having set the stage, we now turn to a brief description of the network development.

The Development

The network developed through the concern and action of the members. The role of « innovative champion » was taken by Elizabeth Lorentz (2). One network participant commented :

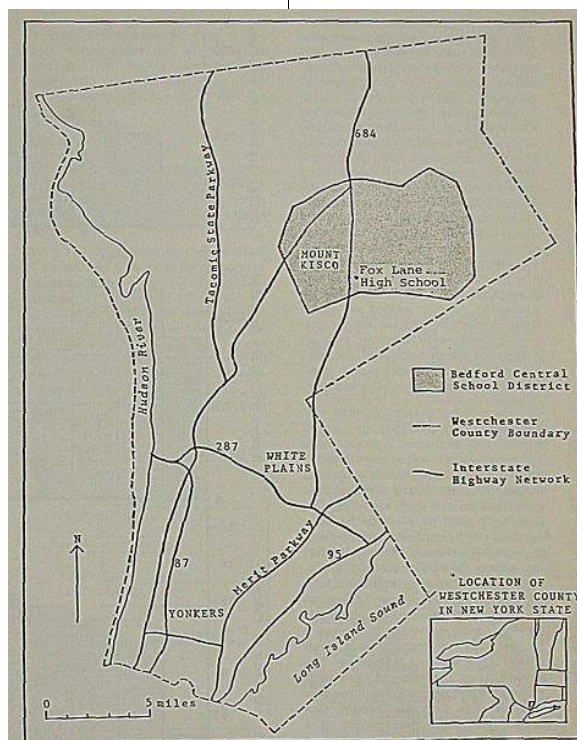
This seemed to have been an ad hoc group and through the driving interests of Elizabeth Lorentz. A lot of people who would find utility in communication between each other are brought together periodically and they talk about what they are doing. I've learned some things from it. I have begun to see some of the things that might be involved in the kind of programs we do (3).

Before beginning network activities, Mrs. Lorentz was linked with institutional leaders inside and outside (particularly in Washington, D.C.) the Westchester community. Having these linkages enabled Mrs. Lorentz to successfully bring institutional leaders together to discuss common concerns. One such important institutional leader was Hope Levene, then Chairman of the Bedford Central School Board and subsequently a member of the Board of Directors of the Northern Westchester Board of Cooperative Educational Services (B.O.C.E.S.). Mrs. Levene was critical in tying the network with decision makers in local and regional secondary educational institutions.

After Yale University acquired a portion of the Seven Springs estate as a retreat and conference center, Mrs. Lorentz was able to link the Westchester community surrounding the estate, particularly the Bedford Central School District, with Professors Seymour Sarason and Dickson Reppucci of the Yale Institute for Social and Policy Studies. As well as broadening the network's personnel, adding Professors Sarason and Reppucci provided a perspective on work, aging and institutional effectiveness.

Professors Sarason and Reppucci were also able in late 1974, to make the connection between Clark University and the burgeoning Westchester Network. Since two of the network members, Marc Eichen and Professor Saul B. Cohen, were geographers and a third, Irving Schwartz, was an educator adjunct in the Graduate School of Geography, this facilitated a focus on environmental education.

Figure 1 : Westchester County and Bedford Central School District



A coordinator, Richard Sussman, joined the network in September 1975. Due to his full time commitment, Richard Sussman was able to broaden the network to include institutions such as Columbia University Teachers College and strengthen ties between institutions already in the network, including Bedford Central School District and the Bank Street College of Education.

Key to Richard Sussman's role was the development (with Elizabeth Lorentz) of a more concrete working conception of the network, its structure and its process. Mr. Sussman and Mrs. Lorentz were able to better define the features of a network and distinguish these characteristics from those associated with institutions such as service agencies, think tanks and educational consortiums. They were also able to divide the labor so that each could focus and spend time on particular network activities. This more concrete definition and division of labor facilitated decision makers' understanding

and comfort in working with the network's structure and process. From small beginnings, charted here from 1974, the network has grown without itself becoming an institution. In terms of the number of individuals and institutions and the wide variety of their interests and scale of operation, that the Northern Westchester Resource Network has burgeoned (footnote 2).

The Content

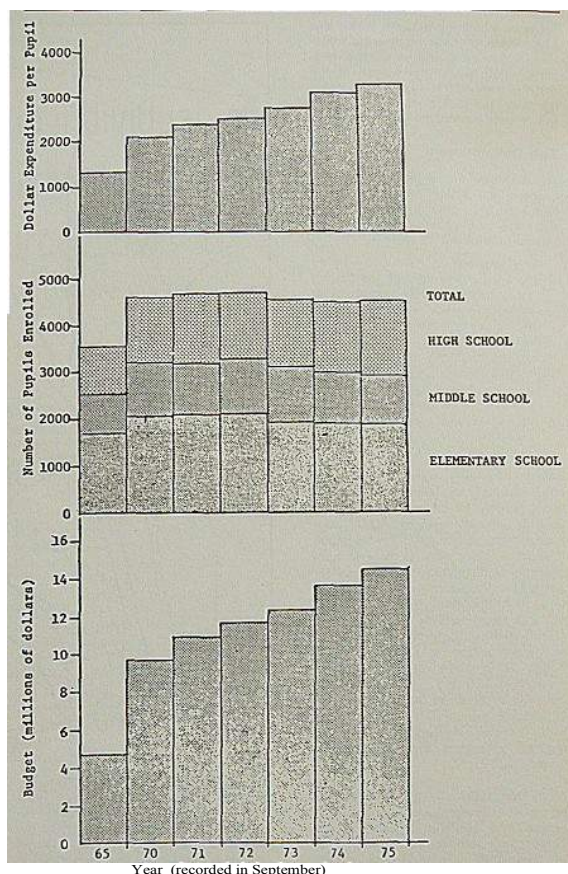
The network chose to concentrate on four general content areas : (1) the delivery of basic skills to people, (2) the integration of work and study, (3) developing and employing a multi-disciplinary approach to social problems, and (4) fostering citizen participation and community involvement. The decision to work on these content areas had been made by the action of the network members. It has evolved from the organizational strengths and interests of the members as well as their organizational needs.

The network has concentrated its efforts on the delivery of basic skills to individuals. Educational systems do not encourage individuals to focus on broader basic skills such as helping others, the articulation of an individual or community problem, the identification of information and resources within the community and the specification of alternative goal directed strategies. One example which highlights the network's focus on such basic skills is the evolving program of research with seniors from the Fox Lane High School (of the Bedford Central School District), faculty and graduate students from Columbia University Teachers College. In this program, high school students are gaining experience articulating a research design in their own community. The graduate students are counseling the high school seniors in research methods. The seniors are gaining experience in decision making, giving and receiving mutual aid and articulating and operationalizing alternative solutions as part of a research strategy.

A second network focus is the integration of work and study. A great divide presently exists between the worlds of work and school (4). While increased schooling has decreased the number of individuals in the work force, schools have not trained people with the skills necessary to be successful in the world of work. Conversely, both business and unions have been accused of preventing people from re-entering school either to re-tool for a new occupation (even when the previous occupation is no longer marketable), or to achieve a broader, more synthetic view of their society, their world or themselves. The network has encouraged programs which attempt to break down these barriers between work and school. One such effort is the development of a program of expanded and continuing education for professionals at the Northern Westchester Hospital in Mount Kisco. This program would encourage individuals at all levels of the medical profession to seek further education. Such education could be in depth, in order to enlarge their competence in areas of medical technology, or in breadth, in order to acquaint them with related fields. Further, the network has encouraged the professionals at the Hospital to support medical education within the surrounding community. In this fashion, the hospital and surrounding locale would be both a work place and a school for hospital staff and community members.

Multi-disciplinary approaches to social issues is an underlying strategy for the network. Social scientists have given considerable lip service to the goal of inter-disciplinary work, yet the fruits of these labors are all too often a number of unintegrated papers in search of a book binding. Rather than begin with the scientists, the network has chosen

Figure 2 : Expenditures of the Bedford Central School District



to begin with an important community need. Individuals with different perspectives have been asked to collaborate and contribute to the solution of this question. The issue of future conservancy land use has been the focus of one such emerging multi-disciplinary effort. The conservancies represent a valuable untapped recreational and esthetic resource in Northern Westchester. Due to their very uniqueness, as well as their representation of fragile ecosystems, a comprehensive land use plan was of vital importance. The Conservancy Board of Northern Westchester was faced with the classic resource management problem of « preserve and protect vs. accessibility and exhibition ». After targeting the pro-

blem, the Network helped the Conservancy Board work with concerned individuals from Northern Westchester in order to write a proposal to set up a tri-county land use study. The grant is designed to incorporate physical land use considerations, economic and political contingencies as well as the social and political history of the conservancies as a guide to their future land use. Community members interested in writing the grant are highly cognizant of the need to employ the physical land use planning approach in conjunction with social and political input in order to reconcile conflicting demands on the land. A final substantive area is the development of citizen participation and com-

munity Involvement. In many instances, organizations such as school boards and groups concerned with the environment have tried to engage broad community participation and support. Crises apart, these efforts have not been as successful as anticipated since there is no general history or personal practice of local civic involvement in most American communities (5). Individuals believe they have neither the skills nor the responsibility to participate in community affairs. In order to foster such participation, the network has been able to identify and aid a group which has already been participating, the Bedford Community Conservation Society. For fourteen years, members of this group have been teaching on a voluntary basis in the Bedford Schools. Yet these volunteer teachers felt the need to evaluate their performance, broaden their work and, perhaps, attain certification for the experience. The Network was able to have Environmental Education Community Opportunity for Stewardship (E.E.C.O.S.), affiliated with Northern Westchester B.O.C.E.S., work with a representative of the Conservation Society. Further, the NWRN was able to link this group with the Graduate School of Geography at Clark University. Students in the School met with a volunteer teacher to suggest ways in which their program might be expanded and more fully integrated in the daily curriculum of the schools. Further, the Clark graduate students were able to suggest strategies for self-evaluation of curriculum and individual teacher effectiveness.

Two major themes stand out in this analysis of network content. Decisions to work on a specific content area are based on action. Since the network is not an institution, there is no hierarchy or decision rules. There is no leader who decides the areas on which the network will concentrate. There are no votes taken at network meetings. Instead, based on their organizational needs and resources, members take the initiative to work on various projects.

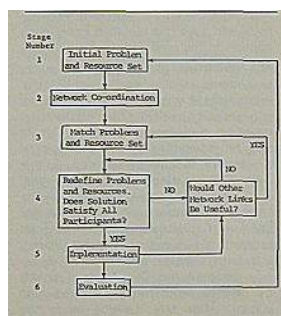
... I felt that as we progressed with these various meetings, that at each meeting we'd have other individuals joining or some individuals not coming and others coming in, so that there was a constant flow and was no real direction, no follow-through with any one given area, at least at the beginning. Later on I think what happened was that individuals within the group started to sort themselves out with each other and they took the ball and then moved into a direction and I think that's been the very positive aspect of the entire process. And if that's the desire of that process — well, in that sense it's been successful.

Secondly, the content areas are basic human and community needs. These often fall between services delivered by existing organizations. They transcend simple institution survival and building. The network provides the opportunity to build innovative programs and projects out of institutional strengths.

The Process

The network process, as (flow charted in Figure two, is a closed feedback loop. While the parts of this process are often fused together, they are teased apart here for convenience and clarity.

The initial stage involves the definition of a need and a set of resources. Often decision makers are aware of a specific need but are unaware of their own institution's resources and those of other institutions. These resources may be identified by either a network coordinator or a member of the network. To avoid parasitic or noblesse oblige relationships, it is vital for the network's survival that all participants have both needs and resources.



The second stage in the network process is coordination. This may take place at network meetings, in a more informal setting or by telephone. Effectively it involves identifying the need and the identification of another decision maker in the network who would be helpful in meeting the need.

Matching the decision makers is the third stage in the process. To facilitate interaction, this matching is usually accomplished in a small meeting with only the decision makers and the network member who was able to make the connection. It is important that a sense of rapport is established here as it will facilitate further stages in the network process.

The decision makers then proceed to redefine both the original and second set of resources and needs. One important question must be answered in the affirmative: Is the matching of mutual

needs and resources satisfactory for all participants? If this matching is satisfactory, then the network members proceed on to implementation of the solution. If the solution is not satisfactory, this begins an iterative process in which needs and resources are continuously redefined until a mutually satisfactory solution is reached. At the same time, these participants must ask themselves whether additional network members would be helpful in forming a solution. Since participants cannot be locked in a room until this process is completed, this stage often takes a number of meetings over a period of weeks or months. As the frustration level rises during this stage, the creative interchange and the identification of unused resources mitigates against individuals' non-participation. After a mutually satisfactory solution is reached, it may be implemented and then evaluated. Implementation and evaluation may again present needs and resource sets.

