

INTERNATIONAL
TRANSNATIONAL
ASSOCIATIONS

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TRANSNATIONAL ASSOCIATIONS

(former title : INTERNATIONAL ASSOCIATIONS)

30th year

ASSOCIATIONS TRANSNATIONALES

(ancien titre : ASSOCIATIONS INTERNATIONALES)

30e année

UIA's periodical celebrates its 30th anniversary in 1978, having changed its name from « International Associations » to « Transnational Associations » in 1977, in order to reflect the transnational nature of nonprofit associations (INGOs) by using more appropriate terminology. Our informed readers will have appreciated our intention 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.

En 1978 la revue entre dans sa 30e année.

L'année 1977 a vu le changement de titre de notre Revue " Associations Transnationales " au lieu d'« Associations internationales ».

Le fait transnational des associations non lucratives (OING) le voulant ainsi, nos lecteurs n'ont pas été 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'UAI, association sans but lucratif, bien que les opinions qu'il exprime ne soient pas nécessairement celles de cet Institut.

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En préparation du Forum mondial
des associations

Editorial

LA SOLIDARITE LIBREMENT ORGANISEE

On parle volontiers de l'accélération de l'Histoire, en ayant à l'esprit la terre des hommes maintenant entièrement accessible, le *monde fini* de Valéry dans la diversité de ses civilisations. Et il est apparemment vrai que les changements se hâtent sous nos yeux dans tous les domaines des relations humaines. Même si les mentalités évoluent en réalité moins vite que les idées et les faits, pour la raison suffisante que les changements les plus opportuns, les plus pressants, se heurtent toujours, partout, aux pouvoirs établis, aux préjugés, aux habitudes, surtout peut-être aux intérêts contrariés. A cet égard les systèmes et les doctrines se rejoignent et se confondent dans un universel conservatisme, alors même que le drapeau est aux couleurs révolutionnaires. La tendance de notre époque, devenue sceptique aux divers credos de la politique, est un certain pragmatisme largement répandu. Les conséquences pratiques et les actions possibles règlent la politique, la diplomatie, les affaires, les relations sociales. En un certain sens, la philosophie de Bentham refait surface avec sa morale utilitaire et sa maxime : *"Le plus grand bonheur du plus grand nombre d'hommes"*.

Ce pragmatisme n'interdit pas, ni ne dispense, de prendre l'idée de progrès comme critère moral universel, en s'accommodant de ses interprétations équivoques, notamment en ce qui concerne les diverses conceptions et applications des droits de l'homme et de la société. La conciliation des libertés avec la solidarité est possible dans la tolérance de toutes les bonnes volontés.

De notre point de vue à cette tribune et à nous en tenir à ce qui nous regarde, au service de l'univers des associations, le *problème des problèmes* du jour - pour parler comme Paul Otlet, un des pères fondateurs de notre maison, mondialiste d'avant-garde - n'est pas de rêver d'un paradis terrestre angélique ni d'œuvrer à sa réalisation idéale. En quête d'un

morale associative d'usage universel, en dehors des professions de foi et de pensée, nous nous appliquons ici à un esprit de solidarité humaine rationnellement conçue, qui en appelle à l'intérêt général, au bien commun, au présent et à l'avenir prévisible.

L'interdépendance mondiale n'est pas une utopie, mais un constat de la réalité. La communication transnationale, instantanée, d'un bout à l'autre de la planète, n'est plus un rêve à la lune, mais la révolution désormais acquise des moyens de transport et d'information. Le développement de la technique d'anéantissement des civilisations n'est pas un dessin animé de Walt Disney, mais un péril universel. Le déséquilibre entre une minorité d'humains momentanément privilégiés et une majorité actuellement déshéritée n'est plus un sujet philosophique de résignation à la fatalité, mais le souci quotidien des têtes pensantes et des cœurs émus.

Le fait du jour véritablement nouveau, c'est ce vague pressentiment, sinon déjà pour tous le sentiment précis d'une solidarité objective des hommes associés dans un même destin sans frontières. Mais la solidarité est comme l'opinion publique. A l'état sauvage, elle ne porte pas de fruits; cultivée, organisée, c'est le plus fécond des vergers.

Le système international des Etats est censé pourvoir à cette organisation. A en croire le préambule de la Charte des Nations Unies élaborée après la plus cruelle des guerres, tout allait tendre et concourir à la solidarité promise:

" Nous peuples des Nations-Unies résolu,

- à préserver les générations futures du fléau de la guerre...

- à proclamer à nouveau notre foi dans les destins fondamentaux de l'homme, dans la dignité et la valeur de la personne humaine...

- a créer les conditions nécessaires au maintien de la justice et du respect des obligations nées des traités et autres sources du droit international, à favoriser le progrès social et instaurer de meilleures conditions de vie dans une liberté plus grande (1).

Il est bon de rappeler ces textes pour montrer qu'on est assez loin de compte dans l'application des principes essentiels de la tolérance, du pluralisme, du respect de la personne humaine, à distance d'une génération de la Conférence de San Francisco et à l'heure du trentième anniversaire de la Déclaration des Droits de l'homme. Et cela, malgré l'acquis positif de la décolonisation, de la coopération internationale et du développement. N'est-ce pas parce que la diplomatie intergouvernementale a ses limites dans ses prétentions jalousement souveraines et que la société close des Etats répugne à ouvrir ses portes et ses fenêtres aux courants de solidarité ?

Mais voici qu'à l'écran de l'actualité un événement de dimension nous vient en renfort : le choix d'un nouveau Pape, l'innovation qu'il constitue, le changement qu'il annonce, le message qu'il apporte, d'entrée de règne, à la fois aux Etats et aux peuples. Dès sa première homélie Jean-Paul II a lancé un impératif d'ouverture en identifiant le temps venu de la communication transnationale avec l'universalisme chrétien :

« Ouvrez les frontières des Etats, les systèmes économiques et politiques, les immenses domaines de la culture, de la civilisation, du développement ».

Dans sa déclaration aux diplomates accrédités auprès du Saint-Siège, Jean-Paul II a fait le départ des compétences entre l'affaire des Etats et celle des consciences, entre l'autorité légitime du pouvoir et les besoins tout aussi légitimes de l'homme et des hommes. Des besoins de libertés, qui s'identifient aux besoins associatifs. Des besoins de corps intermédiaires, dans la Cité, entre le pouvoir et le citoyen.

(1) Suite : Et à ces fins :

- à pratiquer la tolérance, à vivre en paix l'un avec l'autre dans un esprit de bon voisinage,
- à unir nos forces pour maintenir la paix et la sécurité internationales
- à accepter des principes et à instituer des méthodes garantissant qu'il ne sera pas fait usage de la force des armes, sauf dans l'intérêt commun
- à recourir aux institutions internationales pour favoriser le progrès économique et social de tous les peuples.



INBEL

C'est l'occasion de rappeler le rôle essentiel de toutes les églises dans l'action non gouvernementale mondiale. Le regretté Jean Meynaud l'avait déjà bien montré dans son maître ouvrage sur - Les groupes de pression internationaux -, publié en 1961. Mais, depuis lors, les Eglises se sont singulièrement adaptées au siècle.

S'agissant de l'Eglise romaine, elle semble avoir dépouillé sa prédominance latine, sa méthode missionnaire, sa curie centralisatrice, ses complaisances hiérarchiques pour le pouvoir et ses privilèges. Quant aux autres Eglises, on sait l'action transnationale du Conseil œcuménique des Eglises, sis à Genève, qui groupe actuellement la quasi totalité des Eglises orthodoxes et protestantes, même celles situées en Europe de l'Est, outre les jeunes Eglises de tous les continents. Une action transnationale qui concourt rigoureusement à la défense intégrale des droits de l'homme et des peuples, notamment dans le champ de développement.

En 1974, notre Revue a publié une étude d'un membre éminent de l'UAI, le professeur Roger Mehl de l'Université de Strasbourg, représentant français au Conseil œcuménique, sur « La réalité et l'action transnationales du protestantisme ». Tout le texte en demeure d'actualité et pourrait être versé tel quel à nos dossiers du Forum, sauf à en mettre les données à jour. Le professeur Mehl y montre parfaitement révolution continue d'un mouvement pan-chrétien qui, parti des églises nationales, a finalement abouti à « une vision supranationale de leur vocation ». L'idée était « d'édifier une Eglise solidaire au service d'une humanité solidaire » et qu'il doit être possible « d'être chrétien dans des régimes différents ».

Chrétiens ou autres, juifs, musulmans, hindouistes, bouddhistes ou shintoïstes, peu importent les différences à une solidarité tolérante qui se veut au service de toutes les causes sociales et humaines.

« L'édification de la paix, rétablissement de la justice sociale, la réduction de l'écart entre les riches et les pauvres, la revision des systèmes économiques, la redistribution du pouvoir à l'intérieur des Etats-nations et entre eux », tel est bien le programme transnational du Conseil œcuménique. « Qu'il s'agisse du problème du développement ou de celui des travailleurs migrants, de la qualité de la vie et de la protection de l'équilibre économique, de la lutte contre le racisme diviseur ou de la défense des droits de l'homme et de la liberté religieuse » écrit notre auteur, « l'expérience a appris aux Eglises que c'est en travaillant pour les autres et non en se repliant sur elles-mêmes qu'elles ont le plus de chance de réaliser leur propre unité ».

En travaillant pour les autres... L'expérience et la formule valent pleinement pour l'ensemble du réseau associatif dans toute son ampleur. C'est aussi une leçon de solidarité pour les Etats. Une leçon de solidarité que s'efforcera de motiver notre Forum de 1980, d'ores et déjà sur le métier.

Le réseau démocratique des organisations non gouvernementales est la trame de la solidarité des hommes destinés à vivre en société dans le plus libre des mondes possibles.

Robert FENAUX

Les OING du droit

Dans le large éventail transnational des disciplines associatives, le secteur du droit occupe une place de qualité telle que, de par sa nature même, elle annonce et promet une contribution essentielle à la préparation et aux débats du Forum de 1980.

Le droit est partout présent dans les relations internationales et transnationales, qu'il s'agisse en effet des libertés associatives, de l'indépendance des OING, de leur statut juridique, des limites de la souveraineté nationale, du droit transnational (« Transnational Law ») nouvellement introduit par le juriste américain Jessup, du droit d'autodétermination des peuples, des droits de l'homme, des droits syndicaux, de la procédure de consultation et de participation, ou d'autres aspects encore de l'ensemble des règles qui régissent les rapports des hommes et des peuples constituant une même société humaine.

Ainsi avons-nous déjà publié antérieurement bien des articles consacrés soit à des OING de droit international, comme l'Institut de droit international, la Commission internationale des Juristes, l'Institut international de droit humanitaire, l'Institut international des sciences administratives, soit à des problèmes du droit tel celui du droit des organisations internationales vu par un juriste soviétique, du droit en matière de tourisme en URSS, outre une suite d'articles ayant trait au Statut juridique des OING. (*)

Nous ajoutons aujourd'hui à notre tableau des associations de droit: l'Union internationale des avocats; l'Inter-American Bar Association; l'Institut international de droit d'expression française; la Société internationale de droit militaire et de droit de la guerre.

(*) Voir « Associations Internationales » n°1 1973; n° 5 1974; no 8-9 1975.

L'UNION INTERNATIONALE DES AVOCATS

par Lucien Janson (*)



L'Union internationale des Avocats a été constituée en 1927 à Charleroi, en Belgique, à l'initiative de trois avocats respectivement bruxellois, parisiens et luxembourgeois.

Son objet social est décrit dans l'article 2 de ses statuts, modifiés et complétés en 1965:

« A: L'Union internationale des Avocats a notamment pour objet, à l'exclusion de toute préoccupation politique ou confessionnelle:

- 1) de promouvoir, dans l'intérêt du justiciable, les principes essentiels de la profession d'avocat dans le monde, notamment l'indépendance et la liberté;
- 2) d'établir et maintenir notamment sur le plan international des relations et échanges permanents entre barreaux, associations ou fédérations nationales d'avocats et leurs membres, de seconder

leur action et participer à leur travail;

- 3) de défendre les intérêts moraux et matériels des membres de la profession; d'étudier en commun les problèmes de statuts et d'organisation professionnelle; le tout notamment sur le plan international;
- 4) de promouvoir le développement de la science juridique dans tous ses domaines;
- 5) de contribuer à l'établissement d'un ordre juridique international fondé sur le principe de la justice entre nations, par le droit et pour la paix;
- 6) à ces fins, de coopérer avec toutes organisations nationales ou internationales ayant des préoccupations similaires ou permettant la réalisation de son objet

B: L'Union poursuit la réalisation de son objet, notamment par l'organisation périodique de congrès internationaux et l'édition de publications. »

L'Union internationale des Avocats organise des congrès tous les deux ans, en

alternance avec l'International Bar Association. Au cours de ces congrès, auxquels ont participé jusqu'à 1.200 avocats, l'on examine et discute habituellement un sujet d'ordre juridique mais d'intérêt général, un sujet d'ordre professionnel, souvent analysé par les méthodes du droit comparé, et un sujet tenant au droit international privé, sur le plan civil, commercial ou pénal. Ce ne sont pas des critères absolus. L'Union internationale des Avocats comporte aussi des Commissions permanentes. Elle est à l'origine de la constitution, en 1961, de la Commission consultative des Barreaux de la Communauté européenne qui joue un rôle considérable dans l'harmonisation de certaines règles et de certains usages professionnels. Le Commission « Droit et Technique », qui fut l'artisan principal de l'agrégation de l'Union internationale des Avocats comme organisation consultative non gouvernementale du Conseil de l'Europe et de l'O.N.U., s'occupe depuis plus de dix ans de l'examen de certains problèmes qui mêlent des problèmes techniques et des problèmes juridiques: l'urbanisme, l'environnement, la protection de

(*) Trésorier Général de l'UIA, Secrétaire Général sortant de charge. Le présent article rédigé l'autre année est suivi d'informations mises à jour.

l'individu dans sa sphère privée, la position de l'individu devant les mass media et l'informatique.

La Commission « Droit d'asile et extradition » étudie depuis 1971 des problèmes pratiques à l'usage des avocats, mais tente aussi de rédiger des projets de conventions internationales sur le droit d'asile.

Enfin, une Commission étudie le « Rôle de l'avocat dans la vie sociale » et tente de déterminer par des études comparatives, d'une part, et par des recherches propres, d'autre part, le meilleur moyen de faire reconnaître au public l'utilité des avocats et la nécessité, dans l'intérêt de ce public, de conserver l'indépendance des avocats et des barreaux vis-à-vis des pouvoirs publics. Cette Commission s'occupe aussi, bien entendu, d'une meilleure organisation de l'aide judiciaire et juridique à ceux qui sont défavorisés sur le plan économique.

A de multiples reprises, dans le cadre de ses statuts, mais sans aucune intervention sur le plan politique, l'Union internationale des Avocats s'est occupée, parfois seule, parfois avec d'autres organisations professionnelles, de défendre les droits de certains barreaux, ou de certains avocats qui avaient été inquiétés par des pouvoirs publics à l'occasion de l'exercice de leur profession.

L'Union internationale des Avocats a publié un certain nombre de travaux qui furent, soit la concrétisation des travaux de ses congrès, soit des travaux tout-à-fait originaux. En voici les titres principaux :

- *Arbitrage commercial international* (3 volumes: 1956, 1960, 1965)
 - *Les Barreaux dans le monde* (Un volume en 1959)
 - *Les juridictions internationales* (Un volume en 1959)
 - *La procédure devant la Cour de Justice des Communautés européennes* (Un volume en 1961)
 - *La sauvegarde des droits privés et la procédure dans le droit des Communautés européennes* (Un volume en 1965)
 - *La représentation commerciale internationale* (Un volume en 1971)
 - *Commission permanente « Droit et Technique »* (Cahiers publiés à l'occasion des Congrès de Paris et de Madrid).
- L'Union a organisé en 1976 un séminaire sur le Leasing international et s'apprête à organiser d'autres séminaires scientifiques. Leurs travaux sont susceptibles d'être publiés.

L'UAI compte actuellement 67 groupements membres répartis dans 40 pays d'Europe occidentale, d'Afrique arabe et noire, du Moyen Orient, d'Amérique du Nord et d'Amérique latine. Ces groupements membres sont des Barreaux ou des Associations d'Avocats



libres ou officielles, ou des Law Societies dans les pays de droit anglo-saxon.

L'Union internationale des Avocats compte un millier de membres correspondants. Un fichier, à usage interne, des avocats spécialisés est en voie d'élaboration.

Les langues usuelles sont le français et l'anglais. L'allemand, l'espagnol et l'italien sont aussi utilisés et d'ailleurs officiels.

Le Président de l'Union internationale des Avocats change tous les deux ans à l'occasion des congrès. Il est assisté par le président sortant, par un premier vice-président, quatre secrétaires généraux et un trésorier général.

L'un des secrétaires généraux s'occupe de l'administration générale, un second de la direction des travaux, un troisième de la publication d'un « Bulletin » bilingue qui paraît trois fois par an et qui contient des informations d'ordre juridique et professionnel sur le plan international, un quatrième s'occupe des correspondants. Le congrès suivant, celui de Zagreb en septembre 1977, aura lieu à Cannes en septembre 1979 et le suivant probablement à New York en septembre 1981. L'Union internationale des Avocats est accessible à tous les Barreaux groupant des avocats pratiquant librement leur profession et à des avocats correspondants pratiquant librement leur profession. Le critère de la qualité d'avocat varie évidemment de pays à pays.

ADDENDUM

Lors de son Congrès de Zagreb, l'UAI a adopté diverses résolutions : à propos des conditions de l'efficacité du service judiciaire; de la participation des travailleurs à la gestion des entreprises, après des débats bien suivis et extrêmement intéressants sur base du rapport général d'un avocat yougoslave; de la responsabilité des dirigeants d'entreprise en cas de faillite.

Une motion du Congrès a déploré de constater que depuis mai 1974 l'activité des collèges d'avocats a été interdite en Bolivie. D'une manière plus générale une autre motion exprime « la préoccupation très justifiée de l'UAI » au sujet des attentats contre la liberté et même contre la vie des avocats dans certains pays du continent américain, et fait solennellement appel aux gouvernements de ces pays pour qu'ils respectent et fassent respecter la liberté de l'avocat, quand il agit en tant que tel, et pour que cessent les séquestrations et les attentats dont les avocats sont victimes depuis un certain temps.

(NDLR - On voit ici un parfait exemple d'une association transnationale professionnelle, comme telle *groupe de service*, mais qui, par la force des choses, se voit moralement obligée d'agir, à l'occasion, en *groupe de pression* pour la défense des Droits de l'Homme selon la Charte des Nations-Unies).

Le bureau de l'UAI s'est réuni à Istanbul en avril 1978 et au Mexique en septembre dernier.

INTER-AMERICAN BAR ASSOCIATION

by John O. Dahlgren*

Since the Inter-American Bar Association will be holding its XX Conference in Atlanta, Georgia, April 30 to May 7, 1977, as homage to the celebration of the bicentennial of the United States, it seems appropriate to give a brief background information on the history, objectives and accomplishments of the Association.

In the years prior to World War II an increasingly large number of progressive lawyers became conscious of the importance of the Rule of Law in the protection of democratic institutions of the Western Hemisphere. This group believed that development of closer relations in all of the nations of the Western Hemisphere was a necessary step to promote the Rule of Law and to advance the best interests of the legal profession. It was also apparent that, to achieve these objectives, a permanent forum for the exchange of professional views and information would be required. The Inter-American Bar Association was thus founded to fill this need for an unbiased and professional forum. Pursuant to a resolution adopted by the Committee on Public Law and Jurisprudence at the Eighth American Scientific Congress held in Washington, D.C., May 10-18, 1940, the Association was founded in Washington, D.C., on May 16, 1940, by a group of distinguished lawyers and jurists representing fortyfour professional organizations from seventeen nations of the Western Hemisphere. As stated by Article I of its Constitution, the objectives of the Association are:

« To establish and maintain relations between associations and organizations of lawyers, national and local, in the various countries of the Americas, to provide a forum for exchange of views; To advance the science of jurisprudence in all its phases and particularly the study of comparative law; to promote uniformity of laws; to further the diffusion of knowledge of the laws of the various countries throughout the Americas; To promote the rule of law and the administration of justice through the establishment and maintenance of independent judicial systems in all the countries of the Americas;

To insure in this manner, and in such other ways as may be feasible, the preservation and defense of human rights and liberties and guarantee to the peoples of this hemisphere the free exercise of their civil and political rights under the democ-

atic principles on which these nations were founded;

To uphold the honor of the profession of the law; to encourage cordial intercourse and fellowship among the lawyers of the Western Hemisphere; and

To meet in conference from time to time for the discussion of matters of interest to the profession and for the purpose of the Association. »

Article II of the Constitution provides for membership by professional organizations as well as membership by individual lawyers, as follows:
« The Association shall be composed of national associations, constituent regional associations and other organizations of lawyers throughout the Americas, which shall have been duly admitted to membership, as well as of individual members who shall be citizens and lawyers of good reputation of nations of the Western Hemisphere ».

The directing bodies of the Association are the Council and the Executive Committee. The Council is elected by the Conference. Each independent nation or self-governing dominion is represented in the Council by one member named by each National Member Association and such additional members as provided by the Constitution and By-laws. The Executive Committee is in charge of the direction, administration and government of the Association when, the Council is not in session. It is composed of the President of the Association, the Secretary General, the Secretary, the Treasurer and five Councilors elected by the Council.

The most important single sphere of activity of the Association is the biennial Conference held in various countries throughout the hemisphere. At each Conference, the Permanent Committees of the Association, which are presently 21 and divided into 34 Sections, meet separately and constitute a forum for the discussion of numerous outstanding papers within their particular field and for the exchange of information and ideas on legal matters of interest to the lawyers of the Americas, their respective Governments and international organizations. After due deliberation, each Committee usually presents resolutions and recommendations to the Council for consideration and referral to the General Assembly for further consideration and adoption. The Conference resolutions indicate the breadth of the Association's goals. These resolutions, which are the result

of the study and analysis of the respective Committees, the Council, and the General Assembly, are disseminated to all members of the Association, to the OAS and other international organizations, as well as to the Governments of the countries of the Western Hemisphere.

Much of the Association's work is done through its Committees which cover nearly the entire field of the law, including subjects such as public and private international law, constitutional law, municipal and civil law, commercial law, civil and commercial procedure, integration, administrative law and procedure, legal education and legal documentation, human rights, activities of lawyers, natural resources, military law, space and nuclear law, and food and drug law.

Since it was founded, the Association has held nineteen successful Conferences, as follows : I Havana, Cuba, 1941, II Rio de Janeiro, Brazil, 1943, III Mexico City, Mexico, 1944, IV Santiago, Chile, 1945, V Lima, Peru, 1947, VI Detroit, Michigan, 1949, VII Montevideo, Uruguay, 1951, VIII Sao Paulo, Brazil, 1954, IX Dallas, Texas, 1956, X Buenos Aires, Argentina, 1957, XI Miami, Florida, 1959, XII Bogota, Colombia, 1961, XIII Panama City, Panama, 1963, XIV San Juan, Puerto Rico, 1965, XV San Jose, Costa Rica, 1967, XVI Caracas, Venezuela, 1969, XVII Quito, Ecuador, 1972, XVIII Rio de Janeiro, Brazil, 1973, XIX Cartagena, Colombia, 1975, XX Atlanta, Georgia, 1977. Former Presidents of the Association include distinguished jurists from the United States and Latin America. The current President is Dr. P.A. Yurrebaso Viale, a prominent lawyer from Argentina.

XX Conference - Atlanta, Georgia

The XX Conference of the Association to be held in Atlanta, Georgia, next May, will be the first Conference in the United States since 1959. Participants will include outstanding jurists and members of the legal profession from the American countries, judges, representatives of bar associations, deans of law schools and observers representing international organizations. The Central Theme for the Conference « Constitutional Development in the Countries of the Americas, beginning with the Constitution of Philadelphia » will be the subject of a Working Paper to be prepared by experts from the United States and Latin America. This Paper will be distributed to all the dele-

Secretary General
Inter-American Bar Association

gates and will be thoroughly considered at a Plenary Session during the Conference. The Conference agenda will include other topics on numerous subjects of current interest and of particular importance in the Western Hemisphere. The tentative agenda for the Conference was published in the October 1976 issue of this publication, Vol. 8, No. 3.

Those interested in obtaining further information on this forthcoming Conference of the Association and also regarding membership, may contact the Secretary General, John O. Dahlgren, Esq., at the IABA Executive Headquarters, Suite # 315, 1730 K Street, N.W., Washington, D.C. 20006.