Evaluation of a particular project within the network process is particularly difficult and particularly important. Evaluation must not focus only on the effectiveness of the project. Some component of the evaluation must concentrate on the identification of new sets of resources and the redefinition of needs. Additionally, there is often a spin-off or chain reaction from the original project in which the decision makers become involved in other network activities.

Four characteristics highlight the daily working process of the NWRN: (1) working comfortably within others' institutions, (2) the matching of « unlikes », (3) the focusing on innovative programs and (4) the use of serendipity. It is widely accepted that individual effectiveness within institutions is premised on comfortable working arrangements within the organization. Since the network is a non-institution, it is vital that comfortable links be established within the organizations which the network links. This proceeds both at the level at which the network contact is made and at the staff and professional level. Contacts are made with individuals who are initially receptive to the network idea and sufficiently senior in their own organizations to control resources and make relatively binding decisions. Once this senior decision maker has been contacted, it is vital for the network coordinators to establish comfortable working relationships with others in that institution. One exemplary instance is the interaction with Fox Lane Senior High School. The network coordinators have established a rapport with professional and support staff of the high school. This permits accomplishing important though routine tasks, such as setting up meetings, without going directly through the principal, Tom Huebner, the original senior contact person. To

quote again from the interviews with network members,

I had the definite feeling and I think it's reciprocal, that everyone at the meetings felt comfortable with each other and had developed a nice working relationship and a personal one... There's been very little protective response.

One unusual activity of the Northern Westchester Resource Network has been the matching of « unlike » or complementary decision makers. In many cases, networks match individuals with similar decision making roles. In this way, for example, there would be a network of school superintendents, a network of social workers and so forth. In the Northern Westchester case, there has been considerable effort to break out of that model. Instead, the NWRN has brought together individuals who were interested in similar issues, but who represented a concern for this problem from different viewpoints and on different scales. With respect to environmental education, for instance, the network has been able to match individuals with a shared concern for curriculum development and environmental protection. These individuals have included : Bettison Shapiro from the Bank Street College of Education, interested in developing a training site for school districts in Northern and Southern Westchester B.O.C.E.S., developing cooperative programs for school districts; Saul B. Cohen, Irving Schwartz and Marc Eichen from Clark University, interested in utilizing geographic concepts in environmental education curriculum; and Chet Towne from the Bedford Central School District, focusing on in-service programs for teachers and principals in the Bedford Central School District and translating broad based curriculum into daily activities for children.

Through the matching of « unlikes » the network has been able to extricate decision makers from the day-to-day workings of their institutions and turn their focus onto innovative programs. Decision makers are all too often forced into concentrating solely on day-to-day operating decisions. This often limits their horizon and makes them feel unable to explore the creative aspects of their job. The network offers such decision makers a setting within which they are able to articulate and concentrate on more long range and innovative problems and planning. One network member commented.

I'm trying to expose myself to people who think on a broad basis (in order to) develop a local program. Sometimes you have to go broad to get (these) kinds of (ideas) first and then begin to narrow it down to programmatic development.

The involvement of the Hillcrest Center for Children offers one example. At one « global » network meeting the Executive Director of Hillcrest, Ms. Veleria Bullard, indicated that while she had pressing needs, Hillcrest was not simply the local «charity case ». She pointed out that her institution had valuable resources which she was hoping to share. One such resource was Hillcrest's more than one hundred acres of unused fields and woodland on which Hillcrest was located. Ms. Bullard said that she was interested in using this land to provide an outdoor experience for the children at Hillcrest. This would create an opportunity for someone interested in working with kids outdoors. Clark did have a graduate student interested in working with troubled children. He visited Hillcrest; yet no relationship was established. There was an individual, however, on the Hillcrest staff with previous forestry experience who was intrested in gaining full certification as a high school teacher. Ms. Bullard was able to set up a relationship with Robert Sager, Head of the Science Department at Fox Lane High School, through which the ex-forester could work with the kids in a natural environment and have this teaching experience applied to his high school certification. The ability of the network to utilize serendipity is also worth highlighting. Institutions become so entrapped by conventions specifying how affairs must be conducted, that they are unable to take full advantage of fortuitous events. A network is not constrained in this way. The meeting with Dan Berman, a Social Studies teacher at the Fox Lane High School from which the Fox Lane — Columbia University program evolved, is one example. Hope Levene, Elizabeth Lorentz and Richard Sussman encountered Dan Berman purely by chance, in a hallway of the high school. After Mrs. Levene made the introductions, Dan Berman mentioned that he was interested in arranging work-study experiences for seniors. Mr. Berman said he was investigating the local opportunities to develop such a program focusing on students' rights and planning. Mr. Sussman said that rather than students' rights, it might be possible to arrange a program for seniors if the students were willing to work on social science research. After Dan Berman gained the consent and interest of the students, Richard Sussman was able to contact Richard Caseworth and Carole Dewey, graduate students, and Golda Rothman, a Professor in the Department of Developmental Psychology at Columbia University Teachers College. All concerned individuals were then able to meet to develop program goals and individual involvement. Thus the network, lacking institutional formality and constraints, was particularly adept in utilizing the fullest potential of such fortuitous meetings.

The Structure

Key to the successful operation of a network is the development of an effective working structure. Such a structure should neither be hierarchical (as the vast majority of organizations are), impeding interaction among all the members, nor atomistic, discouraging interaction between members with differing concerns.

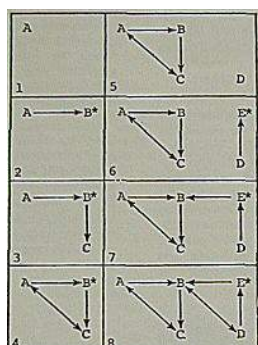
Through cellular development and « global » network meetings, the NWRN has emerged as a structure which avoids the pitfalls of hierarchy and atomism. Essential to the structure is the cellular development of linkages between members, illustrated abstractly in Figure three. Individual A, with a set of needs and resources, contacts network member B who links A with network member C. On another issue network member D is linked through E to member B. In the first instance B is the coordinator; in the second E serves this function. The development of these cells coincides with the description of network process in the preceding section. The numbers in Figure three correspond to the stages in the network process in Figure two. As Figure three indicates, the role of coordinator may shift among network members. This is not to say that the three general coordinators, Sussman, Lorentz and Levene, are not vitally important in facilitating interaction throughout the network, involving new interested individuals in the network and organizing and facilitating global network meetings. Rather, depending on content area, who contacts whom and the linkage established, each member may match complementary and « unlike » others and thus serve as a coordinator for a specific interaction. It is through the development of these cells in which various network members may serve as coordinator, that the network is able to expand without becoming hierarchical or complex to the point of breakdown.

A second network structure is the global network meeting to which all members are invited. One network member characterized the global meetings,

... as a brainstorming situation where people have an opportunity to meet each other and know that they exist and then, in theory or in fact, go off on their own and develop something.

At these meetings, all members of the network have the opportunity to present and discuss their projects, needs and resources. These meetings provide a setting in which feedback may be given to such needs and resources. Further, the global meetings serve to acquaint all members with the projects and resources of other network members. In this way, interaction among network members with diverse concerns is encouraged and atomism is discouraged.

**Figure S ; Abstract Cellular Development Through Linkages
Among Network Members**



The Evaluation

When conducting an evaluation, it is vital to ask, « Evaluation of what ? » in order to focus our effort on the characteristics of the class of objects to which the thing being evaluated belongs. In this way, if we were evaluating a bicycle, we would want to compare it with other bicycles rather than horse-drawn carriages or automobiles. In the Northern Westchester case, it is also important to ask, « Evaluation by whom ? ». For the NWRN to be successful on any terms, for it even to continue to operate, a positive evaluation must be given by network members. Since no money is directly involved, nor is the network a compulsory organization, regardless of the « objective » assessment of outside observers, it is solely through the positive evaluation of the members that the network may continue to operate.

Like the bicycle in the previous analogy, the network must be evaluated as a network — that is (in the NWRN case) as a structure and process which facilitates interaction among decision makers with their home base in diverse organizations. Based on the previous discussion in this paper, the NWRN has these characteristics :

- (1) a structure including cellular and non-hierarchical working groups focusing on needs and resources and network presentation and feedback sessions;
- (2) an iterative process which matches needs and resources to encourage innovative solutions;
- (3) a content which is determined by the action of the members.

Several important issues were raised from in depth interviews with eight key network members. Since networks are a new working arrangement, they are initially perceived in terms of more familiar institutions. It is as if bicycles having just been invented, riders evaluate them in terms of horse-drawn carriages or roller skates. As long as members view the network in other terms : as a think tank, a service organization or a funding conduit (three common misconceptions), it will be appraised negatively. This is not surprising since the network cannot be placed within these classes. Expressing his frustration with understanding what a network is, one participant said,

You need a basis, a framework that is pretty real. There is a legitimacy in what you do and you are recognized for that legitimacy whether they like your program or not. I don't see that and I can't really get a hold of (the network) unless I can see some type of skeleton, some real types of legitimacy.

As individuals work within the structure, their conceptions change and the members develop their own working concept of a network. Once this takes place, the NWRN receives a considerably more positive evaluation.

There are two pitfalls with respect to the evaluation and the development of a working conception of a network. Members may drop out before they develop their own notion of a network. Secondly, members may make contacts with complementary or unlike decision makers but may attribute this to luck, coincidence, fate — anything except the network. In both these in-

stances, members drop out since they believe the network is « wasting their time ». During the year and a half in which I was involved with the NWRN, there has only been one instance of an individual dropping out. This speaks well for the members' ability to stay with the network despite their frustration. It also bodes well for the network's ability to act (as a network) and produce results with its members.

The Conclusion

This conclusion is directed toward answering three questions : (1) what characterizes the Northern Westchester Resource Network as a paradigmatic example of networks ?, (2) what generalizable statements about the success or failure of networks can we make from the Northern Westchester case ?, and (3) how does this sort of network begin to solve the problems of resource paucity, institutional inflexibility and role entrapment ?

The Northern Westchester Resource Network is a prime example of one type of network. To elaborate the notions already presented in the evaluation section of this paper, this network is a structure and a process which facilitates interaction among decision makers with their home base in diverse organizations. Often these decision makers will represent complementary approaches to similar social problems. In other cases the scale of their organizations may be different : some working at a regional scale, others working at the local community level.

A network, such as the Northern Westchester case, has the following characteristics :

- 1 — a structure which includes (a) cellular and non-hierarchical groups focusing on matching specific sets of problems and resources and (b) global network presentation and feedback sessions. The purpose of the cellular groups is to develop the pairing of compatible resources and problems. Working through this cellular structure mitigates against the network becoming overly complex. The purpose of the global sessions is to gather new input on particular projects. Through the global network meetings interaction between projects is fostered.
- 2 — an iterative process through which problems and resources are matched. The network does not assume that the resources and problems of complementary decision makers can creatively strug-match like two halves of a broken tea cup. In fact, the network process presupposes the opposite, that problems and resources will not initially match. The network provides a setting in which decision makers can creatively strug-

gle toward a mutually satisfactory interlocking of needs and resources.

- 3 - a content which is determined by the action of the network members. Since the network is not an organization, it can not impose decisions on its members. It is up to the decision makers to develop the projects and programs. Only through the action of these decision makers can such programs and projects reach fruition.

It is neither possible nor desirable to « reproduce » the Northern Westchester Resource Network. Yet we can still learn from the ongoing experience of this group. Let us state these findings as possibilities to emphasize their tentativeness. First, the NWRN experience suggests that a network will probably be most successful in milieux in which organizations are neither completely impoverished nor overly opulent. Network activities will probably be most successful in locales which are only beginning to feel the budget squeeze. In milieux where organizations are fighting for survival, networks will be perceived as a waste of time since they cannot guarantee, in terms of new resources, to bring immediate results. In locales still blessed with an overabundance of resources, there will probably not be a perceived need for networks, since organizations need not seek new resources until goaded by the pressure of limited budgets.

A network is likely to be successful if initiated by an « innovative champion ». This person should have previously established credibility and linkages within the community to sustain the network during the first frustrating months. A full time coordinator is also particularly important at later stages of network development in order to facilitate and encourage communication among network members. This coordinator promotes the view that the network is a viable arrangement, part of the community for the « long haul ».

A network will probably be successful if, at the outset, it has resources (obtained either from public or private sources) to bring decision makers together. It does not mean decision makers should be reimbursed for their time at network meetings. If this occurs, the network function of matching problems and resources may disappear and in its place the « network as consultant » function may emerge. Individuals may be compensated, however, for transportation to network meetings, especially if their home institutions are not able to pay these costs. Further, the role of outside resources should be played down throughout network meetings. For the network to be successful, the focus should be, « what programs do we need and want to develop ? »

The role of outside funding for programs must come second.

A network is likely to be successful if it matches complementary or unlike decision makers. In this way the network encourages creative and innovative programs and supplements existing professional organizations which link similar or « like » decision makers.

The very linking of complementary decision makers should be viewed as an accomplishment when evaluating the network. Further, the resulting programs should be viewed as achievements and be partially attributed to the network by its members. This will aid members in developing their own conception of a network, support a positive evaluation of network activities and consequently abet the possible success of a network.



Dominique Roger UNESCO

The network is one partial solution to the shortage of resources available for human and social needs. It draws minimally on such resources for its own existence. Compared with institutions, the network is a very « low budget » enterprise. The network creates new resources by identifying them. The instrumental notion of resources, employed in the environmental management field for a number of years, may be profitably used here (6). Objects do not become resources until they are identified as such. The sun, for example, was not an energy resource until individuals believed it could be utilized.

The same is true in the human and social service fields. Individuals, situations and objects in the domain of organizations may not be viewed as resources until they are identified and utilized for ameliorating a particular need. The network, in effect, creates resources by bringing complementary

decision makers together in order to identify latent resources in service of meeting needs,

The network is one partial solution to institutional inflexibility. The content of network activity is innovative programming in the service of basic human needs. As institutions focus on these activities, they are able to turn away from activities solely devoted to institutional survival.

The network is one partial solution to role entrapment. It is able to create a setting in which decision makers can direct their attentions away from day-to-day maintenance issues and toward long term planning. The global network meetings encourage creative interaction on a wide range of topics with the goal of developing innovative programs. As one network member said,

I really envision that institutions should relate themselves to each other and share total responsibility for the total population, not just for cure or care, but for opportunity in making and enhancing what I call the resources and resource systems. They should be blended and any individual, whether attached to an institution or not, should stop in at any point and arrive by the interrelationship at the place which is optimal for the individual and the environment.

Footnotes :

(1) Educational Directory 1969-1970. Public School Systems (Washington, D.C. : U.S. Government Printing Office 1970), pp. 6-9.

(2) For a fuller discussion of this issue, see L. Parer, Interactive Networks for Innovative Champions : A Mechanism... (unpublished dissertation, Harvard University, 1971).

(3) This and other quotations (except where

Stowe Housner, United States Public Health Service; Peter Sauer, Bank Street College of Education; Hope Levene, Board Member for Northern Westchester Board of Cooperative Educational Services; Robert Sager, Science Department Chairman, Fox Lane High School; Tom Huebener, Principal, Fox Lane High School; Elizabeth Lorentz, Keith Drae, Director for MANPOWER in Westchester; and James Glynn, Dean, Westchester Community College, during May and June 1975. Quotations have not been attributed to particular individuals in order to keep the confidentiality under which the interviews were conducted, recorded and transcribed.

(4) James S. Coleman et al. Youth : Transition to Adulthood (Chicago : University of Chicago Press, 1974), reprinted in School Review : No. 83.1 (November 1974) documents this schism between school and work.

participation, see Sidney Verba and Norman Nie, Participation in America (New York, Harper and Row, 1972).

(6) The notion of identifying and thereby creating resources is central to the study of resource management in geography. For a fuller discussion of this approach see W. Zimmernan, Introduction to World Resource (New York : Harper and Row, 1964).

LISTE DES PUBLICATIONS DE L'UAI

ANNUAIRE DES ORGANISATIONS INTERNATIONALES

Cette publication réalisée en collaboration avec les Nations Unies est le seul annuaire de références s'étendant au réseau mondial des organisations internationales. Il est le résultat d'enquêtes et de questionnaires mis au point par une équipe de rédacteurs et dont les données ont été confiées à un ordinateur et traitées par bande magnétique.

Depuis la 16^e édition — en langue anglaise — l'ouvrage est divisé en deux grandes sections : d'une part les organisations internationales gouvernementales et non gouvernementales, structurellement indépendantes, ayant un financement, une représentativité et une activité réelle dans et de trois pays au moins (section A); d'autre part des organisations régionales ou organiquement dépendantes, inactives ou disparues, en projet ou n'ayant pas donné à temps une documentation suffisante (section B); on trouve également dans cette deuxième section la mention avec nom et adresse d'organismes d'importance et de nature variables qui utilisent le mot international dans le libellé de leur titre. Au total 6,400 organisations sont mentionnées dans la 16^e édition.

Dans la section A chaque notice donne les informations suivantes : nom en anglais, français et autres langues s'il y a lieu, adresses principales et secondaires, nom du secrétaire général, historique, buts, structure, commissions techniques et régionales, personnel et financement, relations consultatives, membres et leur nationalité, principales activités et programmes, lieux et dates des réunions les plus récentes (passées et futures), publications périodiques ou non. Sept index très détaillés — environ 70.000 références — complètent le volume : liste classifiée par catégories, liste alphabétique des noms des organisations en français et en anglais, liste alphabétique des sigles et abréviations, index analytique français, index analytique anglais.

L'ouvrage paraît en version française et anglaise (voir détails ci-dessous).

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ANNUAIRE DES PROBLEMES MONDIAUX ET DU POTENTIEL HUMAIN

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- les problèmes mondiaux et régionaux (identifiés pour la première fois)
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Ce calendrier répertorie les réunions internationales prévues et annoncées non seulement pour l'année en cours, mais également pour les années suivantes jusqu'aux dates les plus éloignées pour lesquelles des prévisions ont été faites. Il comprend deux parties principales : une section chronologique et une section géographique. Dans la première partie les informations sont classées selon les dates de réunion et comportent les détails suivants : date, lieu, nom de l' (ou des) institution (s) organisatrice(s), type de réunion, thème, nombre de participants attendus, nombre de pays représentés, mention — s'il y a lieu — d'exposition conjointe, référence à la notice descriptive dans l'Annuaire des Organisations Internationales, adresse de l'organisation. Dans la deuxième partie, les mêmes infor-

mations sont reprises mais classées par continent et, à l'intérieur de ceux-ci, par pays et par ville.

Des index détaillés complètent le volume : un index des organisations internationales rappelle pour chacune de celles-ci, classées selon leur titre anglais, les dates et lieux des réunions qui vont se tenir sous leurs auspices. Un index analytique en anglais est établi à partir des objets généraux et particuliers de chaque réunion. Enfin une liste « dernière minute » donne des informations nouvelles ou complémentaires aux sections précédentes. Elles sont présentées par ordre chronologique et ne sont pas reprises dans la section géographique. L'édition annuelle du Calendrier est complétée par dix suppléments qui paraissent régulièrement dans la Revue « Associations Transnationales ».

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 o 1958 FB 320;
 o 1959 FB 320;

Yearbook of International Congress Proceedings
 2e édition FB 960.

Associations Transnationales.
 abonnement 1977 FF 850, FF 110, FS 65,

Calendrier des Congrès internationaux
 o 17e édition (janvier 1977) FB 800, FF 105, FS 60
 o 16e éd. (janvier 1976) FB 600.
 o 15e éd. (janvier 1975) FB 300.
 o 14e éd. (janvier 1974) FB 150.
 o 13e éd. (janvier 1973) FB 150.

Associations Transnationales 1977 + Calendrier 17e édition
 a Abonnement combiné année 1977
 FB 1.320, FF 170, FS 100.

Documents pour servir à l'étude des relations internationales non gouvernementales. Volumes encore disponibles :
 N° 8 Les congrès internationaux de 1681 à 1899. FB 150.
 N° 9 Facilitation problems of international associations. FB 200.
 N° 10 Freedom of association. FB 100.
 o
 N° 12 La coopération internationale et nous. FB 100.
 N° 14 Les congrès internationaux de 1900 à 1919. FB 200.
 N° 15 Les relations entre l'Unesco et les organisations non gouvernementales. FB 200.

N° 16 L'Union des Associations Internationales. FB 100.
 N° 18 La nouvelle société ouverte. FB 100.
 N° 20 Les problèmes du langage. FB 400.

La Science des Congrès
 N° 1 Théorie et pratique. FB 150.
 o
 N° 2 Manuel de l'organisateur. FB 250. Programmation d'une réunion : tableau mural. Par 3 exemplaires. FB 100.

N° 3 Compte rendu du 3e Congrès.
 o FB 200.

N° 4 Guide pratique (interprétation).
 o FB 100.

N° 5 Les divers types de réunion,
 o FB 200.

N° 6 Le 4e Congrès, Copenhague.
 o FB 200.

N° 7 L'organisation des réunions médicales. FB 250.

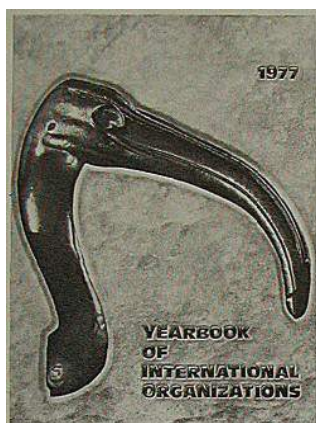
N° 8 Les organisations internationales face à l'aspect budgétaire de leurs congrès. FB 350.

N° 9 Guide pratique (traduction).
 o FB 100.

N° 10 Le 6e Congrès, Kyoto. FB 600.
 o Comment participer aux réunions internationales. Par 50 exemplaires : FB 150, tarif dégressif par quantités plus importantes.

Attention : Nous sommes dans l'obligation de majorer toute facture établie pour une commande inférieure à FB 200. FF 30, FS 15, d'un montant forfaitaire de FB 50, FF 7, FS 4. Nos prix ne comprennent pas les frais de port.

MODES DE PAIEMENT
Soit :
 Par chèque barré à l'ordre de l'Union des Associations Internationales. 1 rue aux Laines, 1000 Bruxelles, Belgique.
 Soit :
 Bruxelles : Compte chèque postal numéro 000-0034699-70, ou Compte numéro 210-0451651-71 à la Société Générale de Banque.
 Genève : Compte courant à l'Union des Banques Suisses 172.043.30Q.
 Paris: Compte n° 545150-042 au Crédit du Nord Boulevard Haussmann, 6-8.



A 0025 African Trade Union Confederation
Confédération syndicale africaine.
Dissolved 1976.

A 0130 Association of European Pédiatrie Cardiologists
Association des pédiatres cardiologues européens.
Sec Dr L. Van der Hauwaert, Academisch Ziekenhuis Gasthuisberg, 3000 Leuven, Belgium.
SG Dr Magnus Michaelsson, Department of Paediatrics, Akademiska Sjukhuset, Uppsala, Sweden.

A 0186 Baptist World Alliance
Alliance baptiste mondiale
European Office: Postfach 610340, D-200 Hamburg 61, Germany FR.

A 0564 European Association of Earth Science Editors (EDITERRA)
Association européenne de rédacteurs en chef de publications relatives aux sciences de la terre
Sec Miss Nancy Morris, Bruins, 30 Longdown Road, Lower Bourne, Farnham, Surrey GU10 3JL, UK.

A 0917 Experiment in International Living
Expériences pour une façon de vivre internationale.
US Headquarters. The Experiment, Brattleboro, VT 05301 USA.

A 0947 Federation of International Furniture Removers
Fédération internationale des déménageurs internationaux.
General Assemblies... Munich 1978, San Salvador 1979, Nice 1980, Malte 1981.

A 1149 International Air Transport Association
Association du transport aérien international.
Pres Manuel de Prado y Colon de Carbajal (Spain).

A 1174 (new title) International Association for Mathematics and Computers in Simulation
Association internationale des mathématiques et calculateurs en simulation.

2nd SUPPLEMENT Changes of address and or name

2e SUPPLEMENT Changements d'adresse et ou nom

A 1231 International Association for the Rhine Ships Register
Association internationale du Registre des bateaux du Rhin.

Postbus 23210, NL-Rotterdam, Netherlands.
Manager G W M de Valk, Koningin Emmalein 6, NL-Rotterdam, Netherlands.

A 1233 International Association for the Distribution of Food Products
Association internationale de la distribution des produits alimentaires.

SG Léon F. Wegnez, rue Marianne 34, B-1180 Brussels, Belgium. T. 345 99.23.

A 1234 International Association for the Study and Promotion of Audio-Visual and Structure-Global Methods

Association internationale pour la recherche et la diffusion des méthodes audio-visuelles et structuro-globales.
Secretariat University of Ghent, Faculty of Philosophy and Letters, Blandijnberg 2, B-9000 Gent, Belgium. T 23 38 21 / 4589.

A 1301 (change of English title) International Association of Lawyers.

A 1400 International Board on Books for Young People
Union internationale pour les livres de jeunesse.
Congresses... Athens 1976, Würzburg 1978.

A 1408 International Institute of Communications (IIC)
Institut international des communications.
Exec Chairman Gerald Long, Tavistock House East, Tavistock Square, London WC1H 9LG.
T 3880671 /4. C Widecast London. Tx 24578 Widecast London.

A 1447 International Cartographic Association
Association cartographique internationale.
Int Conferences... Moscow 1976, USA 1978, Japan 1980.

A 1710 International Co-operative Alliance
Alliance Co-operative Internationale.
Pres R. Kerinac (France).

A 1848 International Federation of Aero-Philatelic Societies
Fédération internationale des sociétés aérophilateliques.
Congresses... Venice 1976, Berlin 1977, Las Palmas 1978, London 1983.