Institutions established under the auspices of the association

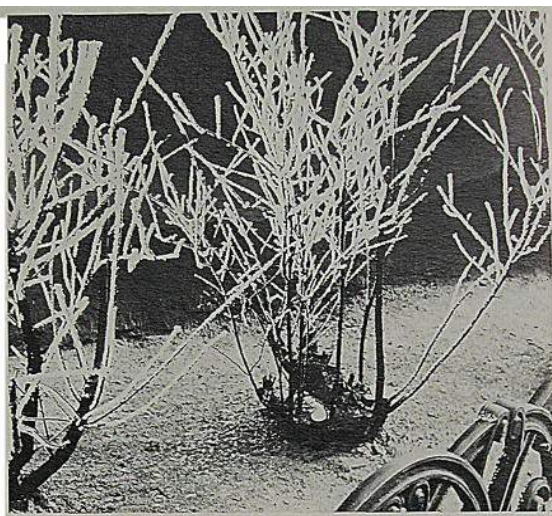
Inter-American Bar Foundation :
The Inter-American Bar Foundation was chartered April 1, 1957, as a Pennsylvania non-profit corporation under the auspices of the Inter-American Bar Association. The Foundation was organized to work in cooperation with the Inter-American Bar Association by providing a vehicle to receive and disburse funds donated for the support of educational, literary, scientific, and charitable projects designated to promote the study of law and improve the administration of justice in the Western Hemisphere.

The Foundation has organized several workshops in Latin American countries and in the United States on subjects of contemporary legal interest. It also manages an international educational exchange and training program for young lawyers.

Contributions to the Foundation are tax free under a ruling from the U.S. Treasury Department. The President of the Foundation is Charles R. Norberg, Esq., 1819 H Street, N.W., Washington, D.C. 20006.

Inter-American Academy of International and Comparative Law :
The Inter-American Academy of International and Comparative Law was founded as a permanent adjunct to the Inter-American Bar Association, pursuant to a resolution adopted by the First Conference of the Association held at Havana, Cuba, in 1941. The purpose of the Academy is to advance the science of jurisprudence in all of its phases with special emphasis on the study of comparative law.

The headquarters of the Academy was in Havana where 11 successful sessions were held. Outstanding lectures and papers were presented at these sessions by eminent professors of law,



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government officials and practicing lawyers. In 1963, the site of the Academy was transferred to Lima, Peru, where several sessions were held under the presidency of the distinguished Peruvian jurist, Dr. Andres Aramburu Menchaca. In 1973 the site was changed from Lima to Rio de Janeiro, Brazil, where it has been conducting an active program of a series of sessions with prominent jurists and professors of law as lecturers. Since 1973, the President of the Academy is the well-known and distinguished Brazilian lawyer, Dr. Haroldo Valladao, Praia do Flamengo 386, Apt. 90, Rio de Janeiro, Brazil.

Inter-American Association on Fiscal Law

The Inter-American Association on Fiscal Law was established in Santa Fe, Argentina, in 1972, pursuant to a resolution adopted at the First Inter-American Congress on Taxation which was organized by the Inter-American Bar Association Committee on Fiscal Law and held in Rosario, Argentina, in 1970. Since it was established, the Association has held several workshops in Argentina and has now a substantial membership consisting of tax law experts, professors of fiscal law, judges and interested organizations. At the XVIII Conference of the Inter-American Bar Association held in Rio de Janeiro, in 1973, a resolution was

adopted in support of a project to create an Information Center on Fiscal Law. The Inter-American Association on Fiscal Law is now engaged in the creation of such Center in Rosario, Argentina.

Those interested in further information regarding membership may contact the President of the Inter-American Association on Fiscal Law, Dr. Manuel de Juano, Moreno 580, Rosario, Argentina.

Inter-American Copyright Institute
The Inter-American Copyright Institute was created pursuant to a resolution adopted at the XVIII Conference of the Inter-American Bar Association, Rio de Janeiro, Brazil. The Institute is a non-profit private international association, the purpose of which is to promote the study and progress of effective protection of the rights of intellectual property in America, coordination the efforts of specialists as well as of entities wanting to contribute to the broadest defense of such rights. Its headquarters is the University of Sao Paulo Law School, Largo San Francisco 95, Sao Paulo, Brazil.

Further information on the Institute may be obtained by contacting its President, Prof. Antonio Chaves, Av. Sao Luis, 268, Apt 11-B, Sao Paulo, Brazil, or its Secretary General, Dr. Natalio Chediak, 1301 Salzedo, Apt. 4, Coral Gables, Florida 33134.



Edgar Faure, Président de l'IDEF

L'Institut international de droit d'expression française

Notre enquête permanente sur les activités des diverses associations dites internationales nous a naturellement conduit à les interroger sur l'idée qu'elles se font des valeurs de l'entité associative. Le Secrétaire Général de l'IDEF, M. Pierre Decheix, veut bien nous répondre en peu de mots: «Notre point de vue est que l'association présente l'avantage de la souplesse: elle remédie aux inconvénients du formalisme des relations traditionnelles en Etats; elle facilite la gestion en permettant notamment d'éviter la rigueur et la lenteur des régies de la comptabilité publique; elle favorise la rencontre des personnalités officielles et de simples citoyens réunis pour traiter des sujets techniques...».

Fondé le 9 juin 1964, l'Institut international de droit d'expression française a pour objet de grouper les personnes s'adonnant à l'étude ou à la pratique du droit dans les pays où le droit français occupe une place particulière.

Depuis sa création, l'Institut n'a cessé de se développer, par l'extension de ses activités et l'adhésion de nouvelles sections nationales. Il compte aujourd'hui parmi ses membres des représentants de trente-six Etats, techniciens du droit (professeurs, magistrats, avocats, officiers publics et ministériels), mais aussi des hommes politiques, des diplomates et des fonctionnaires.

L'IDEF publie un Bulletin périodique qui est servi à ses membres. Il a pour organe la Revue juridique et politique Indépendance et Coopération qui est éditée à raison de quatre numéros par an. Elle contient des articles de doctrine sur les problèmes juridiques et politiques concernant l'ensemble des pays francophones.

Grâce à un service de documentation, l'IDEF répond aux demandes qui lui sont adressées: il fournit de la bibliographie, des textes législatifs ou réglementaires et, au besoin, procède à des études sur des sujets particuliers. Si le siège de l'Institut ne possède pas tous les éléments nécessaires, il peut les obtenir de ses correspondants étrangers.

L'Institut a réuni, en janvier 1966 à Fort-Lamy, son premier congrès international qui groupait une quarantaine de participants venus de onze pays. Les débats ont porté sur l'adaptation du droit coutumier aux techniques juridiques occidentales et ont été publiés dans le n° 1 /1966 de la Revue juridique et politique Indépendance et Coopération.

En janvier 1967, le IIe congrès a eu lieu à Lomé et a confronté une soixantaine de juristes de seize pays. Les études ont été consacrées à la famille et ont été publiées par la Revue juridique et politique dans son numéro 1/1967.

Le IIIe congrès s'est tenu en mars 1968 à Madagascar et a rassemblé 110 participants venant de vingt-sept pays. Les travaux ont porté sur l'étude de la commune entendue au sens le plus large: collectivité territoriale décentralisée du droit administratif moderne, communauté traditionnelle africaine et asiatique ou « fokolonona » malgache. Ils ont été publiés dans le n° 2/1968 de la Revue juridique et politique.

Venant de trente-et-un pays, 170 congressistes se sont retrouvés au Canada en septembre 1969 pour examiner l'organisation judiciaire en matière civile, pénale, administrative, constitutionnelle. Les travaux ont également porté sur le statut des magistrats et des auxiliaires de la Justice, ainsi que sur la socialisation de la pratique du droit. Le n° 4/1969 de la Revue juridique et politique a été consacré à la publication de ces débats.

Le Ve congrès a eu lieu en octobre 1970 au Gabon où se sont retrouvés 120 participants venant de trente-et-un pays. Les études ont porté sur le régime du sol et ont été publiées dans le n° 4/1970 de la Revue juridique et politique.

C'est au Burundi que s'est réuni en août 1971 le VIe congrès, composé de 97 délégués venant de vingt-quatre pays qui ont débattu de la nationalité. Les travaux ont été publiés dans le n° 4/1971 de la Revue juridique et politique.

Le VIIe congrès a rassemblé, au Zaïre, 92 représentants de trente-et-un pays qui ont étudié les successions. Les débats sont publiés dans le n° 4/1972 de la Revue juridique et politique.

Le VIIIe congrès a eu lieu en septembre 1973 à l'Ile Maurice où 88 personnes venant de trente-deux pays ont débattu de la responsabilité civile du fait des préposés (agents privés, y compris les administrateurs de sociétés et agents publics). Les travaux figurent dans le n° 4/1973 de la Revue juridique et politique. Au IXe congrès qui s'est déroulé à Tunis du 27 mai au 3 juin 1974, ont pris part 114 délégués venant de trente-quatre pays qui ont étudié la condition de la femme au point de vue juridique, politique et social. Le n° 4/1974 de la Revue juridique et politique est consacré au compte rendu de ces travaux.

Le Xe congrès s'est réuni à Paris du 6 au 11 décembre 1976 et a rassemblé 117 délégués venant de trente-trois pays qui ont étudié l'enfant dans la société contemporaine. Les travaux sont publiés dans le n° 2/1977 de la Revue juridique et politique.

Le XIe congrès a eu lieu en Côte d'Ivoire en 1977 sur le rôle des sociétés dans le développement économique.

A côté de ces congrès internationaux, l'IDEF réunit des colloques régionaux plus courts, qui permettent l'étude de questions plus limitées: les conflits de lois à Vevey (Suisse) en avril 1972, la compétence judiciaire et l'exécution des jugements étrangers à Talence (France) en mai 1973, l'environnement à Namur (Belgique) en octobre 1974, la Procédure administrative non contentieuse au Grand-Duché de Luxembourg en 1977.

Après le décès du président-fondateur, M. René Cassin, prix Nobel de la Paix, la présidence de l'IDEF a été confiée à M. Edgar Faure, ancien président de l'Assemblée nationale de France. Le comité directeur comprend des vice-présidents et des membres des différentes sections nationales. Le secrétaire général est M. Pierre Decheix, procureur de la République à Châlons-sur-Marne.



par Henri Bosly*

La Société internationale de droit pénal militaire et de droit de la guerre

Décidée dans son principe le 3 juin 1955 à l'issue d'un colloque organisé à l'Université de Strasbourg sur le secret militaire et la liberté de la presse, la Société internationale de droit pénal militaire et de droit de la guerre fut juridiquement constituée le 18 mai 1956.

Elle compte à ce jour plus de 1.000 membres appartenant à 46 pays des cinq continents (1).

La Société a jusqu'à présent organisé 7 congrès (2) internationaux qui avaient respectivement pour thème :

- « Action pénale et action disciplinaire » (Bruxelles 1959);
- « L'aéronautique militaire et le droit des gens », « Subordination et coopération militaire internationale » - (Florence 1961);
- « Les garanties des droits individuels dans la répression disciplinaire et pénale militaire » - (Strasbourg 1964);
- « Les délits militaires », « L'extradition pour délits militaires » - (Madrid 1967);

* *Secrétaire général de la Société internationale de droit pénal militaire et de droit de la guerre.*

(1) *Algérie, Argentine, Australie, Autriche, Belgique, Bangla Desh, Brésil, Cameroun, Canada, Chili, Congo Brazzaville, Côte d'Ivoire, Danemark, Egypte, Equateur, Espagne, Etats-Unis d'Amérique, France, Ghana, Grande-Bretagne, Grèce, Hongrie, Irlande, Israël, Italie, Japon, Luxembourg, Mexique, Nigeria, Norvège, Nouvelle Zélande, Pays-Bas, Pérou, Pologne, Portugal, République fédérale d'Allemagne, Suède, Suisse, Thaïlande, Tunisie, Turquie, Union Sud-Africaine, Venezuela, Yougoslavie, Zaïre, Zambie.*

(2) *Les travaux des congrès sont publiés dans les Recueils de la Société et peuvent être obtenus auprès du secrétariat général de la Société, Palais de Justice, B-1000 Bruxelles.*

- « L'obéissance militaire au regard des droits pénaux internes et du droit de la guerre », « La notion de guerre et de combattant dans les conflits modernes » - (Dublin 1970);
- « Le cessez-le-feu », « Exécution des peines privatives de liberté infligées à des militaires » - (La Haye 1973);
- « Les droits de l'homme dans les forces armées » - (San Remo 1976).

Les statuts de la Société portent que celle-ci a comme but la recherche de l'harmonisation des droits internes tant entre eux qu'à l'égard des conventions internationales en matière de droit militaire pénal et disciplinaire et la promotion d'un droit de la guerre établi dans le respect des droits de l'homme.

Le droit pénal militaire est un des instruments qui contribuent à la protection nécessaire des intérêts militaires de l'Etat. Cette protection doit toutefois être recherchée sans porter atteinte aux droits de la personne humaine; le citoyen peut certes être appelé à sacrifier une parcelle de l'exercice de ses libertés individuelles, mais cette parcelle doit être aussi réduite que possible. Pour contribuer à la modernisation de cette branche du droit, les promoteurs de la Société ont à juste titre pensé que l'information réciproque sur les solutions appliquées dans un grand nombre de pays constituerait une aide précieuse à la solution des problèmes analogues. Des tendances au renouveau se sont en effet manifestées ces dernières années dans de nombreux pays.

Le droit de la guerre réclame également que les règles claires et précises établies dans les Conventions de La Haye et de Genève et dans les Protocoles additionnels à celles-ci, soient mieux observées.

Ces traités internationaux doivent d'ailleurs encore être adaptés à l'évolution des formes de belligérance. L'opinion mondiale qui espère la disparition définitive des guerres exige qu'en attendant les victimes de la guerre au moins soient protégées et que les droits fondamentaux de l'homme soient sauvegardés.

En dehors de tous conflits, les alliances militaires et la coopération militaire internationale entraînent le stationnement de troupes étrangères sur le territoire d'un autre pays, ce qui constitue une source inévitable de problème juridiques. Une information convenable peut aider à harmoniser les législations et à concrétiser les objectifs et la coopération internationale.

Une Revue internationale de droit pénal militaire et de droit de la guerre est publiée sous les auspices de la Société. Après quinze ans d'existence, cette Revue compte un millier d'abonnés dans les milieux judiciaires, militaires et universitaires de plusieurs pays. Parmi les études publiées en six langues (1) relevons principalement celles relatives à l'interprétation du statut des forces de l'OTAN, au fonctionnement des juridictions militaires dans de nombreux pays, à la répression pénale militaire et au droit disciplinaire, à l'histoire du droit militaire et à de très nombreux aspects du droit de la guerre dont l'enseignement et la diffusion du droit humanitaire; nous ne pouvons passer sous silence les références fréquentes au droit spatial ainsi qu'à la convention de la Haye sur la protection des biens culturels; il est encore à noter qu'une étude a été consacrée à l'examen de plusieurs aspects importants des rapports existant entre le terrorisme et le droit international de la guerre.

La Revue publie également des chroniques de législation, des sommaires de la jurisprudence relative au droit militaire de plusieurs pays ainsi que des comptes rendus d'ouvrages de droit militaire et de droit humanitaire parus dans le monde. Récemment une nouvelle chronique traitant principalement de la réaffirmation et du développement du droit humanitaire a vu le jour; il en est de même d'études consacrées à l'enseignement du droit de la guerre. Par ailleurs une chronique substantielle des revues familiarise le lecteur avec tous les sujets de nature juridique touchant les forces armées.

Les activités de la Société ne se limitent pas à l'organisation de congrès et à la

publication d'une Revue. A cet égard, il convient, me semble-t-il, de souligner l'importance des activités déployées par trois groupes de travail institués au sein de la Société dans le but de développer la collaboration internationale dans des domaines particuliers. Le Comité de protection de la vie humaine dans les conflits armés est le groupe le plus ancien ayant été constitué en 1961. Ce comité composé de juristes et d'officiers, permet une confrontation des aspects techniques et juridiques de nombreux problèmes avec la réalité des conflits armés actuels. Ce même comité a également organisé un colloque de droit humanitaire à l'occasion du centenaire de la Déclaration de Bruxelles concernant les lois et coutumes de la guerre.

La Commission de criminologie militaire étudie les causes et les manifestations du phénomène criminel en milieu militaire, domaine peu exploré tant par les criminologues que par les juristes. L'opposition principale à laquelle ses travaux se sont heurtés au début provenait du caractère secret des récentes statistiques et ceci s'explique par des motifs de sécurité militaire. Cette opposition a depuis lors disparu, ce qui a permis de publier les premiers résultats d'une enquête sur les statistiques existantes ainsi qu'une analyse des facteurs de désertion et d'insubordination. Des études ont également été consacrées à la prévention de la délinquance militaire et aux méthodes de traitement du délinquant dans l'armée, au problème de la formation des officiers dans le domaine de la criminologie, à la toxicomanie dans les milieux militaires, et aux incidences de l'alcoolisme sur la délinquance des militaires.

Un troisième groupe de travail s'occupe de l'histoire du droit pénal et disciplinaire militaires.

A côté de ces groupes de travail, il faut aussi signaler l'existence du service de documentation de la Société qui détient entre autres de nombreux recueils de lois pénales militaires. Ce service diffuse également des questionnaires relatifs à l'état du droit militaire dans les pays représentés au sein de la Société. Les activités de la Société depuis sa création ont démontré que les contacts entre juristes et officiers originaires de pays différents ont contribué non seulement au développement de ces branches du droit mais aussi à l'établissement d'amitiés durables.

Le prochain congrès d'Ankara

En automne 1979, la Société internationale de droit pénal militaire et de droit de



Le VIIème Congrès international de la Société fut organisé à San Remo du 23 au 28 septembre 1976 avec la collaboration de l'Institut de droit humanitaire de cette ville. On voit sur cette photo le bureau de la séance d'ouverture du Congrès. De gauche à droite : MM. GENESIO, secrétaire général de l'Institut international de droit humanitaire; LAD-TANZYO, secrétaire d'Etat à la Défense Nationale d'Italie; l'Ambassadeur SPINELLI, Président de l'Institut international de droit humanitaire de San Remo; l'avocat général de la Cour de Cassation de France PAUCOT, Président de la Société; dell'ANDRO, secrétaire d'Etat à la Justice d'Italie; le député de la Chambre italienne PENNACCHINI, Président du groupe Italien de la Société; BOSLY, secrétaire général de la Société; le professeur ROBERTSON, ancien directeur des Droits de l'Homme au Conseil de l'Europe à Strasbourg.

la guerre tiendra son 8ème Congrès international dans la capitale de la Turquie.

Le thème en sera « La compétence des juridictions militaires ». Les travaux préparatoires sont dès à présent en cours dans de très nombreux pays où des groupes de travail rédigeront des rapports nationaux. Dans ces rapports seront recherchées, exposées et discutées, les raisons d'être des juridictions militaires. Après un rappel historique du développement de ces juridictions dans les différents pays, les débats porteront sur le point de savoir si et dans quelle mesure, en tenant compte de l'évolution actuelle des mentalités, ces juridictions particulières sont encore justifiées. Ces juridictions respectent-elles le principe de l'égalité des citoyens ? D'autre part, peut-on soutenir que ces juridictions s'imposent en raison des obligations particulières des militaires pour assurer la défense du pays. Faut-il, par ailleurs, pour garantir le respect de ces devoirs et des intérêts supérieurs de la Nation que les manquements éventuels soient soumis à l'appréciation de ceux qui ont une parfaite connaissance du milieu militaire et sont le mieux à même de mesurer l'impact de la faute commise ? Si le maintien de ces juridictions paraît souhaitable, leur compétence doit-elle être limitée aux infractions pénales et éventuellement disciplinaires militaires ou s'étendre à toutes les infractions qui peuvent ébranler la discipline militaire ? Cette compétence doit-elle être différente en

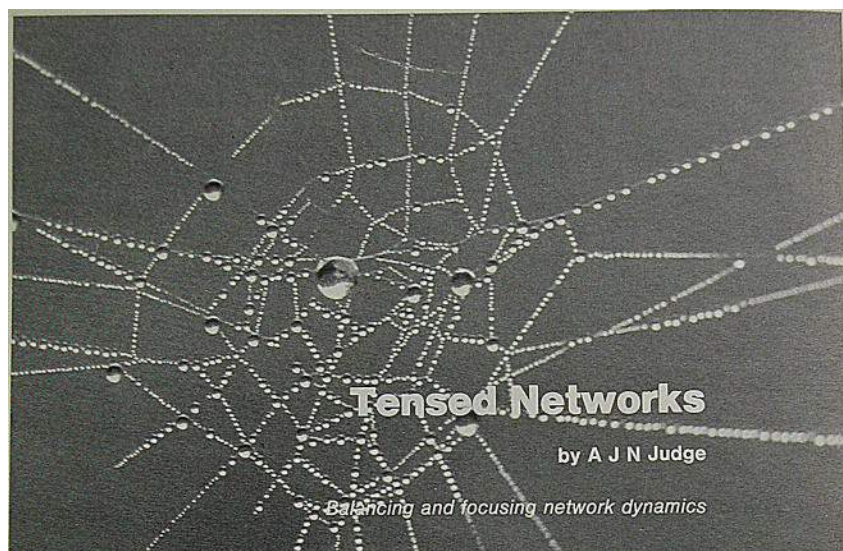
temps de paix, en temps de guerre, en temps de crise internationale, etc. A l'étranger, ne doit-elle concerner que les militaires de la force armée se trouvant sur ce territoire ou également « l'élément civil » et « les personnes à la suite et celles autorisées à suivre un corps de troupe », etc. ? Quelle est l'étendue de cette compétence à l'égard des prisonniers de guerre et éventuellement des internes civils ?

D'autres problèmes doivent aussi être examinés. Par exemple, faut-il des juridictions administratives militaires dont les décisions influenceraient notamment le statut des militaires (promotion, perte de grade, privation d'emploi, autres sanctions statutaires).

Si ce Congrès a le même succès que les précédents, il réunira à Ankara environ 300 spécialistes du droit militaire. Ils auront également l'occasion, avec les membres de leurs familles, de découvrir la Cappadoce et d'autres régions de la Turquie d'Asie.

Le principal responsable de l'organisation du Congrès en Turquie sera M. l'Avocat Sahir Erman, professeur de droit pénal à l'Université d'Istanbul. Celui-ci trouvera auprès des Forces armées turques tout l'appui nécessaire à la réussite de cette importante réunion scientifique.

(1) Allemand, Anglais, Espagnol, Français, Italien, Néerlandais.



*in response to networking diseases**

The 1970s have seen the development of considerable enthusiasm for « network » building, whether among individuals or among groups and institutions. Much hope has been attached to this « alternative » vehicle for action following the failure of « coordinating bodies » and « organizational systems » to respond to the perceived needs without imposing unwelcome forms of order. Recommendations to create a network are widely felt to be low-key, low-threat options in a variety of sensitive situations. As such they may also serve as convenient (« cosmetic ») tokens of action where « effective » action is not considered possible.

The purpose of this paper is to examine some of the assumptions underlying the enthusiasm for networks and their operation in practice. It is hoped that such an exercise will identify some of the pitfalls of the network option and identify possibilities for improvements.

Minimal requirements for network emergence

The creation of networks is facilitated by the following factors which should be contrasted with their equivalents in conventional organizations.

1. Minimal commitment:

A member of a network is seldom obliged to make any major commitment to the network or to other members individually. Any strong commitments may be made on an ad hoc basis, but they may also be avoided. Pressures to respect network obligations are mitigated by the member's self-arrogated right to reserve re-

sponse to such pressures. Participation tends to be undemanding.

2. Diffuse membership :

It is characteristic of many networks that the membership boundary is unclear. Particularly when the network does not have a single controlling centre, portions of the network may relate closely to bodies not perceived by other portions to be part of the network. Such bodies may perceive themselves to be part of the network and may be so perceived by those to whom they relate. Membership is often not of the card-carrying variety and is more a question of degree of involvement as perceived by others over a period of time. Consequently some are considered members who do not perceive themselves to be, and others are not so considered although they may well perceive themselves to be. A network of interacting bodies may of course exist even though it is not recognized or labelled as

a network. This is often the case with « invisible colleges » (1).

3. Minimal organization :

Since networks are frequently created to avoid conventional modes of organization, and since alternative modes tend themselves to be lacking or suspect, little can be done to « organize » a network.

Responsibilities can seldom be allocated, since an « allocator » is not recognized and there is little obligation to respect such allocation anyway. A degree of organization is introduced through agreement that a particular body should process information for the network. Such activities exert a pressure on other members which results in a minimum amount of organization. However this may effectively be equivalent to the action of a newsletter or journal on its readership - even if some « readers » are stimulated to correspondence, others to write arti-

() Working paper for a meeting of the United Nations University GPID project (Geneva, October 1978).*

clés, and others to participate in « readers clubs ».

4. Minimal expectations :

It is characteristic of many networks that members do not necessarily have high expectations concerning the action of the network. Frequently networks are conceived as auxiliaries or complementary to action which members may undertake individually through other (conventional) structures. Or alternatively networks may function where expectations are reasonably low because it is recognized that major or sudden progress is not possible, particularly through conventional structures.