A 1856 International Federation of Association Football
Fédération internationale de football association.
Aurostrasse 60, CH-8032 Zurich, Switzerland.
(Case Postale 136, 8030 Zurich). T. 53 87 53.
Tx 55678 fifa.ch.

A 1936 International Federation of Ironmongers and Iron Merchants Associations (FIA)
Fédération internationale des associations de quincailliers et marchands de fer
Walchestrass 25, Postfach CH-8035, Zurich, Switzerland.

A 1979 International Federation of Plantation, Agricultural and Allied Workers
Fédération internationale des travailleurs des plantations, de l'agriculture et des secteurs connexes.
Gen Sec Stanley G. Correa, 17 rue Necker, CH-1201 Geneva, Switzerland.
Pres Tom Bavin.

A 2050 International Fellowship of Reconciliation
Mouvement international de la réconciliation
Secretariat Hof van Sonoy, Veerstraat 1, Alkmaar, Netherlands.

A 2052 (new title and address) International Federation of Fertility Societies
Fédération internationale des sociétés de fertilité — Federación internacional de las sociedades de fertilidad
SG A F Mendizabal. Sm Martin de Tours, 2916, 1.O-B, Buenos Aires, Argentina.

A 2069 International Friendship League
Ligue d'amitié internationale
Sec M S Round, rue de la Tour 63, B-1030 Brussels, Belgium.

A 2369 International Political Science Association
Association internationale de science politique.
SG Prof John Trent, a/s de l'Université d'Ottawa, Ottawa, Ontario K1N 6N5.

A 2602 International Institution of the Middle Classes
Institut international d'études des classes moyennes
Secrétariat Rue du Congrès 3, B-1000 Brussels, Belgium. T. 219.34.34.

A 2718 European Coil Coating Association
Association européenne de revêtement organique.
47, rue Montoyer, B-1040 Brussels, Belgium.
T. 513 38 20. Tx 21287.
SG Paul Buttiens, 89, rue des Mimosas, B-1150 Brussels, Belgium.

A 2808 International Waterproofing Association
Association internationale de l'étanchéité.
SG Marcel Lemmers, 49 av. d'Auderghem, B-1040 Brussels, Belgium.

A 2826 International Young Christian Workers
Jeunesse ouvrière chrétienne internationale.
SG Thomas Sylvester, 26 rue Juste Lipse, B-1040 Brussels, Belgium.

A 3217 Seminar on the Acquisition of Latin American Library Materials (SALALM)
Séminaire sur l'acquisition de matériaux bibliothécaires latino américains
Exec Sec Louella V Wetherbee, Benson Latin American Collection. The University of Texas at Austin SRH 1-108, Tx 78712, USA. T. 471-5056.

A 3461 World Association for Christian Communication
Association mondiale pour la communication chrétienne.
European Office Lachnerstrasse 20, D-8000 München 19, Germany FR.

A 3482 World Chess Federation
Fédération internationale des échecs.
Central Office and Secrétariat Passeerdersgracht 32, NL-Amsterdam C, Netherlands.
Pres Prof Dr M Euwe (Neth.).
SG Miss Ineke Bakker (Neth.).
Zonal Presidents West-European Zone : H. Golombek. « Albury », 35 Albion Crescent, Chalfont St Giles HP8 4ET, Buckshire, UK — Central European Zone: Dr W. Dorazil, Lindenweg 11, A-2380 Perchtoldsdorf, Austria — Est-European Zone : Ing J. Sajtar, Hermanova 45, 170.00 Prague 7, CSSR — Zone of the USSR : Y. Averbach, Gogolevsky Bulvar 14, Moscow G-19, USSR — Zone of the USA : Miss Pearle R. Mann, 6328 West Hope Avenue, Milwaukee, Wisconsin 53218, USA — Canadian Zone : J. G. Prentice c/o Canadian Forest Prod Ltd., 505 Burrard Street, Vancouver BC V7X 1B5, Canada — Central American and Caribbean Zone : J. Vega Fernandez, c/o Federación Cubana de Ajedrez, Hotel Havana Libre, Havana 4, Cuba — South American Zone : R. Camara, Rua Jose Vilar 3344, 60.000 Fortaleza-Ceara., Brazil — West-Asian Zone : A. Navabi, P O Box 14/1706, Teheran, Iran — East-Asian and Australian Zone : Dr K A Lim, c/o Faculty of Medicine, University of Singapore, Singapore 3, Republic of Singapore — Afro-Mediterranean Zone : R. Belkadi. 52 rue A. Daudet, El Omrane, Tunis, Tunisia.

A 3502 World Peace Council
Conseil mondial de la paix.
Conferences... Dacca 1973, Sofia 1974, Panama 1974, Bissau and Leningrad 1975, Bogota and Paris 1976.

A 3511 World Evangelical Fellowship
Union Evangélique mondiale.
Int Secretary Dr Clyde Taylor, 100 Western Union Building, Washington DC 20005, USA.

A 3649 International Association of Lyceum Clubs
Association internationale des lyceum clubs.
Pres and Secretariat Rue de la Tour 141, F-75016 Paris, France.
Registered Office Remistrasse 26, CH-8001 Zurich, Switzerland.

A 3964 European Disposables and Nonwovens Association
Association européenne des non tissés et produits à usage éphémère.
SG Guy Massenaux, Av. de Tervueren 269, Bte 10, B-1150 Brussels, Belgium.
Pres Georg Reudink, Rijksweg 191, Maiden (Gld) Netherlands.

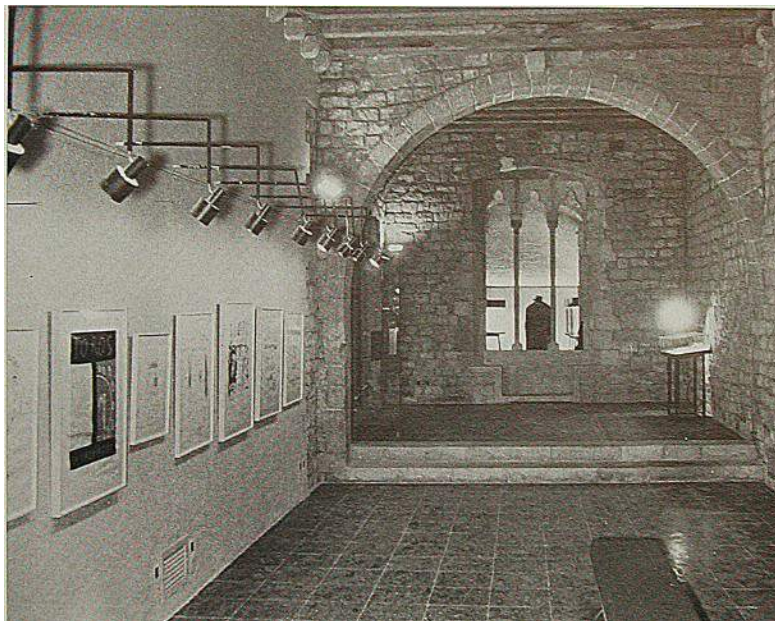
A 4014 (now title and address) African Cultural Centre
Institut Culturel Africain.
14, av. du Président Lamine Gueye, Dakar, Senegal. T. 347 41 42.

A 4119 International Study Group for the Detection and Prevention of Cancer
Groupe international d'étude du dépistage et de la prévention du cancer.
Hedquarters Rue du Parc 29, Hôpital Civil, B-4800 Verviers, Belgium. T. 1976.

A 4259 International Bank Note Society
Société internationale pour les billets de banque.
Corres Sec Philips B D Parks, 15821 Quartz Street, Westminster, Cal 92683, USA.

A 4596 European Association for Research and Development in Higher Education
Association européenne pour l'étude et la recherche en matière d'enseignement supérieur.
Secretariat c/o University Klagenfurt (UBW) Universitätsstrasse 67, A-9010 Klagenfurt, Austria T. (04222) 23730.

A 4634 African Training and Research Centre in Administration for Development
Centre africain de formation et de recherche administratives pour le développement (CAFRAD).
19 rue Abu-El-Alâ-EI-Maâri, B.P. 310, Tanger, Morocco. T. 36430 to 32 and 36601 to 02. C Cafrad Tanger. Tx 33664 M.
Chairman of the Board : Louafi Skalli
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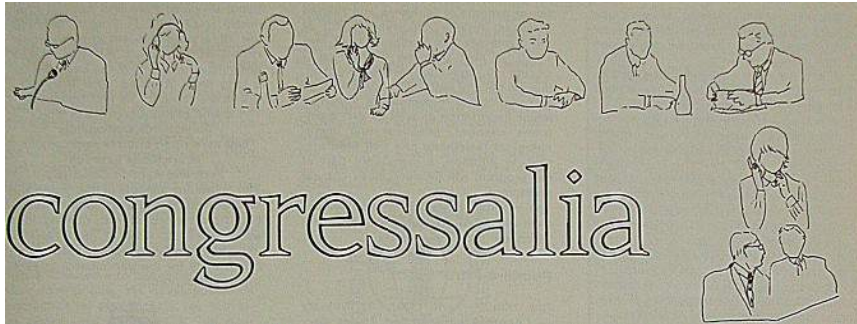
A 4391 International Association of Scholarly Publishers
Association internationale des éditeurs de publications savantes
Pres Marsh Jeanneret, c/o University of Toronto Press, Toronto, Canada M5S 1A6.

A 4570 International Ozone Institute
Institut international de l'ozone.
European Committee 52 rue d'Anjou, F-75008 Paris, France.

A 4641 International Society of Toxinology
Société internationale de toxinologie.

Sec-Treas Dr Akhira Ohsaka, 2nd Department of Bacteriology, National Institute of Health, 10-35-2 chôme Kamiosaki, Shinagawa-Ku, Tokyo 141, Japan.

Europe Dr G. Hambermehl, Institut für Organische Chemie, Technische Hochschule, Petersenstrasse 15, 61 Frankfurt/M, Germany FR.



In preparation for The International Year of the Child, 1979, The International Playground Association wishes to invite international organizations and agencies concerned with children to send delegates to a special Consultation on the Child's Right to Play : Malta, November 5th - 12th, 1977. The focus on play for this Consultation is based on the conviction that play is an integral part of every child's growth and development and his/her inherent right.

This consultation has arranged in order to bring together organizations and agencies that work to meet the special needs of children and their families. Areas of concern such as nutrition, clothing, shelter, education, recreation, environmental planning and deprivation of any kind are all inter-related. It is

Child's rights



feel that multi-disciplined organizations would greatly benefit by mutual support, exchange of ideas and joint strategy for action of an international scale.

The International Playground Association, whose concerns cover all aspects of environmental planning for children's play, rural as well as urban, organized a Forum Workshop, entitled

Photo opposite : Georges Wauthier

« Children in Human Settlements », at the 1976 United Nations' Human Settlements Conference, Vancouver, Canada. This two-day workshop resulted in a statement issued and distributed to the official conference delegates.

This Consultation is seen as one of many needed to ensure a successful International Year of the Child, 1979 and would hope to evolve recommendations for action for national governments and non-governmental organizations, dedicated to giving the child a better world in which to live. The Consultation is limited to a small group of participants to maximize discussion.

Number of meetings

The number of ECE — Economic Commission for Europe of the Economic and Social Council — meetings (expressed in half days serviced) held in Geneva under the auspices of the Commission in 1975 was 835. Comparable figures since 1955 are as follows :

1955	723	1962	662	1969	658
1956	819	1963	669	1970	686
1957	779	1964	596	1971	726
1958	685	1965	633	1972	795
1959	614	1966	652	1973	794
1960	648	1967	708	1974	746
1961	715	1968	573	1975	835

In addition, in 1975 meetings outside Geneva lasting 230 half days were held under the auspices of the Commission. They took place at the invitation of the Governments of the following countries : 2. Belgium (one); Bulgaria (one); Finland (two); France (two); Germany, Federal Republic of (two); Greece (two); Italy (four); Netherlands (one); Norway (one); Poland (one); Portugal (one); Spain (two); Sweden (one); Switzerland (one); United Kingdom (one); United States of America (one); Union of Soviet Socialist Republics (one); and Yugoslavia (two). Comparable figures of meetings held outside Geneva in past years (in half days of meetings in the calendar year) are as follows :

1964	80	1970	224
1965	55	1971	208
1966	43	1972	238
1967	67	1973	211
1968	104	1974	323
1969	163	1975	230

The Commission may wish to bear in mind in this connexion that such meetings are organized only if the subsidiary body concerned has accepted an invitation extended by the host Government. Moreover, the host Government is obliged, pursuant to General Assembly resolutions 2609 (XXIV) and 1960 (XXVII), to bear the additional costs of meetings attributable to the venue being away from the Commission's headquarters, so that no additional expenditure arises for the Organization.