5. Diffuse concerns :

Whilst some networks have very specific concerns, the members of others have a wide-range of preoccupations which overlap or reinforce each other in a complex manner. Of particular importance are those cases where the domain of interest of the network is highly complex, trans-disciplinary and involving a variety of possible responses (research, political action, personal life-style change, etc.). The concerns of the network as a whole may well be extremely elusive to the point that members recognize each other less in terms of a shared attitude to present concerns, and more in terms of a shared response to potential future concerns.

6. Minimal organization of preoccupations:

It follows from the previous point, and from point 3, that the concerns of a network are seldom well structured. The complex subject domain may resist conventional efforts to organize it and members may themselves resist efforts to order their perceptions of it within any particular framework. Where an effort is made to use some framework, this tends to be viewed as an administrative convenience minimally related to the non-explicit substantive ordering of the domain. It follows from this that conceptual integration tends to be a major difficulty (even if its desirability is not rejected for reasons analogous to members rejection of the organizational coordination or integration, which gave rise to the network in the first place). Efforts to use the network model to structure the substantive concerns have not paralleled its use to structure the relations between members.

7. Minimal collective learning :

Since a network maintains no central repository of written records, collective learning (if any) tends to take an oral form. This can be powerful in its own way but fails to build up a body of knowledge (as opposed to lore) which can be drawn upon on suitable occasions.

8. Minimal activity:

It follows from the above points that the network, as a network, is often characterized by minimal activity or productivity,

verging on total passivity or inertia. But again the requirement that a network be « productive » or « active » may well be rejected by members in favour of « being » (as opposed to « doing »). As with the traditional « old boys network », its significance emerges from its existence, not the specific activities which it may facilitate from time to time. This is not to deny that a network may suddenly be activated in response to some specific situation (e.g. a crisis, an election, etc.), although in becoming « active » its members may prefer to create one or more conventional (ad hoc) structures through which to work.

9. Unpredictable potential transformation :

As implied by the previous point, most of the above characteristics need to be qualified by the fluidity of networks and the attitudes of members towards them. Networks can change and evolve very rapidly, to the point of manifesting characteristics contrasting markedly with those noted above. It is not clear what factors contribute to, or trigger, such changes.

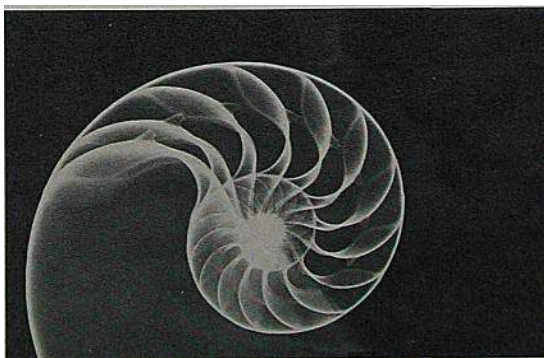
Unpleasant networking realities

In continuing this study, it should be noted that the purpose is to highlight the weaknesses of network activity not its many strengths which have been adequately lauded elsewhere (2, 3, 4). Clearly combinations of the weaknesses noted above may result in a network of minimal significance, if only to those who tend to perceive themselves as members. Such activity as there is may then be characterized by :

- regular contact between key members only
- irregular or no contact with some members
- member contact (if any) with central elites and rarely (if at all) with other members

- fragmentation of the network into sub-networks
- member activity only in response to stimulus or to occasions, namely not self-activating or continuous
- member dependence on continuing encouragement, whether verbal or in the form of some financial support (namely « activated » members as opposed to « self-activating »)
- limited ability of members to process communications from other members and to integrate them into some larger framework
- reliance on forms of communication which in themselves hinder integration and collective learning (or action) :
 - presentations, or exchanges of documents, in a « show-and-tell » spirit, to impress others of the importance of particular isolated activities
 - publication of collections or compilations of documents which require that the reader perform the task of integration which the contributors avoid
 - presentation of results as the work of individual member bodies rather than as an integration of their thinking
 - member interaction designed to improve respective individual contributions but not to integrate them
 - inability to focus (or build) on issues raised by individual contributions, or on the lacunae which emerge between them
 - different skills and perspectives remain alien (or occasionally hostile) to each other and do not lead to the production of a framework which exemplifies their complementarity.

Difficulties such as these are due to many factors which will become better known in the future. However, insofar as the network is designed to reinforce what the members are doing individually anyway, it comes to be evaluated against the ability of the member to act without the network. This loses sight of what the net-



work can achieve as a whole. This is examined below by considering the « communication units » and « communication frameworks » within the network.

Networking operations

A. Communication units :

by this is meant the physical unit for information transfer.

For example :

- books in a library network
- bibliographical records or abstracts in a documentation network
- transactions in a financial network
- papers (or verbal presentations) in a research network
- event announcements in an « alternative » network.

These examples suggest distinctions such as :

- some networks exist only to ensure the transport of the units, and their significance lies in their ability to do so throughout the network
- the units transferred in some networks are of value to the members as indicators of action they can perform elsewhere independently of the network. In the case of the research network, it is supposedly the facts and concepts contained within the communicated units (i.e. the papers) which are of value to members. But in such a network, presumably the idea is not only for members to « feed » each other so that they can act better elsewhere independently of the network. The contents of the communicated units are supposed to be processed, evaluated, and reordered into more useful patterns within the network. The question is whether, by emphasizing the use of papers as communication units in a research network, this obstructs the communication and integration, of the ideas that they contain. By embedding a useful idea in a (lengthy) paper, it may be easily overlooked and filed with the paper under « waste paper ». The same is true of a verbal presentation, a debate, or any form of dialogue. The essential logical units upon which collective learning and progress depend quickly drift into oblivion under current procedures. Against this it may be argued that key concepts are retained, despite the enormous wastage considered acceptable. Or alternatively, if emphasis is placed on the learning process, then whether or not ideas are
 - lost is irrelevant, since similar ideas will be rediscovered on the next occasion that the process is activated.

B. Communication framework :

By this is meant the setting within which the communication units are exchanged.

For example :

- a « visit », with its many opportunities for discussion and exchanges of opinion
- a face-to-face group meeting, namely a form of « multilateral visit »

- a newsletter, bulletin, etc.
- a journal or compilation of papers
- a data network.

Clearly when the prime purpose of the network is to transfer the units between the members, no special difficulty arises. But when, as in the case of a research network, the network as a whole has to process, evaluate and integrate the logical units contained within the physical units, then further questions must be asked concerning the communication framework :

- does it ensure storage and retrieval of logical units (as opposed to physical units), or is there extensive leakage of logical units into oblivion
- does it provide facilitative processes to ensure the juxtaposition and integration of logical units, not only of a similar kind, but also where dissimilar units have to be maintained in a dynamic balance or state of complementarity
- does it ensure that all resources assembled at any one time (e.g. at a meeting) interact appropriately, or:
 - is much time devoted by all to polite attention to a speaker repeating (familiar) arguments already circulated in writing
 - do some participants feel inhibited, intimidated or unable to interact effectively because of the momentum established by the articulate minority (however incorrect the viewpoint promulgated)
 - do some issues, of major interest to a minority of participants, remain undiscussed because of the agenda setting procedures and convenient time constraints.

Containing and focusing network dynamics

The previous section clarifies the central problem associated with those networks which have potential, as a network, to move to a new level of significance. The problem is one of containing and focusing the wide variety of ideas generated so that they interact appropriately to permit the emergence of new insights of a more comprehensive and more integrated nature.

But « containment » would appear to imply a networking philosophy which is contrary to that which prevails. It implies a level of discipline which the first section (above) shows to be uncharacteristic. And yet in some kinds of networks a major effort is made to minimize « leakage » or maximize « coverage » (e.g. inter-bank, bibliographical, etc.). The looser inter-personal or inter-institutional networks would tend to view this as a step towards « coordination » with all its attendant ills. And indeed the problem is neither so challenging, nor so potentially rewarding, in the case of networks : (a) which allow themselves to be coordinated from a central point - for these are merely loose or disguised hierarchies; or

(b) which are solely concerned with the « transport » of communication units between network members - for this is primarily a hardware and standardization problem, even if all communication passes via a central clearing point. The challenge lies more with networks whose members could interact as much (or more) with each other as with (or via) any central point. A clue to a remedy would seem to lie in the complementary attributes of tension/compression which are characteristic of hierarchical systems but are absent from inter-institutional networks (5). Such networks, as shown above, tend to be « flabby » and « sloppy ». However the « jackboot » characteristics of hierarchical systems, to which the tension/compression attribute contributes, are equally unsatisfactory. The problem would thus seem to be that existing networks are « untensed », whereas hierarchical systems have an undesirable form or degree of tension/compression (for some purposes at least). The lack of tension in networks is particularly evident in the tendency for « distance » to be established between those ideas (or, more irrationally, those advocating them) which are antagonistic to one another or perceived in some way as incompatible. The normal consequence is for no relation to be established between them - or worse still, their advocates ignore each other, refuse to dialogue, or even adjust the interaction lines within the network so that no further interaction is possible. This is how a network keeps itself « cool ». It is also how it renders itself irrelevant because the resulting lines of communication tend to favour « conceptual incest », or some organizational equivalent.

A desirable level of tension may therefore be introduced by maintaining « confrontation » (compression) relationship between opposing ideas (or even between the bodies supporting them). The difficulty is that such relationships tend to break the network apart, as noted above. But this tendency may be opposed by « compatibility » (tension) relationships between mutually supporting ideas (or even their corresponding advocates). The challenge is to balance the confrontation and compatibility relationships within an appropriate structural configuration of a non-hierarchical variety (N.B. They are not balanced in a hierarchical structure). The result would be a tensed network.

Relatively little is known about such tensed networks and that is limited to general principles derived from the study of structure in the abstract (but from a design viewpoint). An attempt has been made to show the relevance of such studies to the elaboration of a rich variety of alternative forms of organization - whether of groups or of concepts (5). Exploring this avenue further should show how the key networking problems of leakage, storage, integration and fo-

cus of logical units can be resolved within the framework of such tensed networks. Of special interest is that the « energy level » of the network increases the more it is tensed, namely the greater the number and variety of incompatible elements that can be balanced within the configuration by compatibility relationships.

Tensed networks and social reality

The moment there is a question of interrelating incompatible logical elements, the gap between theory and reality is highlighted. If the elements are « incompatible » they cannot be integrated within a theoretical framework dependent, as most are, on logical compatibility. The problem of interrelationship between such elements tends of necessity to be of no theoretical interest. An analogous problem exists between institutions. Unless they are compatible, in the sense of having the same legal, ideological, or substantive basis, they cannot be integrated within an institutional framework dependent on such compatibility. The problem of interrelationship tends to fall outside normal institutional concerns, and is « dumped » under « public relations ». And, in fact, networks have been developed to overcome the problems to which this closure gives rise. Despite these two tendencies, social reality contains incompatible elements of both a theoretical and an institutional kind, with the one often reinforcing the other. And it is their incompatibilities which are significant in the dynamics of that reality. Tensed networks thus constitute an interesting bridge between compatibility and incompatibility and could possibly provide a more adequate reflection (or model) of social reality. It is important to draw attention in this way to the limitations associated with the conventional fixation with the need to advocate monolithic theoretical or institutional frameworks from which incompatibilities have been hygienically removed - despite the high probability of their persistence in society. There is a special irony in the tendency of some networks to recommend such frameworks when their members are unable themselves to tolerate the monolithic character of such structures.

Facilitating networking

The communication frameworks (see above) used by networks do not lend themselves readily to containing and balancing network dynamics within new configurations-as suggested by the preceding sections. One form of communication which is ideal for this purpose is computer conferencing. Its relevance to a research network has been described elsewhere (6), together with the importance of « intermediate communication interfaces » where computer technology is not appropriate. A study should be made to compare the costs and advantages of using this approach with those of assembling individuals at a meeting. However, even when individuals are physically assembled at a meeting there are many problems of ensuring the best utilization of the intellectual resources so mobilized. Such meetings deteriorate only too easily into communication frameworks characterized by leakage, fragmentation and lack of focus of logical units. The possibility of using computer conferencing to enhance face-to-face meetings has been explored elsewhere (7). The technique was used in this way in 1976 at a Congress of the International Society for Technology Assessment (8).

Further work required

(a) Tensing Networks: in search of clues

There are interesting constraints on the manner in which networks can be tensed by the introduction of confrontation elements. In order for there to be a balance between such counteracting (compression) elements, some degree of symmetry is required. In fact, in the absence of symmetry it is difficult (although not impossible) to tense a network satisfactorily. A good guide to reflection is the problem of tensing a (fishing) net. Even if it were torn in many places, it would still be overly simple because it is planar. As such it could only be tensed by pulling externally on its perimeter - which would constitute a model of external dependence. Of greater interest is the closed net (e.g. a string shopping bag). Here the network can be tensed against itself by

inserting enough (compression) struts between adjacent knots until the resulting spheroid can no longer be crumpled. However, in order to do this effectively attention needs to be given to the allocation of the struts. This is where symmetry enters the picture.

Just how much attention needs to be given to symmetry is not clear. But by exploring symmetry constraints, ideas emerge concerning some of the ways in which networks can be tensed, even if such formulae are only ideal types to which no natural network will conform exactly (cf. the relationship between naturally occurring crystals and crystal symmetry classes).

In the spirit of the search for clues to answers, rather than in the hope for immediate answers, an attempt has made to identify the range of symmetry forms which help to understand more about how networks can be tensed. This is done (see pp.) for both 2-dimensional and 3-dimensional forms, since understanding of the one is a guide to understanding of the other. This approach is a development of earlier work (1) and was originally prepared in connection with an analogous problem with networks of concepts (9).

(b) Network self-representation
Some means is required to represent the variety of issues, questions, assumptions, concepts, etc. with which the network is concerned. The representation should provide an integrative overview, preferably in (wall) chart form, reflecting areas of compatibility and areas of confrontation. (A description of such a meeting aid will appear in a forthcoming issue).

(c) Network diseases
To give greater clarity to thinking about the manner in which networks can fail, it would be useful to examine the varieties of network « disease ». (See, for example, pages 486-489).

(d) Network function/dysfunction maps
It should be possible to condense insights concerning how a network functions (2, 3, 4) onto a single sheet in the form of a « map ». This should also indicate the various ways in which a network can fail or be drawn into some state of imbalance. Such maps could constitute a valuable guide to working with networks.

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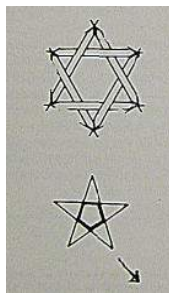
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Summary of symmetrical 2 and 3-dimensional forms

A: 2-DIMENSIONS (circular symmetry)
Stability : If a square or polygon is made from a series of struts which define its edges, and if those struts are connected by flexible joints, the resulting figure can be distorted and is therefore unstable. To be stable a shape must have its faces composed of triangles. If triangulation is done with tension elements, the shape cannot be distorted in 2-dimensions, but it is unstable if lifted off the plane surface.

1. Struts linked end-to-end in a "ring" pattern: N struts enclose an area of the form of a regular polygon.
N= 3, triangle
4. square
5. pentagon
6. hexagon
7. heptagon
etc.

1.2.3 Starts linked end-to-end in several overlapping (or interweaving) « ring » patterns enclosing an area of the form of a regular polygon
N = 6, triangles (2)
8, squares (2)
9, triangles (3)
10, pentagons (2), etc.

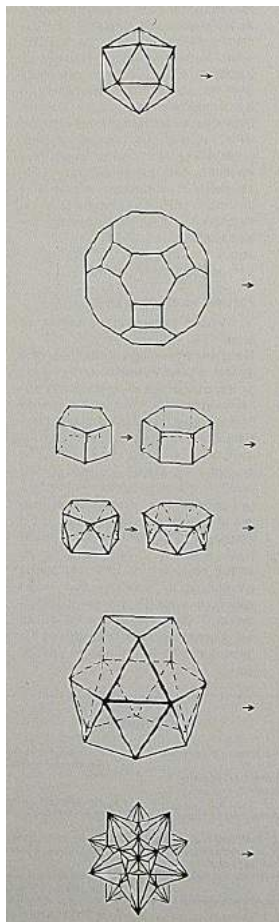


- 1.4.1 Elaboration of central symmetry by "stellation".
- 1.4.2 Elaboration of central symmetry by "faceting".



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Los Angeles, University of California Press, 1976

WITHOUT TENSION ELEMENTS



B: 3-DIMENSIONS (spherical symmetry)
Stability: If a cube or polyhedron is made from a series of struts which define its edges, and if those edges are connected by flexible joints, the resulting figure can be distorted (and is therefore unstable) unless all the faces are triangular (as in the tetrahedron, octahedron or icosahedron). Certain counteracting configurations of struts and tension elements (tensegrity structures) are stable without triangular faces. The resulting network of tension elements outlines the polyhedral form on which the tensegrity structure is based.

1. Strut end linked to M other ends; N struts enclose a volume.
1.1 Equal faces forming 5 regular polyhedra
N = 6, tetrahedron (4 triangles)
12, octahedron (8 triangles)
12, cube (6 squares)
20, icosahedron (20 triangles)
30, dodecahedron (12 pentagons)

1.2 Equal face arrangement around each vertex
1.2.1 forming 13 semi-regular polyhedra
N = 18: truncated tetrahedron

24, cuboctahedron
36, truncated octahedron
36, truncated cube
48, small rhombicuboctahedron
60, icosidodecahedron
60, snub cube
72, great rhombicuboctahedron
90, truncated icosahedron
90, truncated dodecahedron
120, small rhombicosidodecahedron
150, snub dodecahedron
180, great rhombicosidodecahedron

1.2.2 forming facially regular prisms (i.e. not spherically symmetrical)
N = 9, triangular prism
12, square prism (i.e. cube)
15, pentagonal prism
18, hexagonal prism
21, heptagonal prism, etc.

21, heptagonal prism, etc.
1.2.3 forming facially regular antiprisms (i.e. not spherically symmetrical)
N = 6, triangular antiprism (i.e. octahedron)
16, square antiprism
20, pentagonal antiprism
24, hexagonal antiprism, etc.

1,3 Unequal face arrangement (regular face only)

1.3.1 Portions of 1.1 or 1.2.1 (14 forms)
1.3.2 Joining polyhedra from 1.1
Joining polyhedra from 1.1 or 1.2.1 to
those from 1.3.1 (15)
1.3.3 Joining polyhedra to those from 1.2.2
(26)

1.3.4 Joining polyhedra to those from 1.2.3
(11)

1.3.5 Special cases (8)
1.3.6 Joining polyhedra from 1.3.1 and from 1.3.6 (18)

(N.B. These are not spherically symmetrical).

1.4.1 Elaboration of central symmetry by
"stellation" (equal regular faces only)
N = 30, small stellated dodecahedron
30, great stellated dodecahedron •

1.4.2 Elaboration of central symmetry by
- faceting - (equal regular faces only)
N = 30, great dodecahedron
30, great icosahedron

WITH TENSION ELEMENTS

2. All struts pass (approximately) through centre point; ends do not touch and are linked by tension elements (outlining a regular polygon).
 $N = 2$, square outlined
 $N = 3$, hexagon outlined
 $N = 4$, octagon outlined, etc.

a. Strut ends overlap (but are only connected via tension elements), enclosing an area in the form of a regular polygon.
 $N = 3$, triangle
 $N = 4$, square, etc.

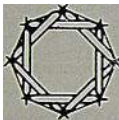


4. Strut ends linked together to form a regular polygon; tension links from vertices to a common central point
 $N = 3$, triangle
 $N = 4$, square, etc.

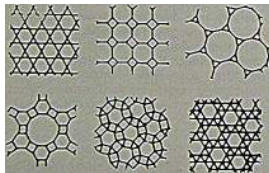
5. Strut ends linked together with struts overlapping; vertices linked by tension elements.
 5.1 Forming a continuous circuit (for N odd)
 $N = 5$, pentagram
 $N = 7$, heptagram, etc.



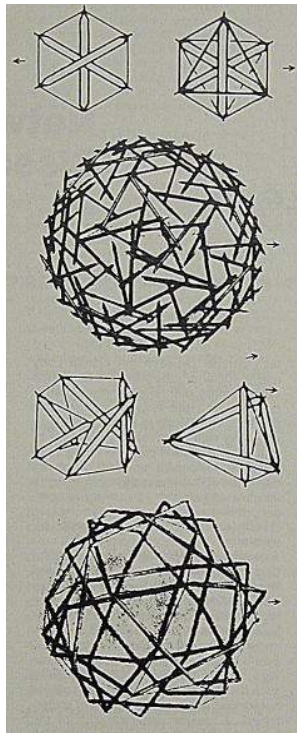
- 5.2 Forming independent overlapping (or interweaving) circuits
 $N = 6$ (2 triangles)
 $N = 8$ (2 squares), etc.



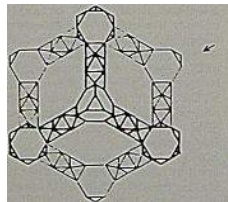
6. Regular polygon strut patterns linked together (e.g. as tessellations)
 6.1 Same polygonal shapes
 6.2 Same polygonal shape arrangement about each vertex



- 6.3 Various polygonal shape arrangement about each vertex
 7. Strut ends linked so as to nest one regular polygon within another; the two polygons are linked by tension elements.



COMPOUND FORMS



2. All strut centres pass (approximately) through centre point; ends do not touch but are linked by tension elements (outlining a regular polyhedron)
 $N = 3$, octahedron outlined
 $N = 4$, cube outlined, etc.

- 3.1 Tensegrity diamond pattern with struts enclosing a volume; external tension elements outline a regular polyhedron
 $N = 6$, octahedron
 $N = 12$, cuboctahedron, etc.

- 3.2 Tensegrity zig-zag pattern with struts enclosing a volume; external tension elements outline a regular polyhedron
 $N = 6$, tetrahedron
 $N = 12$, octahedron
 $N = 30$, icosahedron
 $N = 36$, cube, etc.

- 3.3 Tensegrity prism, with struts not enclosing a volume (i.e. not spherically symmetrical)
 $N = 3$, triangular prism
 $N = 4$, square prism, etc.

4. Strut ends linked to form a regular polygon with a single strut passing at right angles through the centre point of the plane. Vertices linked to the ends of the single strut. (N.B. not spherically symmetrical)
 $N = 4$, triangular polygon
 $N = 5$, square polygon, etc.

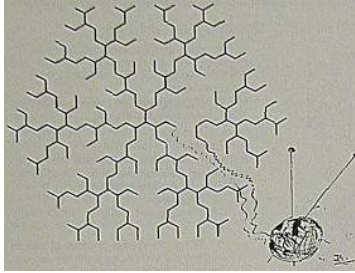
5. Strut ends linked together with struts interweaving; vertices linked by tension elements.
 5.1 Forming a continuous tensegrity circuit pattern.

- 5.2 Forming a tensegrity made up of several independent interweaving circuit patterns of struts (each forming a regular polygon)
 $N = 9$, triangular circuits (3) : cuboctahedron
 $N = 12$, square circuits (3)
 $N = 15$, pentagon circuits (3)
 5.3 Forming a tensegrity made up of several independent

- 5.3 Forming a tensegrity made up of several independent interweaving circuit patterns of struts (each forming a polyhedron)
 $N = 12$, tetrahedra (2)
 $N = 18$, tetrahedra (3)

6. Regular polyhedral (or tensegrity) forms linked together (e.g. as cylindrical masts, arrays, etc.) (N.B. The compound form may be spherically symmetrical if the constituent polyhedral forms are appropriately chosen and linked)
 6.1 Same polyhedral forms.
 6.2 Same polyhedral form-arrangement about link points.

- 6.3 Various polyhedral form arrangements about link points.
 7. Strut ends linked so as to form regular polyhedra (or tensegrities) nested one within the other; the two structures are linked by tension elements.



Networking Diseases

Speculations towards the development of cures and preventive measures

Previous approaches

Despite widespread exposure to organizations and organizational systems in various states of growth, health and decay, it would appear that there is no convenient checklist of the malfunctions to which organizations are subject. The matter is of course normally broached through the various kinds of management problem, and the measures required to « get an ailing organization on its feet again ». But the range of possible malfunctions is not identified as such, particularly for the kinds of structures - like networks - which are supposed neither to require, nor to lend themselves to, management.

In order to focus thinking more clearly on the malfunctions to which networks may be subject, some guidelines are required to provoke recognition of unforeseen possibilities which might otherwise go unrecognized. In passing one may note the effort by Michael Haas (ref. 1, see Table 1) to identify the different kinds of « asymmetry » to which systems may be subject. However he defines asymmetry as « an attribute of a system which may vary over time, space, and other such dimensions ». Such asymmetry may or may not be viewed as associated with some kind of malfunction.

For a deliberately humorous attempt to identify how systems fail, a recently published book on «systemantics» merits attention (2; see also book review in this issue, pp. 491). The humour does not detract from an underlying profundity. An attempt to categorize different kinds of system problems (See table 2) also throws some light on the matter.

An alternative approach

A much more specific range of system malfunctions is effectively represented by the range of diseases - the human organism being that which has attracted most attention and resources. Diseases of the human system have been incorporated into a detailed classification scheme by the World Health Organization (3). To the extent that there is even a

faint parallel between the human body and a social organization (as has often been pointed out), such a classification can then be used to provide suggestive pointers to the kinds of things which may go wrong with networks of individuals or groups. (It is indeed possible that a classification of animal or plant diseases might provide some additional insights and it would also be interesting to compare this exercise with an attempt to classify disruptions to environmental ecosystems).

As with our recent experiment in producing a Yearbook of World Problems and Human Potential (4), there will be some who consider that the very effort to identify such diseases is misplaced (even unlucky) and likely to invoke what it supposedly aims to guard against. This is however a misguided form of « positive thinking », if it is through the prevalence of such diseases that our efforts to facilitate networking are in fact impeded or undermined. A clearer understanding of the factors resisting the growth of networking is required.

Classification of diseases

The remainder of this article is therefore concerned with identifying the kinds of questions which might be asked concerning the networking diseases associated with each of the major categories in the WHO International Classification of Diseases (3). It is for the reader to determine how seriously the results are to be taken particularly if, as a member of a network, he or she recognizes many possible symptoms as being characteristic of that network!

Having identified such diseases, providing they have a basis in reality, the question is then how to move towards devising suitable cures and preventive measures. It may well be that network « health » is associated with the Kind of tension which results from the « tensed network » approach advocated elsewhere in this issue (5). But many other avenues could be explored.

WHO 000-136 Infective and parasitic diseases

Infective : Can networks become « infected » as a result of the transfer of some viewpoint (micro-organism) from another organization or network, such that once transferred the viewpoint is widely propagated throughout the network thus causing a particular disease ? What are the modes of infection, are there « carriers », what are the symptoms, what are the appropriate preventive measures, etc. ?

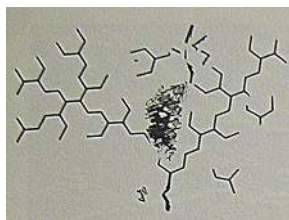
Parasitic: What kinds of «parasites» can flourish on networks as hosts, being indebted to the latter for their sustenance, though contributing nothing to their welfare ? Parasites may be comparatively harmless; or they may, by the mere irritation of their presence or by interference with the bodily functions of the host, give rise to troublesome symptoms; or they may even, by destroying vital parts or forming poisonous substances, lead to the death of the host.

WHO 140-239 Neoplasms (tumours)

Are networks subject to either (a) « benign » growths within their tissue structure, pressing neighbouring parts aside without invading them, or (b) « malignant » (cancerous) growths, spreading quickly, in a disorderly manner from point to point throughout the network, invading and destroying surrounding tissues and those in which they arise, tending to recur after apparently complete removal, and being very liable to ulcerate ? What might be the causes, symptoms and varieties of such disease ?

WHO 240-279 Endocrine, nutritional and metabolic diseases

Endocrine : Do networks effectively possess certain « organs » whose function is the production of certain kinds of information which play an important part in regard to general network operations and



the activities of other organs performing necessary counteracting functions ? Are such organs subject to diseases which can throw the network out of balance ? How many such organs and functions can be distinguished ? What are the symptoms of disease and of imbalance ?

Nutritional : What forms of nutrition (in the form of information) do networks effectively require ? Does an inadequate supply of certain kinds of information stunt the growth and development of a network ? Can the types of information be specifically identified together with the diseases to which their absence may give rise ? (Is it possible to design a « healthy diet » for a network ?)

Metabolic : To what extent do networks possess characteristic modes for processing information whereby their structure is maintained and energy is made available for various forms of work ? Are these processes subject to types of disease, whether in connection with the anabolic processes whereby incoming, information is constructively adapted for the use of the network, or with the catabolic processes by which energy is produced from the exploitation of stored information and with the production of waste products ?

WHO 280-289 Diseases of blood and blood-forming organs

Do networks effectively possess some kind of carrier medium which circulates throughout their extent conveying new information to isolated sectors and removing from them the (negative) waste products of networking activity ? To what diseases is the medium subject, and what are their causes and symptoms ?

WHO 290-315 Mental disorders

Networks control their own behaviour and attitudes by the appropriate transmission of information. Are disorders in this process liable to occur because of either predisposing causes (e.g. defects inherited from their progenitors, abnormal disposition or temperament) or exciting causes or stresses (e.g. various diseases, growth stresses during transition phases, deprivation and externally induced stress, anxiety-related stress) ? Do symptoms take the form of abnormal beliefs (delusions, hallucinations) or acts (aggression, auto-destruction, etc.) ? To what varieties of mental disorder may networks be subject (mania, melancholia, paranoia, schizophrenia, confusional states, mental enfeeblement) ?

WHO 320-389 Diseases of the nervous system and sense organs

Are networks subject to diseases with symptoms such as (a) disturbances of information input ability either in the form of loss of receptivity, hypersensitivity or perverted sensitivity, or (b) occurrence of more or less complete paralysis of whole portions of the network (possibly accompanied by spastic activity, whether or not in response to environmental stimuli, or general impairment in the power of coordination) ? What sort of environmental and other factors contribute to such diseases (pace of life, shocks, poisons) ?

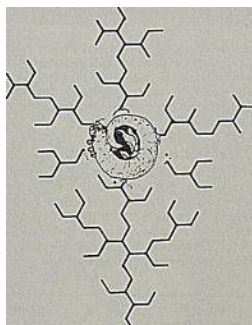
WHO 390-458 Diseases of the circulatory system

Given the possibility that networks effectively possess some kind of carrier medi-

um for the circulation of information, to what extent are networks subject to diseases resulting from the accumulation of the medium in particular parts of the network (congestion) or an inadequate supply to other parts? What are the symptoms and causes of such circulatory problems? (Is it possible that some networks suffer from « obesity » and lack of « exercise » ?)

WHO 460-519 Diseases of the respiratory system

Networks may be conceived as « breathing » information in order to revitalize their various parts. Are networks subject to diseases associated with irregularities in the breathing cycle ? Again what are the symptoms and causes of such respiratory problems ? (Is it possible to design some form of « breathing exercise » appropriate to a network?)



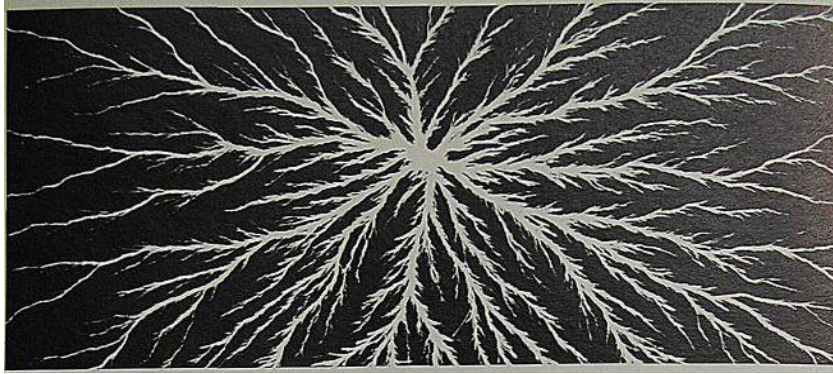
WHO 520-577 Diseases of the digestive system

Networks may be conceived as ingesting facts, which are broken down into a form which enables information to be extract-

Table below reproduced from : Michael Haas. Types of asymmetry in social and political systems. General Systems (Yearbook of the Society for General Systems Research), 12, 1967, p. 79.

TABLE 1
TYPES OF ASYMMETRY WITHIN SYSTEMS (Asymmetrical Terms Underlined>

	Resources	Demotypes	Attitudes	Behavior	Functions	Structures
Temporal	constancy	cosmopolitanizing inbreeding	<u>tides</u>	instability stability	continuity	situational persistent
Spatial	egalitarian	<u>segregation</u> desegregation	sectionalism systemization	variation uniformity	decentralization	deconcentration
Kinetic	<u>slack</u> mobilization	mobility	identification	uncohesive cohesive	immobilist dynamic	streamlined
Entropic	<u>strain</u> adequacy	<u>diversity</u> similarity	consonance	conflict cooperation	<u>d if fraction</u> fusion	integration
Allocational	equality	homogeneity	consensus	conformity	discriminative nonpreferential	undifferentiated
Transactional	imbalance balance	<u>migration</u> curtaining	<u>incongruence</u> congruence	bidirectional	<u>penetrated</u> nonpenetrated	unreciprocated reciprocated



ed from them, absorbed and assimilated throughout the network. Is it possible that networks may be subject to diseases associated with these processes? What would be their symptoms and causes ?

WHO 580-629 Diseases of the genito-urinary system

How do networks discharge the (negative) waste products arising from, or generated by, their activity? Are there diseases associated with this process ? If networks may be assumed to regenerate or reproduce themselves in some way, is this process linked in any way to

the discharge process? To what diseases might it be subject ?

WHO 630-678 Complications of pregnancy and childbirth

Smaller networks emerge within larger networks and may eventually break away. To what extent can this be viewed as a process of pregnancy and birth ?

What disorders are liable to be associated with this process ? How do they affect the parent network and its offspring ? (Should attention be given to some equivalent of midwife skills ?)

WHO 680-709 Diseases of the skin and subcutaneous tissue

As with a system (although probably different in kind), a network may be conceived as being separated from its environment by a boundary. Is it to be expected that such a membrane has functions analogous to those of protection, secretion, heat regulation and respiration ? To what kinds of diseases might such a boundary be subject : disorders of the « secreting apparatus », disorders relating to growth, « inflammatory affections », « nervous » disorders, « parasitic affections » ? How would these affect a ne-

TABLE 2

Scheme for classifying problems of quality and quantity in (a) physical, (b) biological, (c) psycho-social systems.

1. RESOURCE 1.1 Pool	— (OK)	Reduction Development Restructuration	3. SUB-SYSTEM STRUCTURE 3.1 Amount	Excess Insufficiency Imbalance — (OK)	Reduction Development Restructuration Protection
1.2 Usage	Excess Insufficiency Imbalance — (OK)	Reduction Development Restructuration Protection	3.2 Variety	Excess Insufficiency Imbalance — (OK)	Reduction
1.3 Replenishment	Excess Insufficiency — (OK)	Reduction Development Protection	3.3 Adaptation	Overspecialized Underspecialized — (OK)	Reduction Development Protection
2. PROCESS 2.1 Main	Hyperactive Underactive Imbalance — (OK)	Reduction Development	3.4 Inter-connectedness	Excess Imbalance — (OK)	Reduction Development Restructuration Protection
2.2 Growth	Hyperactive Underactive Imbalance — (OK)	Development Restructuration Protection	3.5 Competition	Excess insufficiency Imbalance — (OK)	Reduction Development Restructuration Protection
2.3 Regeneration (repair/ processes)	Hyperactive Underactive Imbalance — (OK)	Reduction Development Restructuration Protection	4. SYSTEM INTEGRATION 4.1 Control processes	— (OK)	Reduction Development Restructuration Protection
2.4 Evolution	Hyperactive Underactive — (OK)	Reduction	4.2 Order/central- ization	Excess Insufficiency Imbalance — (OK)	Reduction Development Restructuration Protection

(work's ability to process information and how might they be recognized ?

WHO 710-738 Diseases of the musculoskeletal system and connective tissue

Do some features of networks perform structural functions analogous to the skeletal system and the associated muscles (whether voluntary or involuntary) ? Is it to be expected that networks are subject to disorders analogous to arthritis or rheumatism ? How are they to be detected ?

WHO 740-759 Congenital abnormalities

Given a formative or birthing process for networks, is it to be expected that the emergent networks are subject to congenital abnormalities, possibly inherited from their progenitors ? What forms might these take and what are the consequences for the viable functioning of the networks? (Should some networks be considered « handicapped » - ?)

WHO 760-779 Certain causes of perinatal morbidity and mortality

Clearly the formation of networks is not always without difficulty and is not always successful. What are the kinds of failure to which networks are subject in this early period ? What are the symptoms of such problems ? What are the causes of failure and stillbirths ?

WHO 780-796 Symptoms and ill-defined conditions

To what other ill-defined disorders are networks subject, analogous to the many vague pains (headache, etc) which may occur within the human body ?

WHO 800-999 Accidents, poisonings and violence

To what kinds of « accidents » are networks subject ? How may they be damaged inadvertently or as a result of careless interaction with their environment ? What are the consequences of «fractures» in vital structural elements or of punctured boundaries ? What kinds of violence can be inflicted upon networks ? (This question is explored in the box on page). How are the effects of such occurrences to be recognized ?

Preliminary conclusions

As stated at the beginning, the text above is designed to provoke an imaginative examination of the current health of networks. A first comment (for which my thanks to Jennifer Otiel) is that in discussing diseases one should take care to avoid engaging in medical « quackery ». And indeed some management consultants give the impression of attempting to provide imaginary cures for real organizational ills, or real cures for imaginary ills (cf. the role of the « snake oil » vendor).



In a lengthy discussion with Professor David Norton Smith (*), he suggested that the above diseases would be made more meaningful to the reader by the inclusion of specific examples. Possibilities were identified for each category. (A suggested « congenital abnormality », for example, is the case of a network set up at the instigation of a foundation which only wanted it to appear to function as a network, intending in reality to control its operations by suitable allocation of funds. There was little possibility of repairing the damage thereafter.)

It is my impression that such examples should be collected from a variety of sources (stimulated in different ways by the above presentation) before relating them to any classification as that above (*). A systematic grouping of cases would be premature at this stage.

(*) *Inter-organizational networking*. Transnational Associations. 30. 1978. 10 pp.

although I recognize the disadvantage to the reader interested in cases rather than speculative open-ended questions. The discussion brought out a number of other points :

1. The presence in the human body of various systems (circulatory, respiratory, digestive, nervous, endocrine) raises interesting difficulties in considering possible examples. One may either assume that several of these should be grouped into one in considering the diseases of networks, or else one may assume that we are not yet sensitive to all the different flows in networks and should therefore avoid collapsing such distinctions.
2. Following from the last point, it may well be that the kinds of networks that are being set up now are very primitive compared to those which will evolve and be functioning in 50 or 100 years time. As such the different systems would be much simpler and less distinct than in the human body. The variety of possible diseases is necessarily a function of the complexity of the network. Networks with 3 or more distinct types of flow between members would be susceptible to diseases more closely analogous to those of the human body than those with only 1 flow.
3. Again, the above point brings out the basic question of what flows in a network. The above text refers tentatively to a flow of « information ». David Norton Smith suggests: information, money, supplies, personnel, resources in general, rumour, etc. Further reflection is required to sort how these should be handled in relation to the diseases (if the exercise should be taken further).
4. Relating to point 2, David Norton Smith suggests that networks « ingest » nodes and links, namely that the addition of a member involves a « digestive » process. This raises the questions of how the concept of network growth should be conceived in relation to ongoing network processes. Again further reflection is required.

A.J. •

(*) Please send any examples or comments to A. J. Judge. UIA, 1, rue aux Laines, 1000 Brussels. Belgium.

Anti-networking strategies

prepared by David Norton Smith and Anthony J.N. Judge.

- notes towards a fuller understanding of how networks may be vulnerable to damage or sabotage and how to guard against such eventualities.

- (1) Weaken systematically all links or nodes then selectively strengthen the key ones supportive of your position. (Destroy and pick up the pieces approach)
- (2) Weaken links to central (preferred) nodes or weaken such central nodes (Weaken the active or motivating structures).
- (3) Insert new nodes or support selected existing nodes such that they become central (preferred) nodes (Alternative leader approach)
- (4) Create new links that favor the development of selected existing nodes into central (preferred) nodes
- (5) Weaken links or other nodes to each other while strengthening links of other nodes to the preferred (central) node (Centralization approach)
- (6) Emphasize node activity and deemphasize linkage activity (Ignore network)
- (7) Create nodes of sharply unequal strength and resource bases (Unbalance network)
- (8) Make nodes of sharply differing purposes, methods, outlooks, geographic scope, etc.
- (9) Make nodes homogeneous to reduce richness and variety of potential resources for problem solving.
- (10) Offer substantial funding to create a « new » network (including an old one) for some « new » purpose, with strings attached; then, after a few years, withdraw the funding or delay the initial funding time long enough to weaken the whole network
- (11) Encourage network norms of non-criticism of nodes or linkages in the network
- (12) Depreciate key, facilitating, contributory nodes by false and negative rumor-mongering to major nodes and contacts linked to given node. Or do the reverse for weak nodes (i.e., emphasize the great value of poor nodes)
- (13) Encourage norms of general network-relevant information transmission on a need-to-know basis, emphasizing existing information overload and need for speedy decision-making
- (13) Encourage intra-network competition and special recognition for certain nodes in the network.
- (15) Prohibit the network from using any of its funds to facilitate participation by poorer, weaker nodes through reimbursement of out-of-pocket travel and communication costs of network participation.
- (16) Provide the network with an expensive and extensive secretariat to « facilitate » the network.
- (17) Reduce participative, plenary meetings (face-to-face or electronically mediated) to a minimum on the grounds of expense.
- (18) Encourage links via butt-trips, ego-trips, perfectionism-trips, power-trips, etc., at network expense.
- (19) Encourage in-fighting among nodes for subcluster participation and against other subclusters in the network.
- (20) Encourage constant turnover of node representatives to minimize learning and continuity.

Note : Consideration should also be given to the points noted in : A. J. Judge. *Wrecking an international project 114 notes from a saboteur's vade mecum. International Associations, 24, 1972, 10, pp. 487-490.*

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1. Michael Haas. Types of asymmetry in social and political systems. In: General Systems (Yearbook the Society for General Systems Research). 12. 1967. pp. 69-79.	3. World Health Organization. International Classification of Diseases. Geneva, WHO, 1967.
2. John Gall. Systemantics: how systems work and especially how they fail. New York, Pocket Books, 1977.	4. Yearbook of World Problems and Human Potential. Brussels, Union of International Associations and Mankind 2000, 1976.
	5. A. J. Judge. Tensed networks; balancing and focusing network dynamics in response to networking diseases. <i>Transnational Associations</i> , 30, 1978, 11. pp. 480-485

WHY SYSTEMS FAIL AND PROBLEMS SPROUT ANEW

- review of the principles of « Systemantics »
identified in a recent book of that name (*)

At last those concerned with social change have a basic textbook to explain why « things generally are indeed not working very well » despite our many efforts. As is remarked on the cover : « Have you ever wondered why the unsinkable Titanic sank... or the poor in India eat better bread than the rich in America... or hospital patients are blamed for not getting well... or why, in general, things that don't work badly don't work at all ? » Similar questions are of deep concern to those working in international organizations.

The author, John Gall, explains his point of departure in the following words : « The religious person may blame it on original sin. The historian may cite the force of trends such as population growth and industrialization. The sociologist offers reasons rooted in the peculiarities of human associations. Reformers blame it all on « the system » and propose new systems that would, they assert, guarantee a brave new world of justice, peace, and abundance. Everyone, it seems, has his own idea of what the problem is and how it can be corrected. But all agree on one point- that their own system would work very well if only it were universally adopted. The point of view espoused in this essay is more radical and at the same time more pessimistic. Stated as succinctly as possible: the fundamental problem does not lie in any particular system but rather in systems as such. Salvation, if it is attainable at all, even partially, is to be sought in a deeper understanding of the ways of systems, not simply in a criticism of the errors of a particular system ». (page 16)

Gall's book takes the reader step by step through a series of explanations neces-

sary to an appropriate understanding of « how systems work... and especially how they fail » (the subtitle of the book). For as he says « men do not yet understand the basic laws governing the behaviour of complex organizations ». Some of the axioms that he has so cleverly grouped together have been known to us or have formed the subject of secret suspicions we have shared in confidence with close friends. But here we find these matters brought into the open at last in « a first approach » to a systematic exposition of the fundamental principles - the first attempt " to deal with the cursedness of systems in a fundamental, logical way, by getting at the basic rules of their behaviour ».

He cites with humble gratitude the giants who paved the way for his efforts : - Murphy : « If anything can go wrong, it will ». Korzybski, author of General Semantics, who contributed: « a vaulting effort at a comprehensive explanation of Why Things Don't Work »; and not forgetting Potter, author of One-upmanship; nor Parkinson (**), author of Parkinson's Law and other studies in administration, whose central premise was that « Work expands to fill the time available » : nor Peter, author of The Peter Principle : that « People are promoted up to the level at which they function incompetently ».

« Systemantics » is such an essential work for those working in (and especially with) international organizations that it is important that they should not be discouraged by any belief that it is primarily concerned with matters outside their

frame of reference. For this reason we list below the « Basic Systems Axioms, etc. » from the book with indications as to how (in the reviewer's opinion) they relate to the domain of international organizations in particular (rather than to the full range of systems created by humans, for such is the wide applicability of the author's insights). It is however essential to read the text to gain a full understanding of the application of these principles and all the consequences resulting from them.

Gall's Basic Systems Axioms

1. Systems in general work poorly or not at all

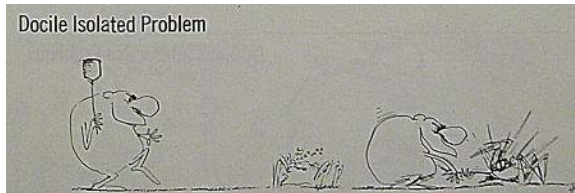
This is almost self-evident to those with any experience with the international system, its sub-systems, or with efforts to set up world-wide systems to solve key world problems. Practitioner's would undoubtedly feel more at home with one of his alternative formulations : Nothing complicated works.

2. New systems generate new problems

This principle, known to many of us, has never been admitted by international organizations. It is always assumed (or desperately hoped) that a new system will eliminate more problems than it generates - and that the latter, if present, will be the responsibility of some other organization or department. Gall is able to demonstrate that the new situation is in fact much worse than the old because people come to rely on the system's supposed ability to eliminate problems.

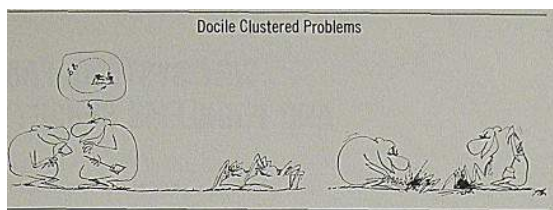
(*) John Gall. Systemantics; how systems work... and especially how they fail. New York, Pocket Books, 1978 («Selected by 11 Book Clubs »).

(**) Awarded the Noble Prize in 1977 by the Association for the Promotion of Humour in International Affairs.



3. Systems operate by redistributing energy into different forms and into accumulations of different sizes. With a brilliant stroke of genius the author was able to deduce from the previous principle that the total problem complex facing the human community is unchanged by organized intervention - the problems merely change their form, their distribution and their relative importance, namely that : The total amount of energy in the universe is fixed. The new term "energy" is defined as « any state or condition of the universe, or any portion of it, that requires the expenditure of human effort or ingenuity to bring it into line with human desires, needs, or pleasures »... namely a problem. In his own explorations of these fundamental questions the reviewer has noted that :

« Frequently a social problem can be eliminated to the satisfaction of all concerned (from the electorate to the policy-maker) by eliminating the particular set of symptoms by which it was recognized and which gave rise to the call for remedial action. Action of this kind merely ensures that a new set of symptoms emerges in some other social domain. The new set may well be considered more acceptable or may be less easy to focus on as the basis for an effective campaign for remedial action. Some time will also be required before the new set of symptoms can be effectively recognized. It may in fact be very difficult for an organization to see that its programmes merely displace a problem into the jurisdiction of some other body - whose own actions will eventually result in the problem being displaced back again or into the jurisdiction of a third body. (Institutions may deliberately move problems through a network of jurisdictions as a way of legitimating their own continued existence.) Such displacement may be difficult to detect because one set of symptoms may be apparent in legislation (e.g. legal discrimination), but when eliminated may then take on an economic character (e.g. economic discrimination), which if eliminated may then take on a social character (e.g. social discrimination), and then a cultural character, etc. Such displacement chains may loop back on themselves and develop side chains which are difficult to detect since each organization is only sensitive to the problem



symptoms in its own domain and considers symptoms of the same problem in other domains to be acceptable or of secondary importance (1).

To the extent that this is correct, it is certainly difficult to establish that the underlying problem matrix has been reduced by « success » with a particular problem.