La deuxième rencontre mondiale des départements d'études françaises se tiendra à l'Université des sciences humaines de Strasbourg, du 17 au 23 juillet 1977. Elle est organisée par l'AUPELF avec le concours des trois universités de Strasbourg et du Conseil de l'Europe. La première rencontre, qui s'est déroulée à l'Université Laval (Québec 1972), avait pour objectif d'esquisser un inventaire des faits et des tendances de renseignement du français à l'université. La deuxième rencontre se propose, quant à elle, de mettre en lumière les

aspects authentiquement novateurs de renseignement et de la recherche, et leur portée dans l'évolution des études françaises.

A chaque point du programme correspondra le travail d'un atelier placé sous la responsabilité d'un président et d'un animateur. Afin de faciliter les échanges, priorité sera donnée aux discussions collectives plutôt qu'aux exposés magistraux.

Les demi-journées consacrées à des réunions régionales permettront d'aborder quelques problèmes spécifiques à telle ou telle région du monde, et de procéder à l'élection ou au renouvellement éventuel des membres des comités régionaux de l'AUPELF. Les recommandations seront transmises à l'assemblée générale qui se penchera sur les problèmes de communications et d'échanges entre les divers départements et sur les relations entre ces départements et l'AUPELF.

En outre, chaque jour, un atelier-rencontre offrira une occasion d'échanges libres et amicaux avec les responsables de l'AUPELF, les membres du comité d'organisation et avec les autres participants. Cet atelier-rencontre sera en même temps une sorte de boîte aux lettres permanente où seront recueillis les projets, requêtes, vœux et suggestions des participants. Etant donné le nombre et la diversité des communications, il sera techniquement impossible d'envisager pour chacune une présentation orale. Des résumés seront distribués aux congressistes.

Les communications seront discutées dans les divers groupes et ateliers selon leur portée et leur champ d'application. Lors de ces discussions, les auteurs auront l'occasion d'exposer aux congressistes les expériences traitées dans leur communications.

Pendant toute la durée de la rencontre, les principales publications récentes concernant les études françaises seront exposées. D'autre part, une exposition de périodiques, revues spécialisées et documents d'enseignement permettra aux congressistes de se renseigner sur les activités des départements participants.



The VIIIth International Symposium on Comparative Research on Leukemia and Related Diseases will be held from August 22-26, 1977 in Amsterdam. The aim of the Symposium is to bring together investigators working on dif-

ferent aspects of leukemia and related diseases. A very important aspect of the Symposium is comparison of leukemia in man with the disease as it occurs in animals, notably chicken, mouse, cat and cattle. The epidemiology and virology of leukemia are topics of major importance as well as cell membrane changes, genetical and immunological resistance and cell proliferation. In addition, a significant part of the program will be devoted to clinical problems.

The working language of the Symposium is English. Simultaneous interpretation will not be provided.

Pointe-à-Pitre

The IXth — and XXth Anniversary - Congress of the United Towns Organization (UTO) will be held in Pointe-à-Pitre (Guadeloupe) from 29 October to 2 November 1977.

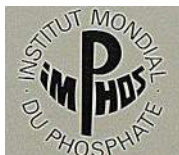
The Congress theme will be « The Township, Hope of the World ».

- All UTO members and friends have been asked to collaborate to make this Congress a key international event. To date :

- U.S.S.R. member towns have promised to supply a simultaneous translation team, badges and records and special travel concessions on Aeroflot flights;

- The Senegalese National Twinning Committee is planning to send a financial contribution to Pointe-à-Pitre, which is twinned with Saint-Louis (Senegal);

- The Association of Member Towns of the German Democratic Republic has promised to provide simultaneous translation equipment, as for the Dakar Congress.



By initiating the organization of International Congresses Rabat - Morocco, October 17-21, 1977 devoted to phosphorus compounds, the World Phosphate Rock Institute (IMPHOS) aims to establish a forum whereby all specialists concerned may gather to review their scientific and technical knowledge of phosphorus compounds. Among the current uses of phosphorus compounds, mineral nutrition of plants by phosphate fertilizers accounts for by far the largest share. Therefore, each year several meetings are dedicated to the study of fertilizers. Less frequent are the scientific events devoted to other applications of phosphorus chemistry. The Second International Symposium on the Mineral Compounds of Phosphorus organized by the Interna-

tional Union of Pure and Applied Chemistry (I.U.P.A.C.) in Prague, September 1974, would appear to be the most recent on the subject. IMPHOS thereby answers a need which has been felt for a long time, in giving other uses priority as the topic for its first Congress. The theme of this Congress is thus •

Phosphorus Compounds and their non-Fertilizer Applications

Interactions between

Pure and Applied Chemistry

The numerous aspects of this theme will be reported on and discussed by scientists from the world over, coming from universities as well as from various industrial circles. This will also be an opportunity for the participants to establish new contacts.



Plans and programmes for the Manila

Conference on Law of the World are finalized; the Manila Conference will be the largest and most important world conference on Law ever assembled. It will take place from August 21st to 26, 1977, under the sponsorship of :

World association of judges, world association of lawyers, world association of law professors, world association of law students center associates and of course of the World peace through law center.

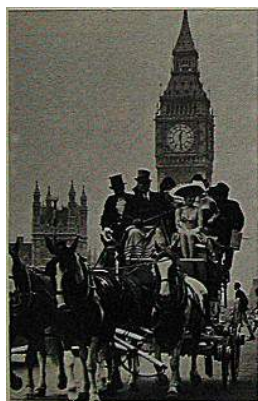


The European Microfilm Congress, having been convened on three previous occasions, is being held in 1977 for the first time outside of the Federal Republic of Germany, in Vienna. It is the organizers' endeavour not only to bring the participants of the three previous meetings together again, but also, through a carefully-planned technical program, to guarantee a valuable exchange of « knowhow » between microfilm experts. Numerous plenary lectures, reports and training programs will inform congress participants about the world-wide active applications of microfilm and give them the opportunity to exchange experiences with experts. Moreover, it is an aim of the 4th EMK to demonstrate microfilm to those who have hitherto considered the multiple applications of microfilm only limited or not at all in their fields, such as physicians, pharmacists, civil administrators, architects, commercial enterprises etc.

Montreux

Le 9e International Direct Marketing & Mail Order Symposium a eu lieu à Montreux du 27 au 29 avril 1977. Son objectif était de présenter de nouvelles informations et de permettre un échange d'idées dans le domaine de la vente par correspondance et de la publicité directe. Devant plus de 1000 participants venant de 23 pays, M. Michael Otto de l'importante maison de VPC allemande a lancé, dans son exposé introductif, un appel à la coexistence pour l'ensemble de la branche opérant dans l'économie de marché libre.

Divers exposés ont présenté, sur une base scientifique, les développements techniques les plus récents, les nouvelles possibilités d'affaires et les nouveaux produits. Trois workshops ont précédé le Symposium. Des exemples pratiques ont permis de démontrer les possibilités nouvelles existant dans le domaine des produits de marque et des services, ainsi que dans le secteur de la publicité télévisée et radiophonique au service du marketing direct et de la vente par correspondance. Parallèlement à cette manifestation de l'industrie européenne de publicité directe, la plus importante en son genre, s'est tenue une exposition internationale de produits et d'idées pour la VPC. Elle comprenait, entre autres, une exposition de plus de 1000 catalogues de VPC provenant du monde entier qui a connu un succès particulier.



London

The Royal Society of Medicine are sponsoring ADVANCES IN MEDICINE. A Conference and Exhibition on the Growing Points in Medicine and their Inter-Relation.

It is designed, first, to give an opportunity to a number of specialists to discuss and to demonstrate independently of each other their advances and new

techniques and to attract the leaders of each field from all over the world. Secondly, it will enable these superficially disparate disciplines to search for and discover how one may cross-fertilize another and transfer its separate techniques and ideas from its own boundaries — into other fields of medicine.

The Conference will be held at the new Wembley Conference Centre from 23-29 July 1978.



« Research for Decision Making » is the theme of the 30th Annual International Congress of the European Society for Opinion and Marketing Research (ESOMAR) to be held in Oslo, 28 August — 1st September 1977.



WHO
The 31st annual Congress of ESOMAR will take place in Bristol (UK) 3-7 September 1978.

Nouvelles formes de voyages de groupes et de séminaires

Les voyages de stimulation ont connu et connaissent encore un succès appréciable tant pour les voyages qui résultent d'un concours de ventes, que pour ceux qui sont un séminaire stimulant ou ceux qui consistent à agir sur les commerciaux ou administratifs. Aujourd'hui, dignes successeurs sont les voyages parrainés et les voyages média que Roger Jourlin, Responsable du Marché Expansion de la Délégation Générale Air France, vient de lancer sur le marché français à des tarifs spéciaux.

I. Voyages de stimulation pour le personnel d'une entreprise

« L'incentive » est fiable :

- Sur le marché parisien, 95 % des entreprises ayant expérimenté l'incentive ont renouvelé l'expérience.
 - 34 des 40 premières affaires commerciales françaises ont déjà pratiqué des campagnes de stimulation.
 - L'ampleur croissante du phénomène a amené les transporteurs aériens à créer des tarifs spécifiques applicables aux voyages incentive.
 - Une réduction des dépenses.
 - Un accroissement des recettes.
- Il convient de dégager un objectif chiffrable, exemple :

- Réalisation d'un point supplémentaire par rapport aux prévisions de ventes.
- Réduction des dépenses de fonctionnement (télécommunication, frais de déplacement).
- Campagne de suggestions en vue de l'amélioration des moyens de productivité, etc.

Pourquoi le voyage ?

- Les primes :
 - se dépensent sans laisser de traces
 - se font vite exigeantes, deviennent un « sur-salaire » quasiment dû.
- Les cadeaux sur catalogue souvent impersonnels ou utilitaires, ils souffrent d'appartenir au « rayon de la consommation ».
- Le voyage.
 - Avant : il fait rêver.
 - Pendant : on le - vit ».
 - Après : suggère des souvenirs.

Séminaires et conventions

- Organisés pour diffuser un message à l'intérieur de l'entreprise stimulant mais sans notion de concours, information plus que récompense.
- Client organisateur : Société en évolution rapide — multinationale pour présentation de produits nouveaux. Convention des directions régionales.

— Quelques séances de travail. Destination soleil ou motivée (ex : filiale implantée). Depuis 2 ans apparaissent sur le marché des voyages de promotion qui constituent de véritables supports publicitaires,

H. Le voyage parrainé

Définition

Voyage organisé par l'entreprise ou une organisation professionnelle qui rassemble autour d'elle des professionnels reliés entre eux par un centre d'intérêt commun dans le but d'étudier des relations existant à l'étranger; le prix du voyage étant réglé par les participants eux-mêmes.

— Pour les participants

- Le voyage peut satisfaire les motivations les plus profondes.
- Le voyage est nécessaire, parfois vital sur le plan professionnel.
- Programme professionnel.

Ex: c'est le cas d'un syndicat professionnel organisant un voyage aux USA pour étudier les perspectives de la profession.

par les homologues américains

• Séminaires

• Mission tradexport.

Ex : Banque régionale organisant une mission en Iran composée de chefs d'entreprises pour développer les courants commerciaux entre la région et l'Iran.

— Compte tenu de la compétitivité de l'économie moderne et de la rapi-

dité de l'évolution des techniques et des marchés, le voyage devient nécessaire pour s'informer ou conquérir de nouveaux marchés.

— Le voyage resterait un vœu pieux sans l'organisateur.

— Etre convié par une firme avec qui il entretient des relations commerciales ou professionnelles constitue un attrait supplémentaire pour le participant.

— Le participant bénéficie de prestations supérieures à celles qu'il obtiendrait à titre individuel. Il a des contacts qu'il n'aurait jamais pu espérer avoir tout seul avec des personnalités du pays visité.

— Pour celui qui parraine

— Il s'agit en aidant les participants de réaliser pour un budget minimum une opération promotionnelle à triple détente :

— avant le voyage

édition du programme qui est en soi un support publicitaire diffusé auprès de l'ensemble des clients et des prospects.

— pendant le voyage

période privilégiée pour création ou renforcement d'un réseau d'amitié et de sympathie.

— l'exploitation à l'issue du voyage permet d'obtenir des résultats commerciaux sensibles.

— Si le contenu du voyage a valeur d'information suffisante, on peut parvenir à associer dans l'opération la presse régionale et différents organismes qui cautionneront une opération privée qui pourra prendre un caractère public sinon officiel.

III. Voyages « Média » ou de relations publiques

Voyage « touristique » organisé par une entreprise à l'intention de ses clients pour mieux se faire connaître et ne comportant pas de but professionnel autre que la présentation des produits ou des activités de l'entreprise.

Organisateur

Société à clientèle restreinte ou vendant à travers des prospecteurs difficiles à toucher (saturés par les médias classiques).

Participants

Gros clients : distributeurs, revendeurs.

Prescripteurs : médecins, architectes.

Préconisateurs : tous décisionnaires importants.