4. Systems tend to grow, and as they grow, they encroach

Here again those familiar with international agencies have been exposed to a multitude of cases of encroachment by one agency (or more) on another. As Hassan Ozbekhan put it with regard to sub-systems, during an OECD Symposium on Long-range Forecasting and Planning : « In every instance we might name, the same dynamics appear to be at work: a reflexive attempt on the part of each major institution to expand its planning over the space of the whole system... This almost subconsciously motivated attempt, that of a sector to expand over the whole space of the system in its own particular terms and in accordance with its own particular outlooks and traditions, compounds the problem by further fragmenting the wholeness of the system » (2). Gall suggests that the above principle should be extended to : Systems tend to expand to fill the known universe. Known to them, might be an appropriate qualifier. And indeed one may suspect that many international organizations consider that they have a right to preoccupy themselves with any problem known to them in whatever domain, irrespective of any other organization's actions. This has been remarked with respect to practitioners of disciplines : « It would be rare indeed if a representative of any one of these disciplines did not feel that his approach to a particular organizational

problem would be very fruitful, if not the most fruitful » (3).

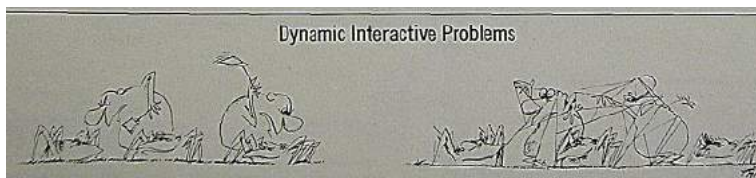
5. Complex systems exhibit unpredictable behaviour

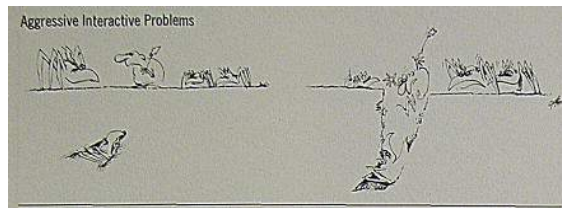
Many strange tales circulate within the international community concerning peculiar happenings which are treated as normal, and inconsistencies which are accepted without a qualm. At the time this is being written, for example, there is a proposal for a full UN General Assembly debate on UFOs (*) following an extensive debate in 1977 by the UN Special Political Committee. If it is accepted, more time will have been given to the matter than has ever been given to international NGOs (**). It would indeed have been difficult to predict such behaviour in 1976 (Is one to assume that UFOs are more visible, or less obscure entities, within UN circles - namely that UFOs have greater political impact ? Or that the UN finds it safer to debate extra-terrestrial rather than terrestrial matters - especially since there seems little danger of pressure group action from the group in question ? Or are Member States dismayed at the UFOs fulsome demonstration of the transnational spirit - in their apparent disregard for the sacred boundaries of sovereign States ? Or perhaps it is the « proliferation - of UFOs which is troubling the UN, as in its dealings with NGOs ?)

6. Complex systems tend to oppose their own proper function

Otherwise known as Le Chatelier's Principle, this has been described by Stafford Beer as follows :

» Reformers, critics of institutions, consultants in innovation, people in sort who « want to get something done », often fail to see this point They cannot





understand why their strictures, advice or demands do not result in effective change. They expect either to achieve a measure of success in their own terms or to be flung off the premises. But an ultra-stable system (like a social institution)... has no need to react in either of these ways. It specializes in equilibrium readjustment, which is to the observer a secret form of change requiring no actual alteration in the macro-systemic characteristics that he is trying to do something about » (4).

Gall himself considers it to be a manifestation of a widespread phenomenon known as « administrative encirclement », whereby, for example, the administrators « whose original purpose was to keep track of writing supplies for the professors, now have the upper hand and sit in judgment on their former masters ».

7. People in systems do not do what the system says they are doing

It has long been evident to those concerned with the international system that the people in the agencies are not engaged in action to remedy world problems - as the systems would claim - but rather in administrative preoccupations whose relationship to such problems may be remarkably tenuous. As Gall says, - the larger and more complex the system, the less the resemblance between the true function and the name it bears ».

8. A function performed by a larger system is not operationally identical to the function of the same name performed by a smaller system.

Gall explains this with the problem of obtaining a fresh apple. The larger and more complex the delivery system, the less likely it is that the apple will be as fresh as if picked from the garden by oneself. From which he deduces a point of the utmost importance for international action, and for the new world order, namely that most of the things we human beings desire are nonsystems things - but the system has other goals and other people in mind.

9. The real world is whatever is reported to the system

This is a point which has been explored in depth by Kenneth Boulding in his famous book « The Image - (5). Reality be-

comes the image of reality, however poorly it is represented. There are many examples of this within the international system which has a remarkable capacity for « discovering » some new principle or truth long after it has been current in the wider society. As Gall remarks: «to those within a system, the outside reality tends to pale and disappear ». This weakness is reinforced, perhaps deliberately, by the system's complex reporting procedure - which is often so cumbersome that it is always able to claim plausibly « we were not informed », in cases when it did not want to be informed. Gall describes a significant breakthrough by which the « amount of reality » reaching an administrative officer can be indicated with precision.

10. Systems attract systems people

Not only, as argued above, do the international systems isolate those who work within them by (a) feeding them a distorted and partial version of the external world, and (b) giving them the illusion of power and effectiveness, they also attract people with attributes for success within the system (irrespective of the problems with which it is supposedly concerned), or who are able to thrive parasitically at the expense of the system. Gall goes to the heart of the matter when he points out that only the ancient Egyptians had a solution to this problem : each job was represented by two people - the honorary officeholder, and the actual executive.

11. The bigger the system, the narrower and more specialized the interface with individuals

The irony of the opening words of the UN Charter has often been pointed out in

this context (« We the peoples... »). Gall argues that in - very large « systems, the relationship is not with people but with social security and sundry other numbers. But in really large systems, there is no relationship at all. What hope would there be with a « world government » or a new world order when the « people organizations » - are those most neglected by such large systems.

12. A complex system cannot be « made » to work; it either works or it doesn't

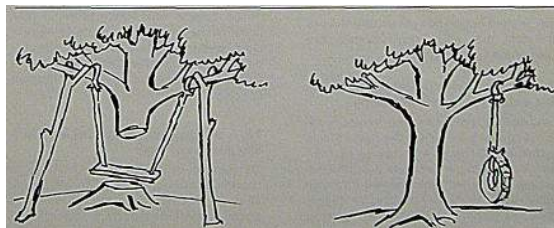
There is still a widespread belief that a complex international system can be made to work by appropriately tinkering with its components and their linkages. New factions are constantly putting forward claims that they know how to make it work. A lot of hope is put into the possibility that one of them may be lucky - a lot of time is also wasted in anticipation of such an improbable event.

13. A simple system may or may not work

Those simple systems that work within the international community are « rare and precious additions to the armamentarium of human technology. They should be treasured ». Unfortunately, Gall notes, they are often characterized by instability requiring special skill in their operation. Replacing « the crazy genius in a smoked-filled attic » by a computer program to handle some complex scheduling job may lead to a very expensive disaster.

14. If a system is working, leave it alone
Gall notes that «Although many of the world's frustrations are rooted in the malfunctions of complex systems, it is important to remember that some complex systems actually function ». When this occurs, « humble thanks » should be offered.

15. A complex system that works is invariably found to have evolved from a simple system that works
See under point 16.



16. A complex system designed from scratch never works and cannot be patched up to make it work; you have to start over, beginning with a working simple system.

The author claims to have searched diligently for exceptions to these two axioms but without success: «The League of Nations? No. The United Nations? Hardly. Nevertheless, the conviction persists among some that a working complex system will be found somewhere to have been established de novo, from scratch ». There is still hope for the New International Economic Order.

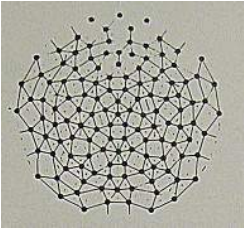
17. In complex systems, malfunction and even total nonfunction may not be detectable for long periods, if ever. Again those familiar with international agencies will not be surprised by this. Major international programmes have operated for decades before being proved a complete failure. On a much smaller scale there is the delightful story of the office tucked away in a major agency which for many years prepared periodic issues of a « current bibliography » with regular budgetary approval. No provision had ever been made, however, for the publication and distribution of the successive issues prepared and no one was aware of the work done, or made any use of it.

13. Large complex systems are beyond human capacity to evaluate. In support of this Gall cites C W Churchman : « In general, we can say that the larger the system becomes, the more the parts interact, the more difficult it is to understand environmental constraints, the more obscure becomes the problem of what resources should be made available, and deepest of all, the more difficult becomes the problem of the legitimate values of the system » (6).

19. A system that performs a certain way will continue to operate in that way regardless of the need or of changed conditions.

The inertia of large bureaucracies is a well-recognized phenomenon. This does not prevent their advocates from believing that such agencies are well able to adjust rapidly to changing circumstances -to a crisis of multiple crises, for example. Donald Schon has drawn attention to the fact that many organizations are memorials to old problems.

20. Systems develop goals of their own the instant they come into being. And such goals can be only indirectly related to those for which the system was established. This is a reason to be concerned with plans to create a world government to solve problems we have not been able to handle nationally. Bigger systems do not necessarily lead to better solutions.



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

(Offered to participants at the Foundation for Integrative Education Conference, Oswego, New York, August 1969; reproduced in Main Currents in Modern Thought, vol. 26, no. 2)

MATTHEW MELKO, SYSTEM BUILDER

system cannot ordinarily be predicted. Donald Schon pointed out that the institutional complex that is supposed to contain the problem complex is in fact always out of phase with it. The implication is that a completely new approach is required, relying heavily on a network of bodies so constituted that it can rapidly restructure itself in response to any new problem configuration. The current institutional heavy artillery is just not sufficiently manoeuvrable in a moving battle in difficult terrain.

25. The crucial variables are discovered by accident

Gall points out that the moment an institution is established to research into a new problem we are immediately faced with all the systems characteristics noted above. It is seemingly impossible for the system to achieve its goal - unless there is a « happy accident » of which there are many well-known examples (e.g. the discovery of nylon). In fact the crucial variables tend to be discovered by those with the » wrong » education, the « wrong » institutional framework and usually without intending to do so. Perhaps this is a good reason for encouraging a proliferation of organizations with strange preoccupations.

21. Intrasystem goals come first

Gall notes: «The reader who masters this powerful axiom can readily comprehend why the United Nations recently suspended, for an entire day, its efforts at dealing with drought, détente, and desert oil, in order to debate whether UN employees should continue to ride first class on airplanes ». There are other, and more biting, examples of this point.

22. Complex systems usually operate in failure mode

Clearly the more complex the system, the more probable it is that some parts will be under repair, « unavailable », or on holiday. The appropriate question is then not how an international agency ought to function, but how it actually functions in the normal absence of some parts (especially during the holiday months June to September, for example, or before the end of the post-prandial coffee break). This corresponds to the reviewer's insight, following a recent visit to a developing country, that we should primarily be concerned with inter-system conditions, namely those not covered by working systems for whatever reason. Organized chaos can be most instructive, particularly as a model for the post-petroleum epoch.

23. A complex system can fail in an infinite number of ways
Those who recognize the possibility of failure cannot hope to design effectively* against it as has been shown time and again. It might almost be said that such systems generate new methods of failure

26. The larger the system, the greater the possibility of unexpected failure. Those concerned with a new world order, or the possibility of world government must face up to this.

27. « Success » or « function » in any system may be failure in the larger or smaller systems to which it is connected.

This is a most important point for those who rely on the indicators designed, and provided, for the system they work in. However successful it may appear, or however much progress is regularly reported, the system may in fact merely be functioning as a problem reprocessing machine. Such machines take in problems of one type and transform them into problems of another type (by « solving » them). The new problems are not perceived as such, however, because they are carefully designed to be undetectable to the indicators of significance to the system. Alternatively they may be so well packaged and labelled that they are even claimed as positive contributions to society.

28. When a fail-safe system fails, it fails by failing to fail safe. This is of course a point which has been well-recognized by those involved in the international campaign against nuclear energy and weaponry. But it can also apply to bureaucratic procedures with special escape clauses to safeguard against failure to deal with (urgent) humanitarian cases.

29. Complex systems tend to produce complex responses (not solutions) to problems.

World problems have given rise to very complex legal and instrumental responses, but it is certainly not clear that remedial action is achieving its aims - at least if one looks beyond the literature put out by public relations departments or the documents governed by the bureaucratic « positive/optimistic » standard of reporting (with appropriate suppression of inconvenient facts).

30. Great advances are not produced by systems designed to produce great advances.

This follows from point 25. Gall points out : « Systems can do many things, but one thing they emphatically cannot do is to solve problems. This is because problem-solving is not a systems-function and there is no satisfactory systems-approximation to the solution of a problem. A system represents someone's solution to a problem. The system does not solve



Photo C.G.T./Esterhazy

the problem. Yet, whenever a particular problem is large enough and puzzling enough to be considered a capital « P » Problem, men rush in to solve it by means of a System ». The international problem-solving institutions, existing or proposed, cannot be taken seriously until the implications of this point are examined. Gall notes that the solutions usually come from bodies whose qualifications would never satisfy a selection committee. If this is the case, and many examples are available, what sort of international network of bodies is required ?

31. Systems aligned with human motivational vectors will sometimes work; systems opposing such vectors work poorly or not at all.

There are already a number of examples of powerful international agency information systems that have failed because they ran up against the real priorities and interests of those they were designed to serve.

32. Loose systems last longer and work better

Gall points out that efficient systems are dangerous to themselves and to others whether they survive, attempt to survive, or fail. The notion of a « loose system » of course approximates the current tentative understanding of a network. How to facilitate network action and network building is something that is regularly ex-

plored in these columns. A breakthrough is needed.

In conclusion

The book is fun but also challenging to the reader who is constantly faced with the question « Just how true is this in fact? », given the examples cited by the author or known to the reader. That there is an underlying profundity is difficult to deny.

Having been engaged in the production of a Yearbook of World Problems and Human Potential (7), this consequently provoked reflection on the difficulties of designing an adequate response to such problems. This resulted in the production of a document on The Limits to Human Potential (1) which also attempted to grapple with some of the issues so successfully itemized by Gall. Further work on the constraints to action by the international community is required so that less reliance is placed up on out-dated structures, and more adequate ones can be designed.

(*) *Unidentified Flying Objects* (e.g. « flying saucers »)

(**) *Nongovernmental Organizations*.

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ADDENDUM

To complement the « Systematics » perspective of Gall, it is appropriate to note the existence of a charming publication by a professor of international economics, Carlo M Cipolla (Via Montebello Della Battaglia 4, 27100 Pavia, Italy). The editors are indebted to the network of the Association for the Promotion of Humour in International Affairs for informing us of its existence. It has been privately printed under the following title:

The Basic Laws of Human Stupidity (1)

« Human affairs are admittedly in a deplorable state. This, however, is no novelty. As far back as we can see, human affairs have always been in a deplorable state... After Darwin we know that we share our origin with the lower members of the animal kingdom, and worms as well as elephants have to bear

(1) Carlo M. Cipolla, The Basic Laws of Human Stupidity, Bologna, The Mad Millers (Imola, Italy, Grafiche Galeati) 1976, 30 p. (contact author at address above).

their daily share of trials, predicaments, and ordeals. Human beings, however, are privileged in so far as they have to bear an extra load - an extra dose of tribulations originated daily by a group of people within the human race itself. This... is an unorganized unchartered group which has no chief, no president, no bylaws and yet manages to operate in perfect unison, as if guided by an invisible hand, in such a way that the activity of each member powerfully contributes to strengthen and amplify the effectiveness of the activity of all other members. The nature, character and behaviour of the members of this group are the subject of the following pages » (p. 5).

Cipolla's Five Basic Laws are :

1. Always and inevitably everyone underestimates the number of stupid individuals in circulation.
2. The probability that a certain person be stupid is independent of any other characteristic of that person (2).

3. A stupid person is a person who causes losses to another person or to a group of persons while himself deriving no gain and even possibly incurring losses.

4. Non-stupid people always underestimate the damaging power of stupid individuals. In particular non-stupid people constantly forget that at all-times and places and under any circumstances to deal and/or associate with stupid people infallibly turns out to be a costly mistake.

5. A stupid person is the most dangerous type of person.

Unfortunately, Cipolla fails to consider how the world would function without « stupid people ». For without the problems they create, there would be nothing for the « non-stupid » people to do. Every action requires an equal and opposite reaction !

(2) The author demonstrates that stupidity is an indiscriminate privilege of all human groups, irrespective of race, class, creed or level of education (including Nobel laureates). It is uniformly distributed according to a constant proportion. He notes : « The underdeveloped of the Third World will probably take solace at the Second Basic Law as they can find in it the proof that after all the developed are not so developed ».

Photo ACL



La position de la Commission internationale de juristes

Nous continuons ici la publication du dossier des diverses interventions au Comité du Conseil économique et social des Nations-Unies chargé des organisations non-gouvernementales, en présentant l'exposé de la Commission internationale de juristes dont un des enquêteurs, M. Rodolfo MATAROLLO a été récusé par le gouvernement argentin dans sa mission ayant trait à la violation des Droits de l'Homme en Amérique latine en général et en Argentine en particulier. Nous reviendrons à cet important sujet associatif dans notre éditorial en ce qui nous regarde, à savoir, en dehors du fond de la question, le droit de critique des associations (OING) dans l'exercice du statut consultatif, un droit qui sera considéré au chapitre de la participation de notre Forum de 1980.

En ma qualité de Président du Comité exécutif de la Commission internationale de juristes (CIJ), j'ai l'honneur de soumettre le présent exposé en réponse à une lettre adressée au Secrétaire général par le Gouvernement argentin demandant que le Comité chargé des organisations non gouvernementales (du Conseil économique et social) détermine « si la Commission internationale de juristes s'est rendue passible du retrait ou de la suspension de son statut consultatif ».

Inquiétudes dont le Gouvernement argentin a fait part au Secrétaire général

1. La CIJ a autorisé M. Rodolfo Matarollo à parler en son nom à la séance de la Sous-Commission de la lutte contre les mesures discriminatoires et de la protection des minorités qui s'est tenue le 19 août 1976 à Genève. La lettre de l'Argentine prétend que M. Matarollo, « inspiré par des motifs politiques, a délibérément attaqué le Gouvernement argentin, comme on peut le constater en lisant le compte rendu de son intervention ». La lettre ajoute que M. Matarollo a prononcé « un discours plein d'allusions politiques qui visait... à obtenir une condamnation du Gouvernement argentin » et que la CIJ ne pouvait ignorer « à quel groupe terroriste appartient l'orateur ».

2. Il est également dit dans la lettre que - la CIJ... présente un commentaire inexact de la décision 227 (LXII) du Conseil économique et social selon lequel celle-ci aurait été proposée par

l'Argentine et adoptée avec l'appui de certains pays de l'Est ».

L'intervention de la CIJ devant la Sous-Commission a été faite à un moment où les violations flagrantes des droits de l'homme dans le triangle méridional de l'Amérique latine suscitaient une grave préoccupation

Avant de répondre à chacune de ces allégations dont, soit dit en passant, le bien-fondé n'a pas été établi et qui ne reposent nullement sur des faits réels, il convient de signaler à l'attention du Comité le vif intérêt que la CIJ porte depuis 1974 aux violations des droits de l'homme dans le triangle méridional de l'Amérique latine.

Depuis ses dernières interventions, la CIJ a décrit dans le rapport sur ses activités (E/C.2/R.49/Add.48) les missions envoyées dans cette région et les études s'y rapportant, dont la liste est la suivante :

1. « Rapport final de la mission au Chili d'avril 1974, chargée d'étudier le régime juridique et la protection des droits de l'homme » ; mission de la Commission internationale de juristes au Chili, en date du 29 janvier 1975, et supplément au rapport susmentionné intitulé « Arrestations et détentions, et liberté de l'information au Chili » ; septembre 1976. Pièce A*.

2. Rapport de la mission de la Commission internationale de juristes en Uruguay, avril-mai 1974 ; suppléments au rapport susmentionné sur l'Uruguay datés de janvier 1975 (non disponible) et janvier 1976. Pièce B.

3. « La situation des conseils de la défense en Argentine » ; mars 1975. Pièce C.

4. « L'application en Amérique latine des

déclarations et des conventions internationales sur le droit d'asile » ; septembre 1975. Pièce D.

Inquiétudes exprimées par la Sous-Commission à sa vingt-neuvième session

On se rappellera qu'en août 1976, la Sous-Commission a pris plusieurs initiatives d'un type nouveau pour la protection des droits de l'homme. La question des réfugiés était encore une fois au premier plan des préoccupations des membres de la Sous-Commission, comme elle l'a été pour nous depuis de longues années. Dans le numéro de décembre 1976 de The Review (No 17), nous avons fait les remarques suivantes : " C'est aussi sur les réfugiés qu'a porté essentiellement une résolution relative à l'Argentine. La Sous-Commission, qui avait exprimé sa profonde inquiétude devant les rapports concernant la situation générale en matière de droits de l'homme en Argentine, a recommandé en particulier que le rapport de 1976 du Haut Commissaire pour les réfugiés soit transmis à la Commission des droits de l'homme à sa prochaine session en même temps que tout renseignement supplémentaire que le Haut Commissaire pourrait avoir sur des faits nouveaux intéressant les questions mentionnées dans la résolution. La résolution, bien que fort brève et évitant toute forme de condamnation, a causé semble-t-il passablement d'inquiétude au Gouvernement argentin ; des membres de la Sous-Commission se sont plaints d'avoir été soumis à des pressions diplomatiques de la part de représentants argentins au sujet de la résolution et ils ont annoncé qu'ils prendraient des mesures à la session suivante pour empêcher que cela ne se reproduise à l'avenir ».

* Toutes les pièces jointes se trouvent à la Section des organisations non gouvernementales (économique et social) du Secrétariat de l'ONU

Convergence des préoccupations de la CIJ et de celles du Haut Commissaire des Nations Unies pour les réfugiés

Pendant la période considérée (1974-1976), le Haut Commissaire des Nations Unies pour les réfugiés a fait état, dans plusieurs rapports destinés à son comité exécutif et à l'Assemblée générale des Nations Unies, de la gravité des violations des principes de l'asile et du non-refoulement qui se produisaient dans de nombreuses régions du monde. Eu égard à l'existence de ces rapports et à d'autres encore, le Comité exécutif de la CIJ a entrepris, en mars 1975, l'étude de la manière dont les conventions relatives à l'asile sont appliquées en Amérique latine. Ce rapport contenait de nombreuses références à la situation qui régnait alors en Argentine (voir pièce D, p. 19).

M. Rodolfo Mattarollo devant la Sous-Commission à sa vingt-neuvième session

C'est dans cette atmosphère caractérisée par les inquiétudes ressenties au niveau de la communauté internationale devant la situation concernant les droits de l'homme en Amérique latine que la CIJ, en 1976, a autorisé M. Rodolfo Mattarollo à prendre la parole en son nom devant la Sous-Commission sur la question de la répression légale et illégale dans le triangle méridional de l'Amérique latine.

M. Mattarollo, éminent juriste argentin, était et est encore membre de la Com-

mission argentine pour les droits de l'homme, organisation non gouvernementale respectée, à but non lucratif, qui œuvre pour la défense des droits de l'homme en Argentine (pièce E). Cette commission a maintenant des représentants permanents à Genève, Rome, Paris, Mexico et Washington, D.C. Le secrétaire général de la CIJ et ses collaborateurs ont soigneusement établi à l'avance avec M. Mattarollo le texte de son intervention. Celle-ci reflétait parfaitement les vues de la position de la Commission internationale de juristes.

Commentaire concernant la déclaration de M. Mattarollo et son droit à prendre la parole au nom de la CIJ

Après avoir relu ces derniers jours la déclaration de M. Mattarollo, je suis amené à faire les observations suivantes:

1. La déclaration elle-même est une description des violations des droits de l'homme, en termes très généraux, telles qu'elles se sont produites en 1976 dans l'ensemble du triangle méridional de l'Amérique latine.
2. Elle n'accuse aucun pays particulier de violations des droits de l'homme.
3. Les faits et les allégations qui y figurent coïncident exactement avec nos impressions en ce qui concerne les droits de l'homme, ou leur absence, dans cette partie du monde à ce moment-là.
4. Il convient de signaler que la déclaration elle-même révèle clairement que M. Mattarollo était membre de la Commis-

sion argentine pour les droits de l'homme et qu'il a parlé, en cette occasion, au nom de la CIJ.

La CIJ n'a pas coutume de demander à des experts indépendants de la représenter devant la Sous-Commission. Je crois que la vingt-neuvième session de la Sous-Commission a été la seule occasion où nous ayons désigné comme porte-parole quelqu'un qui n'était pas membre de notre personnel. Pour autant que nous le sachions, il n'existe pas de règle exigeant qu'un porte-parole soit membre du personnel de l'organisation en cause, mais si une telle règle est établie nous sommes tout à fait disposés à la respecter.

Comme personne n'a fait objection à l'époque à l'intervention de M. Mattarollo devant la Sous-Commission, nous trouvons très surprenant que cette question soit soulevée à l'heure actuelle. La seule preuve à l'appui de l'allégation selon laquelle M. Mattarollo serait membre d'une organisation terroriste internationale est une déclaration vague d'un quelconque journaliste rapportant des ouï-dire que rien ne vient confirmer, déclaration qui a paru dans un article publié sept mois plus tard (mars 1977) dans un magazine ayant pour titre « Economist Limited - Foreign Report ».

Nous répétons que nous n'avons pas alors, pas plus que nous n'avons maintenant, connaissance de ce que M. Mattarollo soit un terroriste ou qu'il soit affilié à une organisation terroriste comme le prétend le Gouvernement argentin. En fait, nous confirmons la décision que nous avons prise à l'époque et nous donnons notre appui à l'œuvre de la Commission argentine pour les droits de l'homme à laquelle M. Mattarollo est de toute évidence encore affilié (voir communication récente avec M. Mattarollo, datée du 23 décembre 1977). Pièce F.

Selon une autre allégation du Gouvernement argentin, M. Mattarollo aurait essayé de demander l'application des Conventions de Genève de 1949 «à l'égard d'une bande de malfaiteurs qui ont pris le maquis». Il suffit de dire que l'application des Conventions de Genève dans les pays où sévit un grave conflit interne a été acceptée par de nombreuses nations du monde, y compris le Chili.

Commentaires de la CIJ concernant la décision 227 (LXII) du Conseil économique et social

L'autre point soulevé par le représentant de l'Argentine dans sa lettre appelle des éclaircissements. Selon lui, en effet, la CIJ aurait présenté dans sa publication The Review (Bo 18) un commentaire inexact de la décision 227 (LXII) du Conseil économique et social. Nous présumons que le représentant de l'Argen-

Photo : French Embassy, Brussels - Saint-Vincent de Paul " La Salpêtrière »





Photo : International Communications Service

tine se réfère au paragraphe qui figure à la page 27 du No 18 de *The Review* et qui se lit comme suit : « Au cours du débat général sur les violations flagrantes des droits de l'homme, un certain nombre d'organisations non gouvernementales ont présenté comme témoins des personnalités qui ont fait en leur nom des interventions orales concernant les violations qui se seraient produites dans leurs pays, en particulier au Chili et en Argentine. Ceci a amené l'Argentine à protester devant le Comité social de l'ONU à New York, ces interventions manquant à son avis de l'objectivité que l'on devait attendre d'interventions d'ONG.

Cette pratique a été lancée il y a quelques années lorsque Mme Allende a fait, devant la Commission, à New York, une intervention qui a été bien accueillie. Toutefois, dans le cas présent, la protestation de l'Argentine a été appuyée par des pays d'Europe orientale et d'Amérique latine notamment, et il semblerait que l'objection formulée ait été assez convaincante ».

Toutefois, rien dans cet article ne correspond à ce qui a été avancé par le Gouvernement argentin, à savoir que la décision aurait été « proposée par l'Argentine et adoptée avec l'appui de certains pays de l'Est ».

Apparemment, le Gouvernement argentin

n'a pas du tout compris le sens de ce paragraphe. Notre article relate simplement les commentaires qui ont été faits au cours du débat général sur l'objectivité des ONG et ne se réfère pas à l'adoption de la décision du Conseil économique et social en la matière. En fait, nous ne sommes pas sans savoir que la décision 227 (LXII) du Conseil économique et social a été adoptée par consensus.

Appui apporté par la CIJ aux principes et aux activités des Nations Unies et à la primauté du droit

Dès ses débuts, la Commission internationale de juristes a pris position en faveur de la Déclaration des droits de l'homme et de tous les autres instruments internationaux et régionaux intéressant les droits de l'homme. Les activités que nous avons déployées au cours des années montrent que nous nous sommes attachés avec persistance à considérer la doctrine de la primauté du droit comme étant la meilleure protection de la liberté humaine. La description des activités de la CIJ au cours des quatre dernières années, qui a été présentée par notre secrétaire général au Comité chargé des organisations non gouvernementales du Conseil économique et social (Pièce I) illustre amplement la pro-

fondeur et l'envergure de l'intérêt que porte la CIJ à la doctrine de l'équité et de l'objectivité et la manière dont elle a soutenu cette doctrine.

Ses études spéciales, ses communiqués de presse, ses interventions, les observateurs qu'elle a envoyés à diverses réunions, les pactes internationaux à la rédaction desquels elle a participé, sa publication « *The Review* » et les nombreuses fois où elle a prononcé des interventions ou présenté des mémoires devant des organisations nationales et internationales font de la CIJ une organisation bien connue dans le monde entier. En outre, son secrétaire général est Président du Comité spécial des droits de l'homme des ONG à Genève, qui a présenté à de nombreuses reprises des études sur diverses questions touchant aux droits de l'homme dans le but de soutenir l'œuvre de la Commission des droits de l'homme et de son secrétariat. Nous réaffirmons l'appui inébranlable que nous portons à la Charte, à la Déclaration des droits de l'homme, aux Pactes internationaux et à tous les autres instruments qui concernent la protection des droits de l'homme et nous sommes prêts à aider et à informer l'Organisation des Nations Unies et ses commissions et autres organes compétents, conformément à la résolution 1296 (XLIV) du Conseil économique et social.



Networks in public administration

some comments on the use of a term

by John Friend and Peter Spink*

This contribution discusses the growing popularity of the idea of « network », especially in public administration. A distinction is drawn between the idea of network and the idea of linkage, and it is suggested that ideas such as these should be used with care if they are to be helpful rather than misleading in understanding how inter-organisational relations work.

* This article originally first appeared in « Linkage » 3rd edition, July 1978, published by the Institute for Operational Research, part of the Tavistock Institute of Human Relations with which the authors are associated.

Further information about the « Linkage » Newsletter, may be obtained from : Mrs B.P. Fox, IOR, 4 Copthall House, Coventry CV1 2PP (T. 203/20201).

Networks : An Idea in Good Currency

In the world of public administration, the idea of the network has been becoming increasingly fashionable in recent years. This trend has indeed become an international one : an observation which one of us had the chance to confirm, when invited recently to spend a few days taking part in a conference in the United States on the theme of « Administration in the Public Domain : Issues, Ideas, Inventions ». The event was sponsored by the Federal Executive Institute,¹ in association with two North American Universities and with the International Institute of Management in West Berlin - a body which was able to provide a link with current thinking in a number of European countries. At this event, it quickly became apparent that one of the main points of common interest and concern was the role of inter-agency networks in the processes of government.

Interest in networks has also been strong in general organisational theory, following some recent thinking about ways in which organisations can respond to turbulent environments^{2,3} and a consequent growth of interest in inter-organisational relations.⁴ Donald Schon, in developing the theme of social innovation in his influential Reith Lectures of 1970,⁵ has expanded on this topic by talking of various kinds of " network role " which can facilitate the building of inter-organisational linkage - the facilitator, the network manager, the broker, the manoeuvrer, the underground manager and the systems negotiator.

But what, in the inter-organisational context, does the idea of a « network » imply ? And what are its uses, limitations, pitfalls ?

The Idea of a Social Network

The current vogue in the use of the word « network », in referring to more fluid forms of relationships in the inter-organisational field, can be traced back to the efforts of social anthropologists⁶ to find a way of viewing social relationships at a level above that of the interaction of one individual with another, yet below that of the wider social configurations of which the individual forms a part. In developing this line of thinking, they were concerned to distinguish between the way in which the idea of a network is often invoked as a metaphor, to convey a sense of the complexity of social relationships, and the more precise use of the term *social network* to refer to a specific set of links amongst a defined set of people, with a view to using the characteristics of these links, as a whole, to interpret the social behaviour of the individuals concerned. The study of such networks, the exchanges and transactions which support them and the uses to which they are put, was seen as an essential step in getting underneath the formal description of societies, in order to examine how communities function in the day-to-day, and how patterns of behaviour and social action emerge and change. In their essence, social networks are sets of links are sets of links amongst individuals that cut across the boundaries of the various categories - such as groups, families or organisations - within which those individuals are usually viewed. Such networks are capable of being described in terms of characteristics such as the density of links; the number of links necessary to get into contact with somebody (« reachability »); and the number of different role relations between one person and another - sometimes called « multiplexity ».⁷ The resultant social network can be looked on as a scattering of

points connected by lines, where the points are persons and the lines are social relationship. Within these wider networks, it is possible to view what have been called the « egocentric » or personal networks of each of the members - the immediate links each person has with others, and the links to which he or she has access via contacts of contacts or « friends of friends ».⁸

The Use of Networks in Decision-Making

In this newsletter, we have chosen as our central theme the idea of *linkage*. In using this term, we have sought to refer to a general phenomenon which shows itself in many ways. The phenomenon of linkage between organisations and between people - like such physical phenomena as gravity or molecular structure - can be discovered wherever one chooses to look. It is pervasive; the cumulative outcome of a process in which people engage for many different purposes and in a variety of forms. At this level, however, the use of the term is mainly metaphoric, and in order to make any more analytical use of the idea in any one setting - such as that of providing local community services - it is important to develop more detailed parameters about what one is looking at, what forms it takes and how these different forms support, enhance or contradict one another.

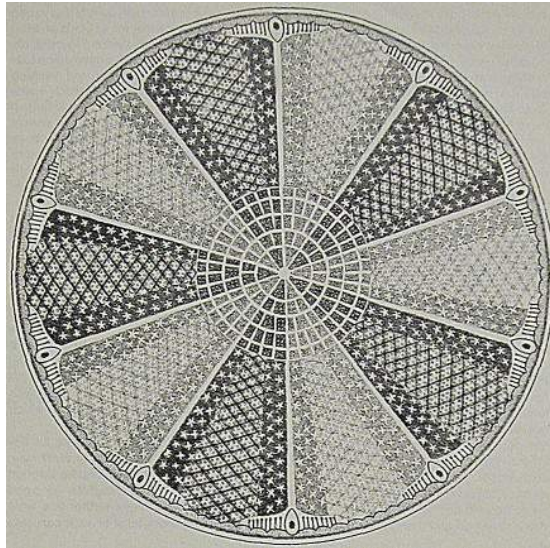
In the field of public administration, structural linkage between one organisation and another can be considered as a way of life. Inter-authority liaison committees, joint planning bodies or project teams are just some of the more readily identifiable mechanisms which are proliferating in the arena of public decision-making. They arise from concerns about issues of co-ordination and joint planning, which in turn reflect a realisation that social and envi-

nonmental concerns themselves have a habit of being interconnected; a point we have sought to reflect in our cover design for this newsletter.

In earlier stages of IOR's work on complex decision processes, a network technique was developed known as AIDA⁵ to help in exploring the relationships between different fields of decision-making concern, expressed as opportunities for choice in *decision areas*. In practice, it has been found that the main value of this kind of analysis has been in the way it can focus debate on the differences of perception to be found between one person and another about the nature of the problems they face, and the extent of the relationships between them. From an operational standpoint, our present research can be seen as an extension of this analysis of interdependencies, towards an understanding of the patterns of relations between people and organisations through which the complex and interrelated problems are addressed. In this process, we have found ourselves reaching for the concept of social network as a means of understanding how the less formal elements of inter-organisational linkage evolve. We have been able to see how many of the more formal types of linkage between citizens, representatives, administrators and service professionals can be both helped and hindered, bypassed and facilitated, by networking activity in, around and between the more formalised structures of linkage within which people work. The idea of network has, in other words, provided us with a form of mapping which we can place on top of the pattern of organisations upon which the more formal machinery is built. In this way, we have been able to use the analysis of social networks in the inter-organisational arena as a complement to more traditional methods of organisational analysis - and one which has frequently provided us with the missing element in understanding how events have taken certain courses and how individuals have dealt with the complexities facing them.

Mapping Decision Networks : the Droitwich Study

In an earlier IOR study of inter-agency relations, which focused on the planned expansion of the small English town of Droitwich, we introduced and applied the concept of a *decision network*, seen as a special form of social network. This was defined by focusing on a selected arena of decision-making, and then asking key individuals certain questions about those other « actors » with whom they had interacted directly in the course of making decisions in this field over a relevant period of years. For instance, a Community Development Officer was asked to identify those people he had related to in his concern with mobilising social facilities in the town, while an architect was asked to identify in similar terms his per-



sonal « decision network » in relation to central area development, and a housing manager in relation to the allocation of tenancies. For each other person mentioned, the respondent was asked to say whether the link was on a structural relationship, in the sense that it formed part of the expected pattern of formal connections between roles within the set of organisations involved in the Droitwich expansion scheme; or whether, on the other hand, the making of the link involved some element of discretion from either side. Each respondent was also asked to identify which of these people were thought to play an important part in shaping (or restricting) the changing pattern of links within the selected arena of concern. In the Droitwich study, the concept of network on which the analysis was based was not particularly sophisticated, as compared to some of the studies undertaken by social anthropologists. The data obtained from individuals was mainly concerned with immediate personal links, and did not include any systematic distinctions between modes or channels of communication, or any structured information about the key « political resources » of influence, authority or information on which transactions were seen to be based. This meant that we were not able to aggregate the information gleaned on personal networks into pictures of shared social networks in any structured way. The information was, nevertheless, extremely valuable in allowing us to convey a

crude composite impression of the very complex patterns of personal linkage that had developed within a specific local configuration of interacting organisations. This in turn allowed us to illustrate a key distinction which emerged between the concept of the decision network - as a device for describing the more adaptive aspects of public decision processes - and the complementary idea of the « policy system » - as described more fully on page 9 of *Linkage Two* - provides a useful means of mapping the more stable and enduring aspects of decision-making procedure within and between organisations.

The results of the Droitwich analysis - which were later tested against comparable evidence from other local settings - provided strong support for the proposition that decision networks, with their inherent flexibility, provide an important counterpart to the more stable characteristics of formal policy systems; especially when the patterns of relationships between the problems encountered become complex and unpredictable. However, in the course of our present research programme, we have come to make some modifications to this view; it has become increasingly apparent that such personal networks, and the mutual expectations which evolve within them, can themselves provide important elements of stability and continuity when dealing with successive problem situations. They can operate within and around the more visible struc-

ture of formal organisational links, in such a way as to provide individuals with another, more personal frame of reference in grappling with a succession of specific problems which may be unfamiliar, complex and difficult to codify in any realistic way. This is a point which is developed more fully in a later article in this issue of our newsletter, in which some of the main findings from our current programme are distilled.

Behaviour in Networks

While personal networks clearly play an important role in public decision processes, it is however important to avoid the hasty conclusion that networks which operate within and around the more visible mechanisms of linkage should necessarily be thought of as a positive support in seeking more sensitive decisions on matters of public importance. They are certainly real- in the sense that they have effects-but they can function variously to facilitate, obstruct, bypass; to create new formal links, destroy old links, build alliances, break rules, amend policies, support friends, cut off enemies, encourage experiment, and obstruct change. They are, in other words, just as much to do with the practice of power in everyday life as they are to do with effective communications. The acquisition and management of per-

sonal links is an activity which is pursued by all kinds of people for all kinds of different purposes - each seeking to make his or her own investment in a developing pattern of personal contacts, but working within a wider « market » in which questions of reciprocity are all important. If there is no sense of reciprocity, of mutual exchange, underlying the transactions between the parties, then links are more likely to wither than to flourish. Sometimes, however, the exchanges or trade-offs may be subtle and long-term : assistance may be offered in current situation against an expectation of accumulated credit in future. The values of the favours exchanged may be viewed differently by each of the people concerned; and there may be substantial risks or uncertainties involved in assessing the balance of mutual advantage. And, especially in the public sector, some of the more important influences may be negative : for example, people may be chiefly concerned with the penalties of being seen *not* to link with people in other organisations with which collaboration is publicly valued. It can be the case that pressure for linkage leads people to seek to build new, and more widespread, networks through comparatively formal initiatives - a trend which we shall discuss further in a later section. At a more local level, it can also

happen that this pressure leads to attempts to recognise formally, and to « institutionalise » the work carried out by existing networks. Such formal recognition can frequently be counter-productive, for it can have the effect of placing a boundary round the net work's membership, thus straining relationships with those excluded. Indeed, it has to be recognised that such a move can in turn lead to the development of new links that can weave in and around those which have now become part of the recognised linkage structure.

Networks are therefore always likely to remain personal things. At the same time, they tend to develop certain properties which can be studied from outside the network itself - and it would be quite misleading to think of personal networks as things which people personally possess or own. Individuals have links with others which they acquire or sometimes inherit, and each of the others also has links - some of which may be in common, some not - with other « others » and so on. While it is the structure of these links which forms the basis of the network for the purposes of analysis, it is important also to recognise that individuals will hold different personal images of what that structure of links is and, depending on their position in relation to others, of how people can be useful or helpful, and how others can be contacted through them. It is in this sense that we find the use of the term personal network helpful in our research studies - it allows us to refer to the individual's own « map » of the network of relations to which he has access, either directly or indirectly.

The Analysis of Networks

The concept of network can therefore provide an understanding of a particular form of linkage texture; and, through its analytical use, it can provide a richer understanding of why certain events may take certain courses. At the same time, it is a concept which, we suggest, should be used sparingly and with great care if it is not to be confused with other forms of linkage structure, for which the use of different terms may be more appropriate. In this article, we have sought to limit our own analytical use of the term network to that element in the wider texture of inter-organisational linkage which consists of individual people and the personal relationships they build, through communication and other forms of transactions, with other individuals with whom they share an involvement in some specified field of decision-making concern. Whether this field be broadly or more narrowly defined is a judgement for the researcher, who faces the difficult task of eliciting information from a number of individuals - who will often bring a rich variety of perceptions to bear - and the piecing this information together to form a wider composite picture.

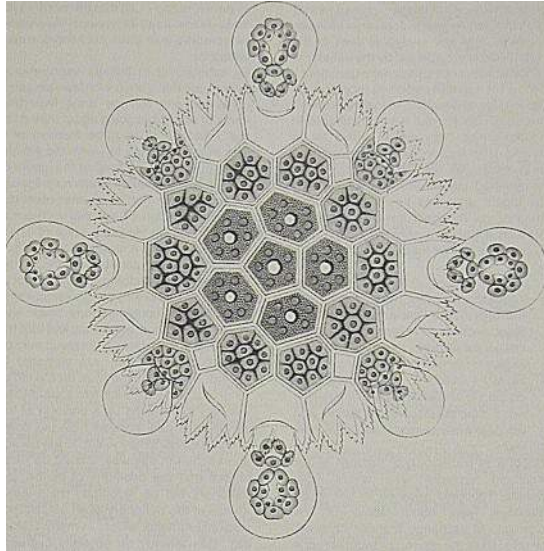


To embark on this kind of process, the researcher must first establish his or her bearings in relation to the definition of the entities being studied - whether individuals, organisations or roles - and also in relation to some definition of the forms of relationship which are to be considered relevant. Then there has to be a strategy for choosing both where to start the analysis - which individuals to approach for information - and also where to stop; should a limited set of people who are of interest be identified at the outset of the analysis, or should the process of inquiry itself define the limits of the search - recognising that no such search can continue for ever? Inevitably, too, the more the researcher wishes to build up a composite picture of the network structure in a rigorous way, the more he or she must sacrifice something of the richness of different individual perceptions. A balance therefore has to be struck - as we found in the Droitwich study - but it is one which will vary from case to case, depending on the focus of study.

The Growth of Linkage Associations

Although we find it useful to restrict our own use of the word network to this more personal level of linkage, there are of course many different ways in which the term is used by others at both the metaphorical and analytical levels. In particular, one growing form of usage has been brought to our attention through the distribution of *Linkage*; this is the use of the term « network » to describe a new generation of initiatives which are specifically designed to transcend particular local settings of decisionmaking, and to connect people from different settings who share a broader interest in learning from each others' experiences and experiments, in order to equip themselves better in dealing with the problems of an uncertain and perhaps threatening future. People have, of course, always sought both social and psychological support through subscribing to associations of one kind or another, for example, the professional society. What appears to be different about this new generation of initiatives is their explicit use of loose structural forms, and their emphasis on inclusion and connection rather than exclusion or protection.

We ourselves, in publishing *Linkage*, have become involved in an initiative of this kind. In distributing the newsletter, and giving readers the opportunity to nominate other recipients, we have embarked on a process in which we ourselves have hoped to gain in extending the field of experience on which our research can draw, while hoping that readers can also gain in learning something useful in relation to their own various concerns. But we



are by no means the only people involved in this kind of enterprise : and it is interesting to quote from some of the statements of aims made by others engaged on similar endeavours, with whom the distribution of *Linkage* has brought us into contact.

First, we can consider a recent British initiative to launch a loose association of people who share a concern about the study of alternative futures. To quote from an interim constitution of the « Futures Network » published in 1977 :

« The Futures Network is an informal association of people interested in exchanging information and views about Futures studies and the use of Futures thinking. There is no restriction on membership. The association has no legal status or personality. The aim of the network is simply to facilitate the growth of knowledge and extension of the range of thought of its members, so as to assist them in their daily work. The main activities of members are to meet each other or to exchange information and views by correspondence... »¹⁰

There are other such initiatives into which we have found ourselves drawn in the course of our work, in which a more specific focus of concern has emerged. For instance, one international grouping of scientists concerned generally with

concepts of long range planning has gradually narrowed its focus to comparative studies of the making of national energy policies in different countries;¹¹ while an informal association of officers, politicians and researchers in North West Europe has focused on comparative studies of management processes in large metropolitan areas. In the field of social science research, one of the most recent developments has been the formation of a new International Network for Social Network Analysis¹² - an initiative which many indeed might consider the ultimate refinement in the art of network building. What are the uses to which such initiatives can be put ? We can ourselves offer a good example by quoting the case of our own recent involvement with the O.D. (Organisation Development) Network in Britain.¹³ During the closing stages of our research programme, we were keen to find a forum in which we could test how relevant some of our own ideas about linkage might be to people working in industrial rather than public service organisations - and it was the existence of the O.D. Network which offered a means of access to the right kinds of people at an opportune time, through mobilisation of a one-day meeting for an informal interchange of ideas.

The use of the term « network » to refer to such initiatives captures well the widespread currency of the idea in its metapho-

rical sense-yet at the same time it carries risks of adding to the confusion between metaphorical and analytical uses of the term. This is brought out by the initiator of another recent international experiment - Robert Theobald¹⁴ - who has recently built up a loose association of individuals who share a concern for the adjustments in thinking and organisation called for in , facing up to an uncertain future, focusing in particular on the possibilities for less centralised decision-making opened up by recent advances in communications technology. Theobald draws a careful distinction between a network and a « linkage system », as follows :

« There is also, I believe, a growing understanding of the difference between a linkage system and a network. The linkage system is essentially a support system for networks : the primary requirement for its effective function is its ability to be selective. The measure of its success is not the intensity of interaction within it but the discovery of people who can help when particular skills are needed ».

Quoting in translation a member of his « linkage system » who writes from France, Theobald goes on to talk in an interesting way about some of the concepts of exchange and risk involved, by referring to the idea of a « living library » in which :

« ...the person making the enquiries needed to be sufficiently serious and motivated that the conversation was useful to both sides. In other words, the person being questioned needed to value the questioner, in addition the questioner needed to be able to clarify his reasons for the encounter in such a way that a creative process was started during the encounter... The problem is to obtain a reasonable probability that such encounters will be creative rather than solely informative ».

Along with Theobald, we would agree that it is important to distinguish the essentially passive and supportive nature of such associations from the more subtle, dynamic nature of the personal networks which they serve. Our own preference would be for use of the term « linkage association » as opposed to " linkage

system », recognising that the word « system " lends itself to various theoretical interpretations to which not everyone may subscribe.

By subscribing to linkage associations, people can therefore enrich their personal networks, and thereby draw important forms of support in going about their daily tasks. But each would-be member of a new association has to weigh the advantages of subscribing against the inputs of energy, time or money which may appear to be called for. For, as in other contexts, the accumulation of too many personal links may easily lead to a state of « network overload » - a state which is all too familiar to many people working in the public service. In judging whether or not to join a particular linkage association, other more subtle considerations may well arise : for instance, some may feel that the obligations of reciprocity involved may be more public than they are prepared to accept. And it is all too easy for the initiator of any new association to appear to be saying « I am taking up a position at the centre of a new network : please come and join my periphery ». Yet, to the person approached in this way, it must be recognised that the positions of centre and periphery will be reversed : the initiator arrives at the periphery of an established personal network which, in many instances, may already be severely overstretched.

Selectivity, therefore, becomes essential : and there are many different perspectives, some more personal than others, from which the problem of selectivity can be viewed. Those involved in inter-organisational activities must choose how to divide their energies between participation in formal representative structures; informal liaison meetings; personal links which relate directly to their own decision-making structures; and various other forms of loose association which may offer important forms of personal support.