Observations — Commentaires

Opération prestigieuse pour toucher des personnes importantes : séjours lointains et luxueux (Antilles — Afrique — Brésil).

Sous son étiquette le client organisateur peut proposer son voyage à un prix motivant (voyage parrainé).

De plus en plus d'expositions de matériel sont organisées à l'occasion des congrès internationaux. Certaines peuvent constituer un but vivant du voyage pour un groupe professionnel déterminé.

Dans la conjoncture actuelle, le Voyage est une des solutions que peut utiliser une société amenée à rechercher des résultats rapides et à accorder plus d'importance aux relations humaines à l'intérieur comme à l'extérieur de l'entreprise.

Séminaires, congrès, réunions au P L M Paris

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- Le Salon du mariage,
- Le Congrès des Médecins sans frontières,
- Le Bal de l'ESSEC,
- Le Banquet des Ardéchois,
- Les Séminaires Findus, Nathan...
- La Communion de Valentine Dupond...

La liste serait longue des réunions que

nous avons organisées.

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INTERNATIONAL CONGRESS CALENDAR 1977

17th EDITION

61ème SUPPLEMENT

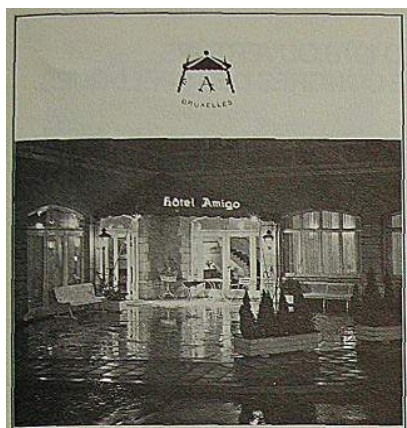
Le signe * indique un changement ou complément aux informations publiées précédemment.

1977 Jul 4-7 Int Society for Oxygen Transport to Tissue. 3rd Symposium. Prof I A Silver, Department of Pathology, University of Bristol, Medical School, University Walk, Bristol BS8 1TD, UK.	Cambridge (UK)
* 1977 Jul 10-14 Latin American Iron and Steel Institute. Direct reduction congress.	Caracas (Venezuela)
	(YB n° 2884)
ILAFA, POB 16065, Santiago 9, Chile.	
1977 Jul 10-15 Int symposium on membrane bioenergetics. Dr G C Papageorgiou, NRC Democritos, Department of biology, Agnita Paraskevi, Athens, Greece.	Spetsia (Greece)
1977 Jul 11 Int Congregational fellowship conference. London Convention Bureau, 26 Grosvenor Gardens, Victoria, London SW1W 0JL.	London (UK)
1977 Jul 11-15 2nd Int conference on environmental mutagens.	Edinburgh (UK)
Dr P Brookes. Secretary-General, Institute of Cancer Research, Pollards Wood Research Station, Nightingales Lane, Chalfont St. Giles, Bucks HP8 4SP, UK.	
1977 Jul 11-15 6th Int conference on endocrinology. Conference Secretary, Endocrinology/77, Endocrine Unit, Royal Postgraduate Medical School, Du Cane Road, London W12 0HS, UK.	London (UK)
1977 Jul 17-22 3rd Int conference on the biology and pharmacology of Cyclic nucleotides. Department of Pharmacology, Tufane University School of Medicine. New Orleans, La 70112, USA.	New Orleans (La, USA)
1977 Jul 18-25 Club " Jeunes-Science of Tunisia" . Int youth conference on human environment : Environmental education- youth people action, conservation and management of natural resources, development and environment, health and environment and industrial pollution.	Monastir (Tunisia)
c/o UNITERRA, POB 30552, Nairobi, Kenya.	
1977 Jul 18-30 Institut de Recherche en Sciences de la Communication et de l'Education. Seminaire int de sociolinguistique.	Perpignan (France)
M J Bernado. IRSCE, Centre universitaire. F-66025 Perpignan.	
1977 Jul 24-30 Int Association of Hydrologists. General assembly and symposium : Optimal development and management of groundwater. (YB n° 1297) IAH, Dr J W Lloyd, Organizing Secretary, University of Birmingham, POB 363, Birmingham B15 2TT, UK.	Birmingham (UK)
1977 Jul 25-27 Association Int des Eludes Françaises. Congrès : Rabelais; les Moralistes du XVIIle et du XVIIIle siecle : la poesie depuis 1950.	Paris (France)
AIEF, 11 place Marcelin Berthelot, F-75005 Paris.	
1977 Jul 29-Aug 13 Int Peace Research Association. Seminar : Africa and Europe in a changing world order. Continued dominance or self-reliant development ?.	Vasterhaninge (Sweden)
	(YB n° 2341)
IPRA seminar secretariat, c/o PRIQ, Radhusgt. 4, Oslo 1, Norway.	
1977 Aug 1-4 Int Neuropsychological Society. European conference. Mrs S Marsh. Park Hospital for Children, Old Road, Headington, Oxford OX3 7LQ, UK.	Oxford (UK)
* 1977 Aug 1-5 World Education Fellowship. European conference. P : 60. c/o Sten Clausen, Habets Alle 5, DK-2700 Bronshøj, Denmark.	Ulborg (Denmark)
	(YB n° 3507)
* 1977 Aug 1-8 Int Federation of Medical Students. Annual general assembly. P : 40.	Sonderborg (Denmark)
	(YB n° 1956)
c/o IMCC, Wilhelm Berasoesvei 17, DK-8210 Arhus, Denmark.	

6th SUPPLEMENT

The sign * indicates supplementary information or modification to previous announcements.

1977 Aug 12-13 Symposium on modern and ancient lake sediments. P : 100. c/o DIS Congress Service, Knabrostraede 3, DK-1210 Copenhagen K.	Copenhagen (Denmark)
1977 Aug 14-19 Int congress of school psychologists. P : 300. c/o Anni Rordam, Nivaveange 10, DK-2990 Niva, Denmark.	Helsingor (Denmark)
1977 Aug 15-18 Nordic conference on plant protection. P : 100. c/o Arhus Turistforenings Kongresbureau, Radhuset, DK-8000 Arhus C.	Arhus (Denmark)
1977 Aug 20-Sep 4 Seminar on medical and biological aspects in family planning. Japanese Organization for Int cooperation in family planning, 6th Fl., Hoken Kaikan Bekkan, 1-1 Sadohara-cho, Ichigaya, Shinjuku-Ku, Tokyo.	Tokyo (Japan)
1977 Aug 22-25 European Association for Animal Production. Congress. (YB n° 546) Mr Vergote- De Lantsheer, Ministère de l'Agriculture, Bld de Berlaumont 8, B-1000 Brussels.	Brussels (Belgium)
1977 Aug 22-27 Nordic Federation of Railroad Society. Assembly. P : 125. c/o Arhus Turistforenings Kongresbureau, Radhuset, DK-8000 Arhus C.	Arhus (Denmark)
1977 Aug 22-27 Royal Society of New Zealand. Int symposium on microbial ecology. Royal Society of New Zealand, The Executive Officer, POB 12249, Wellington, New Zealand.	Dunedin (New Zealand)
1977 Aug 22-27 Int Institute for Children's Literature and Reading Research. Conference. Dr Richard Bamberger, Fuhmannsgasse 18a, A-1080 Vienna.	Krems (Austria)
	(YB n° 2123)
1977 Aug 23-30 Fédération du Français Universel. Septième biennale de la langue française. M Alain Guillemin, 47 rue de Lille. F-75007 Paris.	Moncton (Canada)
1977 Aug 24-26 15th Int thermal conductivity conference. Dr V V Mirkovitch, Dept of Energy, Mines and Resources, 405 Rochester Street, Ottawa, Ont. K1A 0G1, Canada.	Ottawa (Canada)
1977 Aug 29-Sep 2 UN Economie Commission for Europe. Committee on Housing, Building and Planning, session followed by a study tour in GDR.	(German Dem Rep)
	(YB n° 4176)
Palais des Nations, CH-1211 Geneva 10.	
* 1977 Sep 1-3 Int Committee on Occupational Mental Health. Annual meeting and int conference : Occupational mental health - multiprofessional approach (experiments, techniques and future development). (YB n° 1634) Meo Rat Dr. R K Jech, Dr Karl Lueger-Ring 12, A-1010 Vienna.	Vienna (Austria)
1977 Sep 2-9 Int Bureau for Tourism and Youth Exchanges. 12th Int meeting. POB 147, 1389 Budapest, Hungary.	Prague (Czechoslovakia)
	(YB n° 1423)
1977 Sep 6-28 2e Congrès Balkanique de microscopie électronique : Instrumentation : acquisition récentes dans la technique de la microscopie électronique: la microskopie electronique dans le clinique.	Istanbul (Turkey)
Il Balkan elektronmikroskopi Yongresi, Histoloji ve Embryoloji Kürsüsü, Ternet Bilimler Binası, CAPA, İstanbul, Türkiye.	
* 1977 Sep 7-14 World Health Organization. Regional Committee for Africa, 27th session.	Brazzaville (Congo)
	(YB n° 3548)
WHO, BPG, Brazzaville.	
1977 Sep 11-16 Int Touring Alliance/Int Automobile Federation / Permanent Int Association of Road Congresses. Traffic Study week.	Montreux (Switzerland)
	(YB n° 2636/1335/3112)
PIARC, 43 avenue du President-Wilson, F-75016 Paris.	



Schuurman, Secretary EFPS/EAPM Int Committee, c/o NIVE 700 Van

1977 Sep 12-16
4th Int conference on beryllium.

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télex: 573.13

à **VERVIERS** tél.: 087/221.121
télex: 491.28

à **NAMUR** tél. : 081/222.630
(avec piscine) **telex : 59.097**

1977 Sep 12-13 London (UK)
Int seminar on automation and inspection applications of Images processing techniques.
SIRA Inst. Ltd, South Hill, Chislehurst, Kent BR7 5EH, UK.

1977 Sep 12 - 15 Hradec
Kralove (Czechoslovakia)
Scientific meeting on tissue preservation.
Dr Rud Klen, Section of Low-Temperature Biology, Czechoslovak Academy of Sciences, Institute of Public Health, Hradec Kralove.

1977 Sep 12 - 15 Milan (Italy)
North African - European health care systems comparative evaluation seminar.

Ist. di Ricerche Farmacologiche "Mario Negri", via Eritrea 52, I-20157 Milan.

1977 Sep 12-15 The Hague (Netherlands)

European Association for Personnel Management / European Federation of Productivity Services. Int conference on "Work, performance and pay".

Aikemadelaan, The Hague.

London (UK)
Miss J C Lambert. The Metals Society, 1 Carlton House Terrace. London SW1Y 5DB, UK.

1977 Sep 12-17 Norwich (UK)
1st European ecological symposium: Ecological processes in coastal environment.
Coastal Ecology Research Station, Colney Lane, Norwich.

1977 Sep 14-15 Parma (Italy)
European symposium on poor intrauterine fetal growth.

Centro Minerva Medica, Via Lazzaro Spallanzani 9-11, I-00161 Rome.

1977 Sep 14-17 Arc-et-Senans (France)
Int Association Futuribles. 2nd European conference: Ways of life and social change in Western Europe.
(YB n° 4412)
Hugues de Jouvenel, Futuribles, 10 rue Cernuschi, F-75017 Paris.

1977 Sep 14-26 Brisbane (Australia)
5th World underwater congress and cruise.
Downunder 77, POB 67, St Lucia, Queensland, Australia 4067.

1977 Sep 16 - 17 Brussels (Belgium)

Association Europeenne des Entreprises d'Anodisation. Congres.
Mr Van Der Heyden, Centre d'Information de l'Aluminium, rue Leopold 7, B-1000 Brussels.

1977 Sep 22-24 Porticcio (Corsica, France)
Liberal International. Annual congress.
(YB n° 2934)
Whitehall Place, London SW1A 2HE, UK.

1977 Sep 28-30 Florence (Italy)
Int symposium on platelets - a multidisciplinary approach.
Fondazione Int. Menarini, Piazza del Carmine 4, I-20121 Milan, Italy.

1977 Oct 2-3 Varna (Bulgaria)
2nd int colloquium on physical and chemical information transfer in regulation of reproduction and ageing.
J G Vassileva-Popova, Head, Lab of Biophysics of reproduction and molecular regulation of ageing, Bulgarian academy of sciences, 13 Sofia, Bulgaria.

1977 Oct 3-7 Mexico (Mexico)
Int Federation of Training and Development Organizations, Asociacion Maxicana de Capacitacion de Personal. 6th Int training and development conference.
IFTOD Secretariat, c/o ASTO, POB 5307, Madison, Wisconsin 53705, USA.

1977 Oct 4-7 Copenhagen (Denmark)
Risk management conference, P: 75.
c/o Kelt Shipton Development Ltd., Adelaide House, London EC4R 9DS, UK.

1977 Oct 6-7 Cergy (France)
Workshop on marketing: « Evaluation of government / Market interaction.
Ms Dina Nagler, EIASM, Place Stéphanie 20, B-1050 Brussels.