Putting Linkage in Perspective

In conclusion, we can say that the concept of network seems to be in the ascendancy as an « idea in good currency » in the domain of public administration; and, to those engaged in exploring the field of

inter-organisational linkage, it clearly has much value as a counterweight to more static, formal concepts of organisational structure and management processes. Yet, so long as the idea of network remains in good currency, and so long as its metaphorical associations continue to be invoked, there will be a danger that confusion will abound between different interpretations - to the extent that the concept itself may well, in time, become subject to such strain as to fall into discredit.

In our research, we find it helpful to limit our own use of the term to the description of person-based networks, and to seek other terms to describe those alternative types of inter-organisational structure that are emerging to facilitate lateral linkage between one organisation and another.¹⁵

In public administration, as in other fields, there is a clear trend towards a search for alternative forms of linkage which may often be complementary - yet sometimes may be contradictory - to other more well-established or publicly-recognised forms. Whether this trend reflects an underlying shift in values, arising from a frustration with traditional forms of organisation, is too early to judge. At the same time, it would be over-hasty to conclude that a richer linkage between public sector organisations is necessarily a desirable thing, without consideration of the consequences for the communities which those organisations serve and govern; for example, the more subtle the patterns of inter-organisational linkage become, the less visible becomes the accountability for decisions on important matters of public concern.

Any kind of organisational change both supports and constrains: it both acts upon, and is acted on by, established structures and power relationships. For this reason, the idea of network - like all ideas in good currency - must be rigorously and repeatedly challenged in the practical uses to which it is put. If not, it will all too easily become a barrier to understanding and the sharing of experience : a form of shorthand which hides what is taking place, rather than illuminates, as was intended by those who first stressed the importance of the idea, the form of the informal.

Footnotes :

1 FEI is a US Federal Centre for the In-service training of senior civil servants.

2 Trist E.L. and Emery F. The Causal Texture Of the Organisational Environment, Human Relations.

3 Metcalfe J.L. Organisational Strategies and Inter-Organisational Networks, Human Relations 1976.

4 Evan W.M.(ed). Inter-Organisational Relations, Harmondsworth, Middlesex, Penguin Books 1976.

5 Schon D. Beyond the Stable State, Temple Smith, London 1971.

6 For examples see : Mitchell J.C. (ed). Social Networks in Urban Situations, Manchester University Press, 1969.

7 White, H.C., Boorman, S.A. and Breiger, R.L. Social Structure from Multiple Networks. I. Blockmodels of Roles and Positions. American Journal of Sociology, Vol. 81, No. 4, pp. 730-780; and Boorman, S. A. and White, H. C. Social Structure from Multiple Networks. II. Role Structures - American Journal of Sociology, Vol. 81, No. 6 pp. 1384-1446.

8 Boissevain, J. Friends of Friends, Oxford, Blackwell, 1974.

9 AIDA stands for Analysis of Interconnected Decision Areas : an out line of the basic ideas and their use will be found in Allen Welding's booklet Managing Decisions : The Strategic Choice Approach. Mantec Publications, Rugby, 1974. (Obtainable from ICR Coventry at a cost of £1.50 including UK postage).

10 Further information can be obtained through J. M. Williamson, Futures Network, Inter-Bank Research Organisation, Moor House, London Wall, London, EC27 5ET.

11 Lindberg L.N The Energy Syndrome. Lexington Books. 1977.

12 Principal Co-ordinator: Barry Wellman, c/o Centre for Urban and Community Studies, 150 St. George Street, Toronto, Ontario, M5S 1A1, Canada.

13 The OD Network was formed in 1971 so that "people who are interested in Organisation Development can meet, set to know each other, find out what OD people are doing and in many other ways gain from the living contacts a network provides". The Secretary of ODN is Ms Paddy Coteman-Smith, Latchetts, Butchers Lane, Preston, Hitchin, Herts. SG4 7TR.

14 Robert Theobald, Box 2240,1531 /2 Jefferson Street, Wickenburg, Arizona 85358, USA.

15 A form of structure which, in general terms, might be described as laterarchy as opposed to hierarchy.



L'assemblée de l'A.I.P.L.F. à Libreville

« une solidarité qui s'exprime en français »

Une trentaine de délégations francophones ont pris part aux travaux de la IX^{ème} Assemblée générale de l'Association Internationale des Parlementaires de Langue Française réunie à Libreville du 11 au 16 septembre 1978.

A l'ouverture de la session, à laquelle assistait le Président gabonais Omar BONGO, étaient représentés vingt-cinq parlements dont l'Assemblée du peuple égyptien et l'Assemblée nationale de Djibouti qui faisaient leur entrée officielle au sein de l'Association. S'étaient joints également de nombreux observateurs parmi lesquels on remarquait le Maroc, les Nouvelles Hébrides et Pondichéry, nouveaux venus.

Une « session » laborieuse

Les thèmes au sein des commissions répondent aux objectifs culturels de l'Association, à sa volonté de contribuer à une véritable coopération entre les Etats et enfin, à l'esprit parlementaire qui l'anime.

- La Commission culturelle a examiné la question des Centres d'Etudes francophones et la coopération artistique entre les pays francophones.

Les parlementaires ont unanimement reconnu que l'objectif des centres d'études francophones devait porter non seulement sur l'étude des littéraires, mais aussi sur les influences réciproques entre cultures d'expression française, comme sur la place des cultures et des langues nationales dans la francophonie. Il s'agit en fait de donner à la jeunesse francophone, aujourd'hui attentive, la mesure exacte des enseignements et des richesses mais des problèmes aussi, que traduit cette littérature si diversifiée. Parallèlement à cet enseignement des littératures, les centres d'études francophones doivent dispenser un enseignement du français, ont déclaré les parlementaires; car la maîtrise de la langue

française, ne peut plus être considérée comme une force aliénante mais comme un élément d'épanouissement, la langue française étant libératrice des diverses formes d'expression culturelle qui caractérisent de façon si originale la francophonie. Néanmoins, dans tous les pays d'Afrique, différents des pays de culture française, où la promotion des langues nationales, constitue l'un des éléments fondamentaux de la politique d'éducation, de formation et de communication nationales, la langue française se doit de prendre sa vraie place, seconde par rapport aux langues maternelles. Et là où, sur le plan national, elle sert l'unité, elle doit le faire dans le respect des coutumes et des traditions.

En conclusion les délégués ont unanimement recommandé « la création d'organes multinationaux qui auraient pour but l'enseignement à tous les niveaux des littératures et civilisations des Etats francophones » mais aussi l'enseignement du français par des méthodes et des techniques nouvelles.

La commission culturelle a encore examiné la nature des obstacles que rencontre la coopération en matière de création artistique. En dépit des efforts déployés par l'ACCT et l'Institut culturel africain en particulier, les accords multilatéraux signés en ce domaine restent bien souvent lettre morte.

Si des accords bilatéraux se concrétisent quelquefois par des expositions, des manifestations théâtrales ou par l'échange de publications, si donc il existe une certaine volonté politique de coopération culturelle et artistique entre les pays francophones, il conviendrait, ont reconnu les parlementaires de langue française, que ces accords soient mieux honorés afin que cesse le divorce entre la pratique et la seule théorie.

L'A.I.P.L.F. a donc préconisé, dans une résolution votée à l'unanimité, l'instauration

effective d'un « marché commun des biens culturels » même si, en matière d'art, intérêts et appréciations paraissent complexes.

- La Commission des affaires générales a inscrit à l'ordre du jour de ses débats le développement des relations parlementaires entre pays francophones.

La coopération que les délégués ont décidé d'instaurer entre Parlements utilisant la langue française pourrait se traduire par la formation de personnels spécialisés, une assistance technique en matière d'organisation (production et archivage des comptes-rendus de séance, constitution de bibliothèques etc.) ou encore par l'échange de textes législatifs.

Cette coopération qui s'effectuera sur les plans bilatéral et multilatéral par le biais de l'A.I.P.L.F. ne peut que renforcer la démocratie et l'institution parlementaire qui en est le soutien.

L'Assemblée de Libreville a également été l'occasion d'une importante réforme de structures, à savoir l'internationalisation du Secrétariat général.

Sous l'autorité de M. Xavier Deniau, Secrétaire général parlementaire de l'Association, des chargés de missions parlementaires assureront la coordination des activités des sections, selon trois grandes régions géographiques: Europe, Afrique, Amérique,

Il reviendra à ces chargés de missions de représenter l'A.I.P.L.F. dans les conférences internationales, de suivre l'exécution des résolutions, de préparer les réunions des organes de l'Association et d'entreprendre surtout des enquêtes sur des sujets spécifiques à la région. Le Chargé de mission parlementaire sera assisté

dans ses fonctions d'un secrétaire régional administratif. Il s'agit là « d'un progrès politique considérable » a déclaré M. Amadou Cisse Dia, Président de l'Assemblée Nationale du Sénégal élu à la présidence de cette Assemblée générale, en l'absence du Président Charles Hélou, empêché, en raison de la situation dramatique que traverse le Liban. C'est une évolution vers une meilleure coopération, c'est en réalité une assurance pour l'avenir à un moment surtout où le monde francophone tente de s'organiser au niveau le plus élevé.

- La Commission de coopération et de développement, a examiné plus particulièrement la lutte contre la désertification et les problèmes liés aux transferts de techniques en direction des pays du Tiers-Monde.

La sécheresse n'est pas un thème d'étude nouveau pour l'Association. L'A.I.P.L.F. fut en effet la première organisation non gouvernementale à saisir les Nations Unies de la gravité de la situation dans laquelle se trouvent les pays du Sahel; depuis 1975. L'Association, attentive à ce drame, n'a cessé d'apporter sa contribution aux diverses actions entreprises. Quant aux décisions votées dans le domaine du transfert des techniques, elles seront versées à la somme des travaux de la Conférence mondiale des Nations Unies sur la science et la technique au service du développement qui se tiendra à Vienne en août 1979. Les parlementaires ont proposé notamment « la création, sous l'égide des Nations Unies, d'un centre de transfert des techniques dans tous les pays en voie de développement ». Ce centre aurait essentiellement un rôle d'information pour que les technologies à transférer soient, d'une part, mieux connues et, d'autre part, mieux adaptées aux besoins des Etats bénéficiaires. Ils ont reconnu en outre, que les transferts devaient être opérés en tenant compte expressément de l'environnement socio-culturel, sous peine d'être inadaptes et de ne pas favoriser le développement souhaité.

- La Commission spéciale chargée des relations entre l'Agence de Coopération culturelle et technique et l'A.I.P.L.F. a fait ressortir les résultats positifs de ces relations. Cependant désireuse d'intensifier entre les deux organisations la permanence d'une concertation, régie d'ailleurs par la convention de 1975, elle a «souhaité que le Conseil consultatif reste en fonction et que dès à présent, soit trouvée la formule la mieux adaptée pour associer les organisations à l'action de l'Agence.

Elle s'est, en outre, déclarée disposée à intervenir comme elle l'a déjà fait dans le



MM. Baudson, président de la section belge de l'A.I.P.L.F., Xavier Deniau, secrétaire général parlementaire de l'Association et Pierre Messmer, chef de la délégation française, au cours de la IXe Assemblée générale de Libreville.

passé, à la demande de l'Agence, pour que certains Etats puissent s'associer totalement ou partiellement à ses programmes ».

En revanche, l'A.I.P.L.F. a souhaité que « les chefs d'Etats et de Gouvernements des pays membres réexaminent les structures de l'Agence, trop lourdes et trop complexes pour lui permettre de prendre, dans le concert des organisations internationales de coopération, la place originale et appréciée que la réalisation de programmes précis serait en droit de lui donner ».

On peut affirmer que les travaux de Libreville et les résolutions qui ont été votées à l'issue de cette Assemblée générale répondent à la préoccupation essentielle des Parlements de langue française : instaurer un meilleur équilibre culturel social et économique entre les pays francophones.

Mais cet équilibre, pour eux, ne peut s'établir que par la force d'une solidarité - d'une solidarité qui s'exprime en français - et unit les membres de cette vaste communauté francophone.

Aujourd'hui, cette communauté s'élargit encore. Aux 25 sections déjà créées, sont venues en effet s'ajouter les sections de la Haute-Volta, de la République

de Djibouti et celle de l'Assemblée du Peuple égyptien.

« Nous ressentons le besoin de consolider notre appartenance à la francophonie » a déclaré M. Mohamed Kamil, Président de la Commission Permanente de l'Assemblée Nationale de Djibouti.

«Entouré de pays qui croient à d'autres principes qu'à celui du dialogue, nous vivons dans un climat d'insécurité et de conflit qui nous engage plus que d'autres à resserrer les liens d'amitié et de solidarité ». Quant à M. Gamal el Oteifi, Vice-Président de l'Assemblée du Peuple égyptien, il déclarait « nous croyons ensemble que la langue est la forme vivifiante de chaque culture. La langue arabe rencontre l'idéal d'universalisme de la langue française ».

«C'est dire qu'à l'époque tourmentée où nous vivons en ce moment où s'exacerbent les tensions entre blocs antagonistes, l'action menée par l'A.I.P.L.F. apparaît plus que jamais nécessaire et de nature à consolider les liens existant entre les membres d'une communauté politique linguistique » a déclaré M. Amadou Cisse Dia, élu à la présidence de cette IXème Assemblée générale. Elle doit en outre faire éclore de nouvelles cultures respectueuses des traditions et de l'histoire des peuples; c'est à ce prix que la francophonie donnera aux hommes cet esprit de liberté «qui conditionne leur épanouissement et leur progrès ».

Forum Mondial 1980 - World Forum 1980

Sous le haut patronage de S.M. le Roi des Belges

Ordre du jour provisoire Provisional agenda

Le Forum mondial des associations (OING), annoncé à nos lecteurs pour 1980 et commenté d'autre part en editorial, répartira ses travaux en quatre grands commissions plénières dont nous avons déjà donné les principaux thèmes dans le numéro précédent de notre Revue. En résumé : l'identité transnationale du fait associatif, la participation des associations à l'ordre mondial ; la communication transnationale ; la sociologie, la dynamique et la pratique des réunions internationales. On trouvera ci-après un ordre du jour provisoire en un texte révisé qui en précise la matière :

Commission 1 : Le fait associatif, son identité, sa portée transnationale

- Les libertés associatives de création, d'opinion, de réunion, de communication.
- L'indépendance et statut des associations (OING).
- Les intérêts communs aux associations internationales. Leur devoir social de solidarité.
- La tendance à l'universalité.
- L'extension géographique aux régions en développement.
- La diversité et l'élargissement social des milieux associatifs, y compris le mouvement féminin et le mouvement de la Jeunesse.
- Les limites de la souveraineté des Etats.

Commission 2 : La participation des associations à l'ordre mondial

- La contribution active des forces associatives à un ordre économique, social et humain.
- L'évolution du « statut consultatif » vers des formes universelles, spécialisées et régionales de participation.
- La place des associations dans la réforme de la structure économique et sociale des réseaux de la coopération internationale.
- L'adaptation des conditions et des moyens d'action des associations.

Commission 3 : La communication transnationale dans le monde contemporain

- Le langage : équivoques, interprétation et traduction.
- L'information et la documentation
 - rassemblement, synthèse, accès et distribution
 - crise, coût, danger de monopoles, etc...
- Les problèmes mondiaux : perception, interrelations, description et action.

Commission 4 : Sociologie, dynamique et pratique des réunions internationales

- Au-delà des « relations publiques » : promotion de l'interaction "participant-participant".
- Les dangers de stérilité : procédures classiques; méthodes improductives; problème des rapports et des recommandations.
- Des nouveaux rôles et du savoir-faire : modérateurs, animateurs, aide interdisciplinaire, etc...
- Les réalités cachées : types de participants et motivations, préférences de style de communication, action de coulisse.
- Le gaspillage des ressources humaines : monopole de mobilisation des participants; au-delà du « participant-consommateur ».
- La flexibilité dans l'organisation et le regroupement des participants partageant des intérêts communs non programmés.
- Les nouveaux équipements techniques.
- Les contraintes naissantes : administratives, fiscales, politiques (visas), etc...

The World Forum of associations (INGOs), 1980, which we announced to our readers in September, and which we discuss in the current Editorial, pp 414-415. It will take the form of four plenary commissions, whose overall themes were described in last month's review. As a brief summary these themes include : the transnational identity of the Association phenomenon ; the participation of associations in the world order; transnational communication ; the sociology, dynamics and practicalities of international meetings. You will find below a revised version of the provisional agenda :

Commission 1 : The association phenomenon, it's nature, it's significance.

- Freedom to create associations, to express opinions, and to hold meeting; freedom of communication; the independence and status of associations (INGOs).
- Common interests of international associations; interdependence and its associated duties.
- Trends towards universality in its different interpretations.
- Geographic extension of the association movement to developing regions.
- Diversity of INGOs and extension of the social basis of association, including the movements of women and youth.
- Limitations to the sovereignty of States.

Commission 2 : Participation of associations in the world order

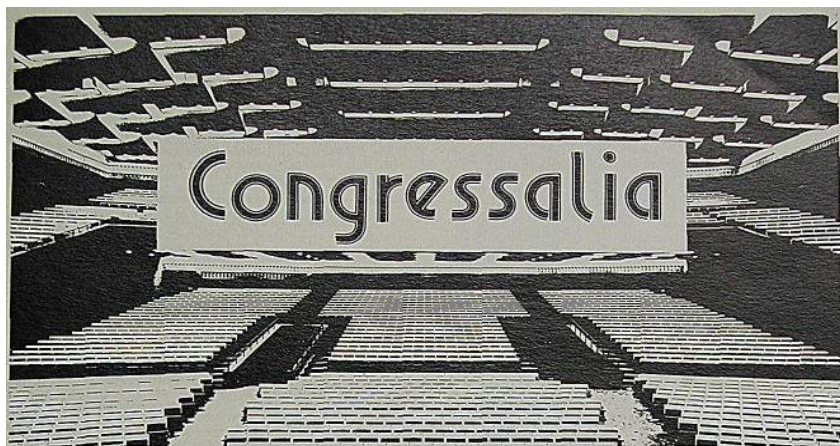
- Contribution of associations to an economic, social and human order.
- Role of associations in the reform of the economic and social structure of the international networks of cooperation.
- Evolution of « consultative status » towards universal, specialized or regional forms of participation.
- Adaptation of conditions and means of action of associations.

Commission 3 : Transnational communication in the world today

- Language : the problem of ambiguity.
- Information and documentation
 - collection, synthesis, access and distribution
 - crisis, cost, danger of monopoly, etc.
- World problems: detection and description, interrelationship and action.

Commission 4 : Meeting sociology, dynamics, practicalities

- Beyond « public relations » : facilitating participant-participant interaction; participant needs and frustrations.
- Overcoming sterility: unproductive «standard» procedures, communication processes, token recommendations.
- New rôles and skills : process observer, jargon interpreter, etc.
- Facing the hidden realities: types of participant, varieties of communication preferred, participant objectives, corridor politics.
- Wastage of human resources : monopolies of participant attention, passive « consumer-participation ».
- Flexible meeting organization; regrouping of participants, sharing unprogrammed common interests.
- New equipment: specially to facilitate alternative communication patterns.
- Emerging constraints : administrative, fiscal, political (visas), etc...



ICC Berlin

A proximité du Parc des Foires et des Expositions de Berlin se construit actuellement le Centre International des Congrès de Berlin (ICC).

Dès le 2 avril 1979, ce nouveau Palais des Congrès sera mis en service.

Les 80 salles qui le composent ont une capacité allant de 5000 à 20 places :
1 salle de 5000 places avec traduction simultanée en 8 langues
1 salle amovible pouvant contenir soit

5000, 3160, 2000 ou 450 personnes - 8 langues

1 salle de 850 places - 8 langues
2 salles de 225 à 300 places - 7 langues

2 salles de 200 places - 5 langues
1 salle de 150 places - 5 langues

2 salles de 125 places - 3 langues
20 salles de 50 à 100 places

45 salles de 15 à 50 places

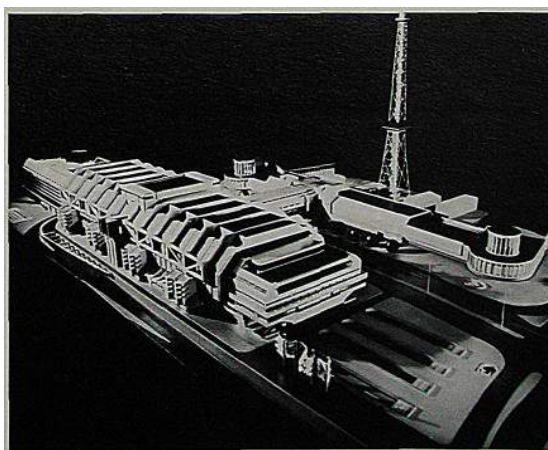
Les architectes de ce prestigieux centre, Ralf et Ursilina Schuler - Witte ainsi que l'ingénieur Bartels, nous ont donnés des détails concernant les principaux équipements techniques qui seront disponibles.

Les installations électro-acoustiques

« Les nombreuses installations électro-acoustiques remplissent diverses fonctions. Pour des représentations de haute qualité, ces installations sont équipées avec un dispositif permettant l'effet de la réverbération. Celui-ci provoque une modification des durées d'évolution du son dans les grandes salles, afin que le son direct de scène et le son électro-acoustique d'autres groupes de haut-parleur parviennent simultanément aux oreilles de l'auditeur au fond de la salle.



Ouverture avril 1979.



En outre, l'acoustique équipée dans les salles pour la retransmission de paroles peut être modifiée pour la retransmission de musique.

Pour des transmissions de paroles, au cours de discussions dans la salle, les groupes de haut-parleur sont réglés avec un dispositif pour une écoute directionnelle, de sorte que chaque participant peut localiser acoustiquement les protagonistes de la discussion. Grâce aux équipements d'écoute, qui sont installés par exemple dans les bureaux de conférences ou les vestiaires d'artistes, des manifestations peuvent également être retransmises des salles dans ces locaux.

Le restaurant est également branché sur ces dispositifs d'écoutes. Les dispositifs installés peuvent également être utilisés comme amplificateur autonome des paroles d'un orateur dans les différents locaux. Les haut-parleurs installés dans les zones ouvertes au grand public sont utilisés pour la recherche de personnes ou pour la diffusion d'informations d'intérêt général.

Les salles sont en outre équipées de dispositifs d'interprétation simultanée et de discussion. Les équipements d'interprétation simultanée sont installés, selon les dimensions des salles pour trois ou huit langues, en plus de celle de l'orateur. Une installation pour mal-entendants peut être utilisée à chaque place dans les salles ».

« Dispositifs de télévision

« Il s'est avéré nécessaires dans l'ICC Berlin d'utiliser des dispositifs de télévision pour diverses tâches. On a prévu, pour pouvoir réaliser une production télévisée autonome dans l'ICC Berlin, tous les branchements de caméra nécessaires répartis dans l'ensemble du bâtiment.

Grâce à une cabine centrale de commutation et de régie la diffusion de ces productions autonomes est possible de salle en salle.

On dispose d'appareils mobiles de prise de vue et de retransmission. Pour l'observation de flux de la circulation on a installé dans la zone publique des caméras de télévision fixes. Les images sont retransmises sur un écran de moniteur dans la salle de commande du bâtiment.

Pour des manifestations de scène dans les salles 1 et 2, on dispose, comme cela est courant, de nos jours, pour des équipements de scène, de moniteurs de télévision afin d'avoir une relation optique entre la scène et les techniciens de la régie.

Pour des congrès internationaux, on dispose également de moniteurs pour un meilleur contact visuel entre la cabine d'interprète et l'orateur. Les textes sont ainsi visibles pour les interprètes.

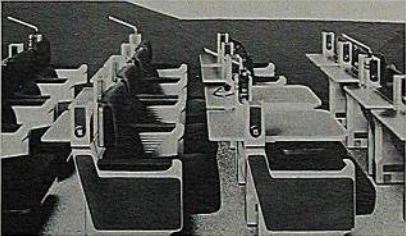
Pour la réception des chaînes publiques de télévision et pour la retransmission d'enregistrements internes dans les salles on utilise le système d'antennes collectives ».

Les sièges de congrès

Le fauteuil de congrès conçu par les soins de l'ICC constitue l'un des éléments les plus importants contribuant au sentiment de bien-être des invités du Centre des Congrès. Les facteurs suivants déterminent la qualité de ce fauteuil. La possibilité d'adaptation correcte sur le plan physiologique du fauteuil aux différentes tenues du corps au cours d'activités diverses.

Une disposition claire et logique des instruments techniques devant être utilisés par le participant et un maniement simple et facile de ces instruments.