1977 Oct 6-8 Bedford (PA, USA)
American Ceramic Society. Fall meeting: Refractory applications in energy systems — steelplant refractories.
Dr R C Bradt, Pennsylvania State University, 228 Mineral Industries Bldg, University Park, PA 16802, USA.

1977 Oct 19-21 Brussels (Belgium)
Int Council for Building Research and Documentation. Commission W 18.
(YB n° 1723)
CIB, Weena 704, PB 20704, Rotterdam, Netherlands.

1977 Oct 19-21 Brussels (Belgium)
European Research Association for Consumers Affairs. Int symposium: Consumers' Information: problems and solutions.
E Cracco Directeur Centre de Recherches en Gestion Internationale, Université Catholique de Louvain, Avenue de l'Espinette 16, B-1348 Louvain-la-Neuve, Belgium.



MONTE-CARLO 1978, OUVERTURE DU CENTRE DE CONGRES DES SPELUGUES.

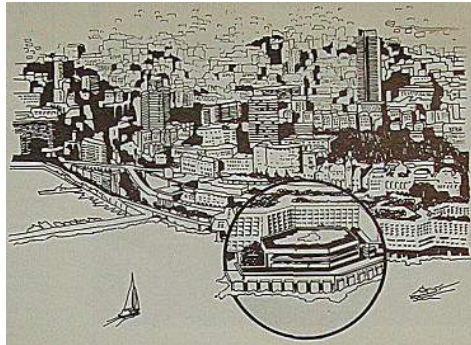
A l'automne 1978, sera mis en exploitation le nouveau Centre de Congrès des Spélugues, susceptible d'accueillir jusqu'à 1.300 personnes dans des conditions de confort technique parfaites...

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Coupon à retourner à la Direction du Tourisme et des Congrès de la Principauté de Monaco (2A, boulevard des Moulins, Monte-Carlo, Monaco), pour obtenir l'envoi du dossier "Monaco, Monte-Carlo, Ville de Congrès". UAI

Nom _____ Titre/Fonction _____

Association/Société _____

Adresse _____

1977 Oct 20-21 Brussels (Belgium)
European automotive symposium.
Labofina, Melle De Bruyne, Chaussée de Vilvorde 100, B-Brussels.-

1977 Oct 22-24 Hamburg (Germany, Fed Rep)
Int Co-operative Alliance. Central Committee meeting and meetings of some of the auxiliary committees and working parties. (YB n° 1710)
11 Upper Grosvenor Street, London W1X 9PA, UK.

• 1977 Oct 24-26 Munich (Germany, Fed Rep)
Int Association for Bridge and Structural Engineering. Symposium : Problems associated with design and construction in developing countries. P - 400. C-30. (YB n°1177)
Deutsche Gruppe der IVBH, Ebertplatz 1, D-5000 Köln 1, Germany, Fed Rep.

1977 Oct 26-31 Vienna (Austria)
1st Int congress on human ecology.
Dr H Knotig, Karlsplatz 13, A-1040 Vienna.

1977 Nov 9-10 Paris (France)
European Federation of Manufacturers of Corrugated Board, Commission de Marketing. Séminaire de marketing: Etude des matériaux concurrents-service d'extraits de presse. (YB n° 735)
37 rue d'Amsterdam, F-75006 Paris.

1977 Nov 9-11 The Hague (Netherlands)
3rd European roundtable on < Issues in state sponsored management consultancy >.
A C Hubert, Secretary General, EANPC, rue de la Concorde 60, B-1050 Brussels

1977 Nov 10-11 Geneva (Switzerland)
Intergovernmental Committee for European Migration. Executive Committee. 52 nd session.
Palais des Nations, CH-1211 Geneva 10.

1977 Nov 11-13 Paris (France)
Congrès int d'audiophonologie : Perception et communication
Pr J C Lafon, 19 rue Charles Nodier. F-25000 Besançon, France.

1977 Nov 14-21 La Paz (Bolivia)
Int Tin symposium : Geology : prospecting and exploration; Mining : under-

ground, open cast and alluvial mining, methods: Processing : preconcentration, concentration, flotation and pyrometallurgical methods of beneficiation; Metallurgy : technical aspects of smelting; Uses of tin; Marketing :

concentrates, ingots, alloys and other tin products.
Simposio Int del Estano, Ministerio de Minería y Metalurgia, Avenida 16 de Julio n° 1769, Cajon Postal, La Paz.

1977 Nov 20-26 New Delhi (India)
Eastern Regional Organisation for Planning and Housing. 6th Congress. .
4-A Ring Road, Indraprastha Estate, New Delhi.

1977 Nov 22-25 Madrid (Spain)
Int Olive Oil Council. Autumn session. (YB n° 2302)
Juan Bravo 10-2°, Madrid 6, Spain.

1977 Dec 1-3 Brussels (Belgium)
Office Catholique d'Information Politique Européenne. Colloque.
P Weider, rue de la Loi 221, B-1040 Brussels.

1977 Dec 6-3 London (UK)
Int symposium on applications of electroanalytical sensors for process measurement and control industrial and clinical analysis.
SIRA Inst. Ltd, South Hill, Chislehurst, Kent BR7 5EH, UK.

1977 Dec 14-16 Atami (Japan)
Int College of Surgeons, Asia and Pacific Federation. 2nd Joint congress. (YB n° 1513)
Prof Kenji, Fukushima Medical College, 45-4 Sugitsuma-cho. Fukushima-shi. 960, Japan.

1978 Jan 29-Feb 6 Cancun (Mexico)
US Foundation for Studies in Reproduction. Annual Pan-American conference on fertility and sterility.
US Int Foundation for Studies in Reproduction, Inc., 112-44 69th Avenue, Forest Hills, NY 11375, USA.

1978 Feb 7-9 San Diego (Cal, USA)
IEEE/O&A. 2nd Conference on laser and electro-optical systems.
Mr M Chang, Newport Research Corp., 18235 Mt Baldy Circle, Fountain Valley, CA 92708, USA.

1978 Feb 10-11 Liège (Belgium)
Congrès int de psychomotricité.
CIP, 74 avenue Kléber, F-75016 Paris.



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1978 Feb Florence
(Italy)
Shapley Int. 1st World congress of the new age : Transformation . the
holistic Journey towards a new renaissance. p :1200.
World Congress of the New Age. Suite B 1, 6 Blackwood Street Boston
Mass 02115, USA, or : Shapley Int. World congress, Banca Steinhauslin,
via Sassetti, Florence.

1978 Feb 21-23 London (UK)
1st European conference on pragmatic programming and sensible software.
ONLINE, Cleveland Road, Uxbridge UB8 200, UK.

1978 Mar 1-3 Amsterdam (Netherlands)
European Society for Opinion and Marketing Research. Meeting : Industrial
marketing- marketing research. (YB n° 853)
Rasdhuiststraat 15, Amsterdam.

• 1978 Mar 10-11 Strasbourg (France)
Société Européenne de Neuroradiologie/Collège d'Enseignement Post-
Universitaire de Radiologie. Symposium : Canal lombaire étroit scanner à
rayon X. P : 100. C : européens.
CHU-Strasbourg, 1 place de l'Hôpital, F-67005 Strasbourg, Cedex. France.

1978 Mar 17-Apr 3 (India)
US Int Foundation for Studies in Reproduction. Seminar and study tour.
Medical Congress coordinators. 375 Park Avenue, New York. NY 10022, USA.

1978 Mar 20-23 London (UK)
IEE. 2nd Int conference on centralised control systems.
Savoy Place, London WC2R 0BL, UK.

1978 Mar-Apr
World Council for the Welfare of the Blind, European Committee. European
conference of directors of braille printing shops and libraries. (YB n° 3499)
c/o WCWB 58 avenue du Bosquet, F-75007 Paris.

1978 Apr 3-7 Abingdon (UK)
3rd Int conference on plasma surface interactions in controlled fusio devices.
Mr J H C Maple, UKAEA Culham Lab., Abingdon, Oxon. OX14 306, UK.

1978 Apr 7-9 Arosa (Switzerland)
Int Society for Ski Traumatology. 13th Congress. (YB n° 2505)
Dr K Harwig-Meyer, allgemeine Medizin FMH, CH-7050 Arosa.

1978 Apr 10-12 Birmingham (UK)
IEE. Int conference on private electronic switching systems.
Savoy Place, London WC2R 0BL, UK.

1978 Apr 10-13 Liège (Belgium)
European Control Data Users. Conference Ecodu 25. P : 250.
Control Data Europe Inc., rue de la Loi 15, B-1040 Brussels.

1978 Apr 10-14 London (UK)
9th Int symposium on carbohydrate chemistry.
Dr J F Gibson, The Chemical Society, Burlington House, London W1V 0BN,
UK.

1978 Apr 11-22 Geneva (Switzerland)
Geneva
UN Economic Commission for Europe. Commission, 33rd session.
(YB n° 4176)
Palais des Nations, CH-1211 Geneva 10.

1978 Apr 12-14 Budapest (Hungary)
4th European immunology meeting.
4th European Immunology Meeting, c/o MOTESZ, POB 32. H-1361 Budapest.

1978 Apr 12-14 Canterbury (UK)
4th Int symposium on jet cutting technology.
BHRA Fluid Engineering, Cranfield, Bedford MK43 0AJ, UK.

1978 Apr 13-16 Florence (Italy)
1st Int symposium on cataract surgery.
Palazzo dei Congressi. Florence, Italy.

1978 Apr 16-20 Toronto (Canada)
2nd Int conference on composite materials.
Mr A R Scott. Exec. Sec., The Metallurgical Society of AIME, 345 East
47th Street, New York, NY 10017, USA.

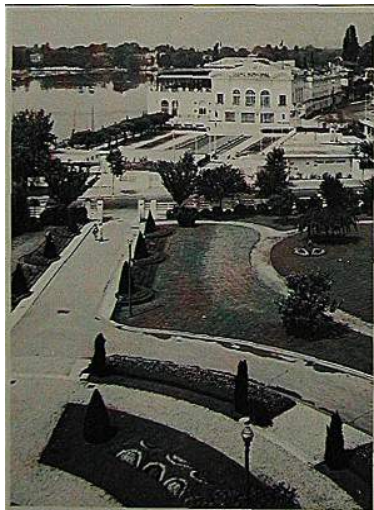
1978 Apr 17-19 Chicago (Ill USA)
American conference.
ASME, 345 E 47th Street. New York. NY 10017, USA.

1978 Apr 23-27 Stockholm (Sweden)
Conference on opportunities for the handicapped in higher education.
c/o WCWB, 58 avenue du Bosquet, F-75007 Paris.

• 1978 Apr 23-28 Copenhagen (Denmark)
Int Federation of Air Traffic Controllers Associations. Norwegian Air Traf-
fic Controllers Associations. Conference : Aviation, Air traffic control human
and environmental problems. P : 500. C : 30-35. Ex (YB n° 1852)
Danish ATCA, Copenhagen Airport. 2770 Kastrup, Denmark.

1978 Apr 25-29 Houston (Texas, USA)
3rd Int symposium on the natural radiation environment.
Dr T F Cessell, The University of Texas. School of Public Health. POB 20186.
Houston. TX 77025, USA.

1978 Apr 29 May 1 Liège (Belgium)
Int Federation of Blood-Givers Organizations. 9th Congress. Gratuite du
P : 500. C : 20. (YB n° 1886)
gat 98, B-1050 Brussels.
1978 May 4-6
Tokyo (Japan)
Pr Harutake Matsuo. Dept of Ophthalmology. Tokyo Medical College, 1-6-9
Nishishinju-ku, Shinjuku-ku, Tokyo 160.
1978 May 4-7 Montpellier (France)
Societas Oto-rhino-laryngologica Latina. 22nd Congress.
Pr Y Dejean, Service ORL. Clinique St Charles, rue Auguste Broussonnet,
Montpellier.
1978 May 7-11 (Switzerland)
Basel
Congrès Int portant sur la récupération, le recyclage et la réutilisation des
déchets industriels et urbains. Ex : Recycling 78.
Exhibition for Industry Ltd, 157 Stations Road East. Oxted, Surrey, UK.
1978 May 8-11 (Institute of Hannad, Scotland, UK)
Int Dairy Federation. Symposium sur la physique et la chimie des protéines
FIL, Square Vergé 41, B-1040 Brussels.
1978 May 14-21 Kyoto (Japan)
Int Federation of Ophthalmological Societies. 23rd Congress.
(YB n° 1967)
Dr Saichi Mishima, MI-46 Akasaka, Minatoku, Tokyo 107.
1978 May 30-Jun 1 Copenhagen (Denmark)
European Fuel Merchants' Union, Conference. P : 1000. Ex. (YB n° 767)
c/o Ebav, Skeppstorn 18, Box 2144, 103 14 Stockholm, Sweden.
1978 Jun 4-11 (West)
Berlin
Int Council for Bird preservation. 17th World meeting. (YB n° 1722)
Central Secretariat, c/o British Museum (Natural History), Cromwell Road,
London SW7.
• 1978 Jun 5-7 Copenhagen (Denmark)
Int Confederation of European Sugar-Beet Growers. Congrès : Problèmes
techniques et économiques de la culture betteravière et de la production
sucrière, notamment en Europe. P : 400-500. (inv.) C : 12. (YB n° 1663)
29 rue du Général Foy, F-75008 Paris, or c/o De Samvirkende danska
Sukkerroedrykkerforeninger Suhrgade 11, DK-4930 Maribo, Denmark.
1978 Jun 9-11 Copenhagen (Denmark)
Kiwanis International. Annual European convention. P : 600 (YB n° 2855)
c/o Kiwanis Int., CH-Zurich.



1978 Jun 22-29 Prague (Czechoslovakia)
Christian Peace Conference. 5th All Christian peace assembly : God's call
for solidarity — Christians for peace, justice and liberation. (YB n° 272)
CPC, Jungmannova 9, Prague 1.
1978 Jul 2-7 Sao Paulo (Brazil)
Pan American Association of Anatomy, 5th Congress. (YB n° 4400)
Prof J C Prates, Dept of Anatomy, Universidad de S Paulo, Caixa Postal
2921, Sao Paulo.
1978 Jul 6-8 Oxford (UK)
Int Agency for the Prevention of Blindness. General assembly.
IAPB, 3885 Tourn Top Drive, Honolulu, Hawaii 96822 USA.
• 1978 Jul 19-23 Manila (Philippines)
Baptist World Alliance. 9th Baptist youth world conference : Jesus-Christ.
The one light for all people. P : 5000. (YB n° 186)
1628, 15th Street NW, Washington, DC 20009, USA.
1978 Jul 29-Aug 1 Odense (Denmark)
Nordic congress of physics, chemistry and mathematics teachers. P : 600.
c/o Odense Turistforening, Radhuset. DK-5000 Odense.
1973 Jul Paris (France)
Pr P Meyer. Hôpital Necker, F-75015 Paris.
1978 Jul or Aug Birmingham (UK)
3rd World congress of music therapy.
A M Fenwick, Rubery Hill Hospital, Rubery, Birmingham B45 9BB, UK.
1978 Sep 3-7 Bristol (UK)
European Society for Opinion and Marketing Research. 31st annual congress.
(YB n° 853)
Raadhuisstraat 15, Amsterdam, Netherlands.
1978 Sep 4-5 Louvain-la-Neuve (Belgium)
Université Catholique de Louvain/Société Chimique de Belgique, Division
de Catalyse. 2nd Int symposium on the scientific bases for the preparation
of heterogeneous catalysts.
Dr G Poncet, Groupe de Physico-Chimie Minérale et de Catalyse, Place
Croix du Sud 1, B-1348 Louvain-la-Neuve.
1978 Sep 11-13 Szeged (Hungary)
Hungarian Chemical Society. Section Szeged. Int symposium : * Catalysis
Prof P Fejes, Institute of Applied Chemistry, University of Szeged, H-6720
Szeged.
1978 Sep 11-15 Cardiff (UK)
Dr W Jones Williams, ICS, University Hospital of Wales, Cardiff, UK.

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• 1978 Sep 13-15 Braunschweig (Germany, Fed Rep)
Int Measurement, Confederation, Technical Committee on Force and Mass,
Conference on force measurement in coordination with the int stress analysis
conference). (YB n° 2250)
VDI/VDE-Gesellschaft Mess- und Regelungstechnik, Postfach 1139, D-4000
Dusseldorf.

1978 Sep 13-15 Kyoto (Japan)
3rd Int symposium on spontaneously hypertensive rat. P : 800. C : 6.
Assistant Prof K Ogine, Department of 3rd Internal medicine, School of
Medicine, Kyoto University, Shogoin, Sakyo-Ku, Kyoto.

• 1973 Sep 18-20 St Gall (Switzerland)
European Rhinologic Society, 7th Congress. (YB n° 843)
Dr Fritz Langraf-Favre, Talstrasse 41, CH - 8001 Zurich, Switzerland.

• 1978 Sep 18-22 Upton (LI, USA)
3rd Int symposium on neutron capture gamma ray spectroscopy and related
topics.
R E Chrien, Department of Physics, Brookhaven National Laboratory, Upton,
LI, NY 11973, USA.

1978 Sep 20-22 Pointe-au-Pic (Canada)
6th Int symposium on Parkinson's disease.
Lab. de neurobiologie, pavillon Notre-Dame, 2075 avenue de Vitre, Québec
GU 5B3, Canada.

• 1978 Sep 21-23 Brussels (Belgium)
Int Society of Paediatric Oncology Meeting. (YB n° 3974)
Sarphatistraat 106, Amsterdam, Netherlands.

• 1978 Oct 2-9 Warsaw (Poland)
Int Hotel Association. Congress. (YB n° 2110)
89 rue du Faubourg St-Honore, F-75008 Paris, France.

1978 Oct 3-6

Brussels (Belgium)

Int Federation of the associations of Pharmaceutical Physicians. 3rd Int Meeting of pharmaceutical physicians.

Dr A. Mullie, c/o Philipps-Duphar, Place de Brouchère 2, B-1000 Brussels.

1978 Oct 4-11 Rio De Janeiro
(Brazil)
Associatio Brasileira de Corrosao/ Int Corrosion Council, 7th Int congress
on metallic corrosion. Ex.

ABRACO, Av. Venezuela 82/709 (Edifício do I.N.T.), 20000 Rio de Janeiro
RJ, Brazil.

• 1978 Oct 8-13 Vienna (Austria)
Int Bureau for Precast Concrete Industry. 9th Int congress. P: 1300.
C: 30 EX. (YB
n° 1416)
9. BIM-Congress, Bosendorferstrasse 4, A-1010 Vienna.

1978 Oct 9-13 Brussels (Belgium)

Int Federation of Financial Analysis. Congress.

Melle B Rabe, c/o Kreditbank, rue d'Arenberg 7, B-1000 Brussels.

• 1978 Oct 14-17 (India)
World's Christian Endeavor Union. 18th World convention. (YB n° 3612)
1221 East Broad Street, POB 1110, Columbus, Ohio 43216, USA.

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Représentant pour la France et le Benélux : M Claude L C DUTEIL, 11, rue de Rome, 75-Paris 8e — Tél. LAB 81-

• 1973 Sep 25-29 Rio de Janeiro (Brazil)
World Association of Societies of Anatomic and Clinical Pathology. 10th
Triennial world congress. (YB n° 3466)
Dr Evaldo Melo, CP 50895, Sao Paulo.

1973 Sep 28-30 Athens (Greece)
Int Union of Testing and Research Laboratories (or Materials and Structures)/European Committee for Concrete/ Int Council for Building Research
Studies and Documentation. Symposium on mechanical and insulating properties
of joints of precast reinforced concrete elements.
(YB n° 2784/628/1723)

National Technical University, Chair of Reinforced Concrete, 42 Patission

Street, Athens (147), Greece.

1978 Autumn Athens (Greece)
Int Council for Building Research and Documentation, Commission S41,
Tall Buildings. 4th Colloquium. (YB n° 1723)
CIB, Weena 704, PB 20704, Rotterdam, Netherlands.

1978 Autumn Oslo (Norway)
Int Federation for Information Processing, Council and general assembly
meetings. (YB n° 1828)
IFIP Secretariat, 3 rue du Marche, CH-1204 Geneva.

1978 Autumn Zurich (Switzerland)
North American European congress on venous diseases. P : 300.
c/o Zurich Tourist Office, Convention Bureau, Bahnhofbrücke 1, POB 8023,
Zurich.

• 1978 Oct 1-7 St-Jacques de Compostelle (Spain)
Int Federation of Patent Agents. General assembly. (YB n° 1972)
25 rue de Leningrad, F-75008 Paris.

1978 Oct 1 - 8 Zagreb (Yugoslavia)
Int Council of Museums, Int Committee for Conservation 5th triennial meeting.
(YB n° 1749)

Mr J R J van Asperen de Boer, Brouwersgracht 54 bv., Amsterdam 1003.
Netherlands.

1978 Oct 15-20 Singapore (Singapore)
Australian and New Zealand College of Psychiatrists. 15th Annual congress
and 1978 Asian meeting. P: 400-500.
ANZCP, Maudsley House, 107 Rathdowne Street, Canton, Victoria 3053,
Australia.

1978 Oct 17-25 Prague (Czechoslovakia)
World Meteorological Organization. Regional Association Europe, 7th session.
(YB n° 3556)
CP N°5 CH-1211 Geneva 20.

• 1978 Oct 23-25 Copenhagen (Denmark)
Int subcontractors and components fair with conference, P : 300.
c/o Copenhagen Congress Center, Bella Center A/S, Center Boulevard. DK-
2300 Copenhagen S.

• 1978 Oct 30-Nov 2 Copenhagen (Denmark)
Int seminar on electronics (in conjunction with int electronics fair). P : 4-500.
c/o Copenhagen Congress Center, Bella Center A: S, Center Boulevard,
DK-2300 Copenhagen S.

• 1979 Oct 25-31 Tokyo (Japan)
Int Federation of Gynecology and Obstetrics. 9th World congress. P : 2000.
C : 75 (YB n° 1927)
Prof Shimpei Tojo, c/o Simul Int l Inc., Kowa Building, n° 9, 8-10 Osaka
1-chome, minato-ku, Tokyo 107.

1978 Oct New Orleans (La USA)
Collegium Int Allergologicum. 12th Symposium. (YB n° 279)
Pr Dr A L de Week, Institut fur klinische Immunologie, Inselspital, CH-3008
Bern, Switzerland.

• 1978 Oct Varna (Bulgaria)
Int Society for the Study of Infectious and Parasitic Diseases. 7th Int
congress. (YB n° 2520)
Pr Guido Rondanelli, Clinica di malattie infettive dell'Universita. Pavia,
Italy.

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Ambassade de France	Paris, 14 juillet
1978 Oct	(Italy)
Int Association of Mutual Insurance Companies. 10th General assembly.	(YB n° 1319)
AISAM, 114 rue de la Boétie, F-75008 Paris.	
1978 Nov 6-12	(Israel)
Int Society of Tropical Dermatology. Symposium. P: 250.	(YB n° 2573)
Kenes, POB 16271, Tel Aviv. Israel.	
1978 Nov 6-17	Washington (USA)
World Meteorological Organization. Commission for Basic Systems. 7th session.	(YB n° 3556)
CP N°5, CH-1211 Geneva 20.	
1978 Nov 7-10	Kyoto (Japan)
Prof T Sakai, Department of Information Service, Faculty of Engineering, Kyoto University, Yoshida-Hommachi, Sakyo-ku, Kyoto.	
1978 Nov	Jerusalem (Israel)
Kenes, POB 16271, Tel Aviv. Israel.	
1978 Nov .	(Israel)
Int Federation of Tourism Journalists and Writers. Congress. P : 200.	(YB n° 2033)
Kenes, PUB 16271, Tel Aviv. Israel.	
1978 Dec 27-29	Los Angeles (Cal, USA)
American Physical Society. General meeting.	
335 E 45th Street, New York, NY 10017.	
1979 Mar 10-16	Singapore (Singapore)
South East Asia surveyors congress. P : 400-500.	
Singapore Institute of Surveyors, c/o Singapore Professional Centre, Block 23, 2nd Floor, Outran Park, Singapore.	
1979 Mar 28-30	Oxford (UK)
Institute of Physics, Materials and Testing Group/Institution of Mechanical Engineers. 2nd Conference on the mechanical properties of materials at high rates of strain.	
Dr J Harding, Dept of Engineering Science, University of Oxford, Parks Road, Oxford OX1 3PJ, UK, or : Meetings Office, The Institute of Physics, 47 Belgrave Square, London SW1X 8QX, UK.	
1979 May 20-25	Helsinki (Finland)
Int Cargo Handling Co-ordination Association. General assembly and technical conference.	(YB n° 1444)
ICHCA, Abford House, 15 Wilton Road, London SW1V 1LX.	
1979 Jun 11 - 15	Prague (Czechoslovakia)
Int Federation of Automatic Control /Int Federation for Information Processing. 2nd Int symposium « Software for computer control ».	(YB n° 1862/1828)
IFIP Secretariat. 3 rue du Marche, CH-1204 Geneva.	
1979 Sep 2-7	Cologne (Germany, Fed Rep)
European hematological congress. P : 2000.	
Deutsche Gesellschaft für Hämatologie e.V., Herr Dr Hellriegel, Joseph-Stelzmann-Strasse 9, 5000 Cologne 41.	
1979 Sep 2-8	Berne (Switzerland)
4th Int orthoptic congress. P : 1000.	
Mrs V. Altmann-Fischer, Hinneriweg 8, CH. 8052 Zurich.	