Un fonctionnement permanent et sûr de tous les équipements mécaniques et techniques concernant la climatisation, les éclairages et les techniques électroniques de communication et, bien entendu, des formes, des matériaux et des couleurs agréables. Chaque fauteuil dispose d'une table de travail, d'un éclairage individuel, d'un pupitre de commande pour les cabines de traduction simultanée avec un sélecteur de langue et un dispositif de réglage de la puissance, un branchement pour casque d'écoute - pour certaines rangées de fauteuils également un branchement pour un microphone de table-, dispositif de suspension pour les sacs à main ou les serviettes et un dispo-



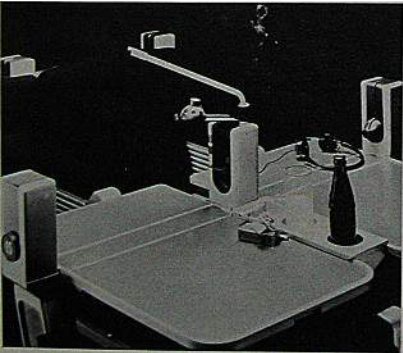
sitif de rangement pour des prospectus ou des documents écrits; il y a en outre un service pour les cendriers, les verres et les bouteilles de boissons.

Un dispositif d'auditorium, comprenant des rangées de siège l'une derrière l'autre, doit, être transformé pour ce qu'on appelle un congrès de travail, de façon à ce qu'une rangée sur deux de fauteuils devienne une rangée de tables.

On obtient ainsi un prolongement de la petite plaque servant de table de travail déjà existante pour disposer en fin de compte d'une table de travail de 50 x 73 cm. Afin de pouvoir bien travailler dans une tenue assise confortable, les fauteuils devant les tables permettent de s'avancer facilement en avant, afin d'obtenir une position confortable pour le travail à la table. On peut également tout aussi facilement reculer le siège de nouveau pour une audition confortable.

Un fauteuil sur cinq dans une rangée, qui peut être transformé en table de travail a été conçu de façon à pouvoir être enlevé de la rangée, créant ainsi des passages comme ceux que l'on connaît dans les parlements.

Cela présente l'avantage d'une liberté de mouvements pour des rencontres, des échanges d'informations et de notes -chaque pouvant facilement joindre dans l'Auditorium n'importe qui, sans devoir jouer des coudes à travers les rangées de sièges.



Le système d'information et de guidage de l'ICC Berlin

1. Tâches

Le système d'information et de guidage (SIG) sert à transmettre des informations d'une clarté optimale sur le contenu et le déroulement des manifestations, sous la forme d'un moyen d'orientation et de décision sûr, pour les personnes cherchant les salles utilisées pour le déroulement d'une ou de plusieurs manifestations. Il en résulte :

- a) des informations sur les manifestations se déroulant et les différentes salles utilisées.
- b) le guidage du public vers les salles où se déroulent les manifestations,
- c) le guidage du public vers les installations de prestations de service de l'ICC BERLIN.

En tenant compte de ces trois fonctions principales.

2. Les critères de l'étude

Les critères principaux suivants :

- a) Le système doit fondamentalement permettre une réduction des situations complexes, auxquelles est confronté le visiteur, quand il entre et utilise le bâtiment. C'est la raison pour laquelle on s'est efforcé de ne réduire les possibilités de décision qu'à des solutions binaires (par exemple à droite ou à gauche).
- b) On a étudié l'emplacement des supports d'informations en fonction des besoins en Informations des divers groupes de visiteurs de manifestations les plus diversifiées (selon des études de cas). Ils sont placés aux endroits décisifs des passages principaux et offrent aux différents groupes de visiteurs des informations et des indications

d'ordre général que des informations spéciales ne concernant que quelques visiteurs sur les différentes salles de manifestation.

Le processus d'apprentissage, on a accordé une valeur importante, au niveau de la conception du système à une facilité de reconnaissance et de repérage. Les différents éléments d'information ne contiennent que les informations qui sont nécessaires sur le moment et à cet endroit.

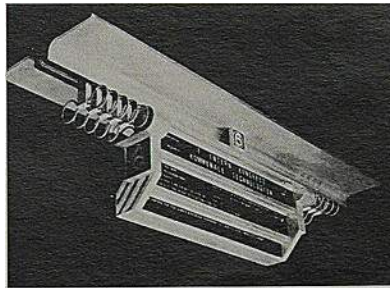
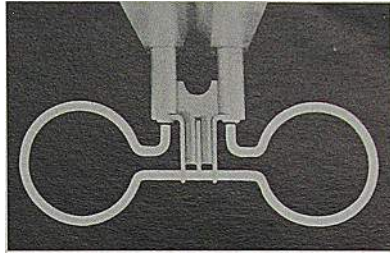
- d) Le système est, sur le plan conceptuel, intégré dans l'image de présentation d'ensemble de l'ICC-BERLIN et contribue grâce à sa réalisation sur le plan plastique et au niveau du choix des couleurs de ses différents éléments, à l'accroissement de l'effet de ce bâtiment sur le plan de l'espace et de l'image de marque. Cela signifie que les différents éléments du système sont conçus de telle façon qu'outre leurs tâches fonctionnelles pour le déroulement de l'information pour des manifestations, ils agissent également en tant qu'objets esthétiques, faisant ainsi de l'ensemble du bâtiment une « œuvre d'art technique totale ».

3. Le système et ses différents éléments

La bande de guidage représente le lien visuel entre les différents éléments d'information du hall d'entrée. Elle est constituée de jeux de 6 tubes à haute tension courbés prenant la forme d'un double cercle et d'un tube à haute tension droit continu, qui est placé sous le plafond du hall d'entrée en forme de voûte abaissée. L'orientation de base est obtenue grâce à l'utilisation des couleurs rouge et bleu pour respectivement la bande de guidage gauche et rouge du hall d'entrée. La bande de guidage constitue avec les chiffres illuminés de même couleur sur les façades des éléments d'information, un important élément dans la conception de la zone de passage du hall d'entrée.

Éléments d'information et d'indication des halls d'entrée

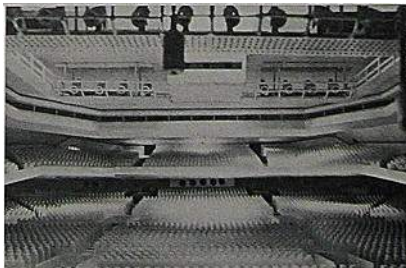
Le visiteur reconnaît dès l'entrée, grâce au chiffre donné à sa manifestation, une fois pénétré dans le hall d'entrée l'élément d'information concernant sa manifestation, qui lui indique immédiatement comment s'y rendre et les comptoirs, vestiaires et toilettes.



tes se trouvant à proximité. Cet élément d'information encore situé dans la zone « publique » du passage sera pour toute la durée du congrès l'élément de référence de chacun des participants et assume la subdivision des différentes manifestations en fonction des thèmes.

Le dispositif technique d'information est un système électronique de panneaux au changement commandé par de façon centrale par ordinateur.

L'information sur les thèmes, les orateurs etc. des manifestations sont emmagasinés dans un mémoire selon un plan de déroulement donné. L'appel s'effectue selon les besoins des horaires et peut être modifié par une intervention spontanée.





INTERNATIONAL CONGRESS CALENDAR 1978

9th Supplement

1978 Nov 1-17 Int contracts conference. <i>Seminar Services S A. 1 Passage Perdonnet, CH-1005 Lausanne.</i>	Zurich (Switzerland)
1978 Nov 1-22 Int tax planning symposium. <i>Seminar Services SA. 1 Passage Perdonnet, CH-1005 lausanne.</i>	Amsterdam (Netherlands)
1978 Nov 20-22 Int Chamber of Commerce. Séminaire : L'investissement et les industries d'exportation dans les pays en développement. <i>CCI. 38 Cours Albert ler. F-75008 Paris.</i>	Mohammedia (Morocco) (YB no A 1490)
1978 Nov 22-23 Int symposium of the rheumatoid-arthritis conference. <i>Dr G S Pangil. Guy's Hospital. London SE1.</i>	London (UK)
1978 Nov 22-24 IFIP Applied Information Processing Group. Int seminar: Performance evaluation of computer systems. <i>IAG Headquarters, 40 Paulus Potterstraat, 1071 DB Amsterdam. Netherlands.</i>	Brussels (Belgium) (YB no A 1628)
1978 Nov 26-29 National Science Foundation/UNESCO. 2nd Int conference on microzonation for safer- construction research and application <i>MA Sheriff Conference Chairman. 132 More Hall, FX-10.</i>	San Francisco (Cal, USA) (YB n° A 3383)
1978 Dec 6-8 2nd Container technology conference. <i>CS Publication Ltd. 201-205 High Street. New Malden. Surrey. UK KT3 4BH.</i>	Brighton (UK)
1978 Dec 29-1979 Jan 6 World Constitution and Parliament Association. 3rd Session of the World Constituent assembly. P: 220-300. <i>WCPA. 1480 Hoyt Street Suite 31. Lakewood. CO 80215. USA.</i>	Colombo (Sri Lanka) (YB no A 3495)
1979 Jan 3-6 Society for General Systems Research. 22nd Annual meeting. (YB n° A 4167) <i>Dr H P Porter III. Secretary Treasurer. Systems Science Institute. University of Louis- ville, Louisville, Kentucky 40208. USA.</i>	Houston (Texas)
1979 Jan 9-23 Int Civil Aviation Organization. Limited European/North American/North Atlantic Com- munications (Aeronautical Fixed Services) regional air navigation meeting. (YB no A 1505) <i>ICAO, Int Aviation Square, 1000 Skerbrooke Street W. Montreal PQH3A 2R2 Canada.</i>	Montreal (Canada)
1979 Jan 21-28 Int Council of Scientific Unions. Symposium on sciences and technology for develop- ment. (YB no A 1752) <i>51 Boulevard de Montmorency, F-750 16 Paris.</i>	Singapore (Singapore)
1979 Jan 25-29 Common Market Travel Association. Congress. <i>Case Postale, CH - 4000 Basel 12, Switzerland.</i>	Geneva (Switzerland) (YB no B 5615)
1979 Jan 29-Feb 2 3rd Int meeting on digestive surgery. Mano Blanco Peres, R. Gonçalves Cristovao 116-3°. Porto. Portugal.	Oporto (Portugal)

9e Supplément

1979 Jan end European Confederation of Agriculture, Groupe de Travail " Assurances Agricoles et Questions Sociales ", reunion. <i>CP 87. CH-5200 Brugg, Switzerland.</i>	Berlin (West) (YB no A 0686)
1979 Feb 20-25 1st Seminar on tourist marketing of the Mediterranean and Latin American countries. <i>FIL.. Praça das Industrias, Lisboa 3. Portugal.</i>	Lisbon (Portugal)
1979 Feb 21-23 European Car Rental Association. 15th Assembly. P: 300. <i>ARAC-Assoc. dos Industriais da Aluguer de Automoveis sent conductor, R Dr-Antonio Candido 8-18. Lisbon 1.</i>	Lisbon (Portugal)
1979 Mar 10 Abteilung für Rheumatologie und Balneologie der Medizinischen Hochschule Hannover. 10. Rheuma-Fortbildungstagung : Organbeteiligungen bei chronischer Polyarthritis und ankylosierender Spondylitis. <i>Sekretariat der Abteilung Rheumatologie und Balneologie der MHH im Nieders. Staatsbad Nenndorf. Hauptstrasse 2, 3052 Bad Nenndorf, Germany. Fed Rep.</i>	Hannover (Germany, Fed Rep)
1979 Mar 12-17 (Philippines) Asian Productivity Organization. Symposium on sugarcane production. (YB no A 0090) <i>APO, 4-14. Akasaka 8-chome, Munato-ku, Tokyo.</i>	Manila
1979 Mar 19-Apr 12 United Nations. 2nd and final session of the preparatory conference on excessively injurious weapons. <i>Place des Nations. CH-1211 Geneva 10.</i>	Geneva (Switzerland) (YB no A 3375)
1979 Mar 28-29 Institute of Physics. Quantum Electronics Group. Meeting on semiconductor injection lasers and their applications. <i>The Meetings Office. The Institute of Physics, 47Belgrave Square. London SW1X 8Qx.</i>	Cardiff (UK)
1979 Mar BHRA Fluid Engineering. 3rd Conference on tunnel ventilation. <i>The Conference Secretary. BHRA Fluid Engineering. Cranfield, Bedford MK43 0AJ. UK.</i>	Sheffield (UK)
1979 Apr 2-6 (UK) Wolfson Bioanalytical Centre. University of Surrey. Workshop course : Immunology as an analytical tool. <i>Dr E Reid, Wolfson Bioanalytical Centre. University of Surrey. Guildford GU2 5XH. UK.</i>	Guildford
1979 Apr 9-11 (UK) Institute of Physics. Crystallography Group. Spring meeting. <i>Dr. D Lewis. Chemical Physics Department University of Surrey, Guildford GU2 5XH, UK.</i>	Guildford
1979 Apr 18-20 European Association of Editors of Biological Periodicals. (European Life Science Editors -ELSE). 4th General assembly. <i>ELSE. Commonwealth Agricultural Bureaux, Farnham House. Farnham Royal. Slough SL2 3BN. UK.</i>	Budapest (Hungary) (YB no A 0565)
1979 Apr 22-28 (France) Inter-University European Institute on Social Welfare. European Regional Clearing House for Community Work. Session de formation en travail social communautaire : Le travail social communautaire Face à la politique. (YB n° A 4410) <i>rue du Débarcadère 179. B-6001 Marcinelle. Belgium.</i>	Flumet

The sign • indicates supplementary information of
modification to previous announcements.

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

1979 Apr 24-26 Salford (UK)
European Federation of Chemical Engineering /Institution of Chemical Engineers.
North Western Branch. 3rd Int symposium on control of sulphur and other gaseous
emissions. (YB no A 0725)
Dr R Hughes. Department of Chemical Engineering, University at Salford, Salford M5

1979 Apr 25-26 Vaudreuil (France)
European Confederation of Agriculture, Groupe de Travail " Formation Agricole ", 11
CP 87, CH-5200 Brougg, Switzerland.

1979 Apr 27-29 Hannover (Germany, Fed Rep)
Abteilung für Biomedizinische Technik speziell Krankenhaustechnik der Medizinischen
Hochschule Hannover. 6. Fachtagung Krankenhaustechnik : Energie im Krankenhaus.
Dipl. Ing. Helmut Kile, Abteilung für Biomedizinische Technik speziell Krankenhaus-
technik der MHH, Karl-Weichert-Allee 9, 3000 Hannover 61.

1979 Apr York (UK)
BHRA Fluid Engineering. 3rd European conference on mixing.
Conference Secretary. BHRA Fluid Engineering, Cranfield, Bedford MK43 0AJ, UK.

1979 May 7-12 Cascais (Portugal)
Int Committee of Sport for Everybody (Trim & Fitness). 6th Congress. P : 120.
Direccao Geral dos Desportos, Av Infante Santo 65-3o, Lisboa

1979 May 12 London (UK)
Turning Point. Meeting on contributions to an alternative future.
Turning Point 7 St Ann's Villas, London W14RU, UK.

1979 May 14-16 Paris (France)
Int College of Surgeons. 11th European federation congress. P : 1000.
(YB no A 1513)
Prof J. Reynier, 10, av. de l'Opéra, F-75001 Paris.

1979 May 15-19 Luxembourg (Luxembourg)
Commission of the European Communities. 4th European congress on information
systems and networks' Options (or a European information society. Choosing our
future. (YB no B 2442)
Mr Anthony Dunning, Commission of the European Communities, Jean Monnet Build-
ing, 841028, Plateau de Kirchberg, POB 1907, Luxembourg.

1979 May 16-18 Aarhus (Denmark)
Danish Centre for Applied Mathematics and Mechanical/GAMM. Int meeting. P : 500.
c/o Mathematisk institut, Aarhus Universitet, DK-8000 Aarhus C.

1979 May 21-23 London (UK)
European Confederation of Agriculture, Groupe de Travail « Economie Forestière »,
réunion annuelle. (YB n° A 0686)
CP 87, CH-5200 Brougg, Switzerland

1979 May 29-31 Font-Romeu (France)
European Confederation of Agriculture, Conférence Européenne pour les problèmes
économiques et sociaux des Régions de Montagne, 15èmes journées d'études. (YB no A 0686)
CP 87, CH- 5200 Brougg, Switzerland.

1979 May (Netherlands)
UN Economic Commission for Europe. Seminar on the utilization of tropical hard-
woods. (YB n°B417S)
Place des Nations, CH-1211 Geneva 10.

1979 May or Jun Alger (Algeria)
Women Int Democratic Federation. World conference: For a peaceful and secure
future for all children. (YB no A 3438)
FDIF, 13 Unter den Linden, DDR-108 Berlin.

1979 Jun 10-13 Rome (Italy)
Rotary Int. 70th Int convention. P : 15000. C: 100. (YB no A3164)
1600Ridge Avenue, Evanston, Ill 60201, USA.
or: Housing Registration Bureau, 70th Int Convention, I-00187 Rome.

1979 Jun 11-16 Hannover (Germany Fed Rep)
Int Agency for Research on Cancer. 1979 Hannover protocol. (YB n° A 3549)
Sekretariat derAbteilung für Experimentelle Pathologie im Department für Pathologie
der MHH, Karl-Weichert-Allee 9, 3000 Hannover 61.

1979 Jun 15-Sep 15 Venice (Italy)
Int Center of Photography/Unesco. 1st World convocation on photography: - Camera
as witness - : Number of retrospective exhibits of past and living masters of photogra-
phy, thematic exhibits, some newly created and others already assembled, symposia,
lectures and workshops. (YB no A 3383)
c/o Europnot, 28 Quai des Messageries, F-77100 Chalon-sur-Saône, France,

1979 Jun 17-20 Buenos Aires (Argentina)
Int Dental Federation, Latin America Regional Organization, session; and 8th Congress
of the Federation Odontologica Latinoamericana. (YB no A 1788)
Dr A O Gomez, President. COM, Azcuénaga 490-1ro C, Buenos Aires.

1979 Jun 25-29 Lund (Sweden)
Int Society for the Study of Behavioural Development. 5th Biennial conference : Conti-
nuity and discontinuity in behavioural development. (YB n° B 4858)
Prof Dr Ingvar Johansson, Department of Education, University of Lund, S-22007
Lund 7.

1979 Jun 26-30 Madrid (Spain)
European Union of Pedopsychiatrists. 6th Congress : Diagnostic precoce et prévention
des troubles neuropsychiques de l'enfant aux six premières années de la vie
Dr F J Mendiguchia, Hospital Psiquiatrico Infantil, General Ricardos 165, Madrid 25.

1979 Jun Uppsala (Sweden)
Int Society on Family Law. 3rd World conference : Family living in a changing world.
(YB no B 5998)
Mr J M Eekelaar, General Secretary, Int Society on Family Law, Pembroke College
Oxford OX1 10W, UK.

1979 Jul 8-12 Hannover (Germany, Fed Rep)
Sekretariat des Institutes für Anatomie der MHH, Karl-Weichert-Allee 9, 3000 Hanno-
ver 61.

1979 Jul 17-20 Cranfield(UK)
7th Cranfield Int conference on mechanized information storage and retrieval Systems-
Thé Marketing Department INSPEC, Station House, Nightingale Road Hitchin Herts
SG5 1RJ, UK.

1979 Aug 28 Guildford (UK)
Wolfson Bioanalytical Centre. University of Surrey. Workshop course : Introduction to
blood-drug analysis.
Dr E Reid, Wolfson Bioanalytical Centre, University of Surrey, Guildford GU2 5XH, UK.

1979 Aug 29-Sep 7 Lisbon-Albufeira (Portugal)
European Association of Hotel School Directors. Congress. P : 200. (YB n° A 0567)
Centre Nac. de Formação Turística e Hoteleira, H Duque de Palmela 2-2°E, Lisbon 2

1979 Sep 3-7 Clermont-Ferrand (France)
Secrétariat 5e ISPRA, INRA, Theix, F-63110 Beaumont, France.

1979 Sep 4-7 Guildford (UK)
Wolfson Bioanalytical Centre, University of Surrey. 3rd Int bioanalytical forum, on Aids
contaminants (sample-handling aspect) and of drugs in blood (sample preparation;
automatic methods; usefulness of radio isotopes and enzymes; sources of error).
Dr E Reid, Wolfson Bioanalytical Centre, University of Surrey, Guildford GU2 5XH, UK.

1979 Sep 4-10 Lisbon (Portugal)
Int Federation of Medals. 18th Congress. P: 600. (YBn°A 1955)
R Dom Francisco Manuel de Melo 5, Lisbon 1.

1979 Sep 10-28 Geneva (Switzerland)
(YB n° A 3375)
Place des Nations, CH-1211 Geneva 10.

1979 Sept 20-22 Lisbon (Portugal)
Center for Int Research of Economic Tendency Surveys. 14th conference. P : 250.
Centro de Estudos de Planeamento, Secretari de Estado do Planeamento, Lisbon.

1979 Sep 23-27 Madrid (Spain)
Int Committee for Life Assurance Médecine. 13th Congress. P : 600-700. (YB no A 1553)
Dr E Tanner, M D, General Secretary, POB 172, CH-8022 Zurich.

1979 Sep 23-29 Arion (Belgium)
Fondation Universitaire Luxembourgeoise, Arion, Belgique/Comité National Belge pour
le Programme MAB (Man and Biosphere)/Unesco. Colloque int sur l'environnement:
Méthodes et stratégie du développement intégré. (YB no A 3363)
Colloque int. Dr Michel De Schrevel, Fondation Universitaire Luxembourgeoise, rue
des Déportés 140, b-6700 Arion.

1979 Sep 24-26 Nurnberg (Germany, Fed Rep)
European Federation of Chemical Engineering/VDI-Gesellschaft Verfahrenstechnik
und Chemieingenieurwesen/GVC by PARTEC. 2nd European symposium on particle
characteriation. (YB no A 0725)
NMA Numberger Messe-und Ausstellungsgesellschaft mbH, Messezentrum, D-8500
Nurnberg.

1979 Sept 24-27 (Warwickshire, UK)
Int conference on the riding for the disabled.
Riding for the Disabled Association, avenue -R-, National Agricultural Center, Kenil-
worth, Warwickshire, CV8 2LY, UK.

1979 Sept 24-26 Aix-en-Provence (France)
Int Atomic Energy Agency. Int symposium on fast reactor physics. (YB n° A 1383)
Conference Service Section, IAEA, POB 590, A-1011 Vienna.

1979 Sep 24-28 Karlovy Vary (Czechoslovakia)
Czechoslovak Societies of Gastroenterology, Physiatry and Diabetology. 29th Int post-
graduate medical course : Recent knowledge in gastroenterology and diabetology with
regard to the diseases treated in carlsbad
J Benda, md, csc, Czech Medical Society, Sokolska 31, 120 26 Prague 2.

1979 Sep 24-29 Budapest (Hungary)
technology and biopharmacy, b) pharmaceutical chemistry end pharmacology, C) drug
control, d) pharmacognosy and phytochemistry, e) organization and economics of phar-
macy, f) pharmaceutical history.
MOTESZ Congress Office, POB 1, H-1361 Budapest

1979 Sep 25-28 London (UK)
Int. Federation for Information Processing. European conference on applied informa-
tion technology 79, Computer communication and coordination. (YB n° A 1628)
Euro IFIP79, Programma Committee Secretariat, IFIP Foundation, Paulus Potterstraat
40, Amsterdam 1007, Netherlands.

1979 Sep 25-29
Inter-American Association of Industrial Property, 6th Congress.
Casilla 4056, Buenos Aires, Argentina. Bogota (Columbia)
(YB no A 1048)

1979 Sep 26-28
Int symposium on acoustic impedance measurements. P : 250.
Clinica Foro-Audiologica, c/o Dr Pizarro, R Conda Redondo 119-3*, Lisbon, Lisbon (Portugal)

1979 Sep 26-28
European Federation of Chemical Engineering/VDI-Gesellschaft Verfahrenstechnik und Chemieingenieurwesen GVC. Jahrestreffen 1979 der Verfahrens-Ingenieure : Chemical engineering. (YB no A 0725)
Dr K. Schefer, VDI-Gesellschaft Verfahrenstechnik und Chemieingenieurwesen GVC.
Postfach 1139, D-4000 Dusseldorf 1. Nurnberg (Germany, Fed Rep)

1979 Sep 26-28
(Czechoslovakia)
Czechoslovak Society for Clinical Biochemistry. 2nd Symposium of socialist countries
tion and clinical biochemistry; rationalisation in clinical biochemistry...
R. Muler, MD, Slovak Medical Society, Mickiewiczova 18, 800 00 Bratislava, Czechoslovakia. Pleso

1979 Sep
Int Council on Social Welfare. 10th Regional colloquium.
42 me Cambourne, F-74740 Paris cedex 15. Christiansund (Norway)
(YB no A 1771)

1979 Sep
BHRA Fluid Engineering. 6th Conference on the hydraulic transport of solids in pipes.
Conference Secretary, BHRA Fluid Engineering, Cranfield, Bedford MK43 0AJ, UK. Canterbury (UK)

• 1979 Sep 30 oct 5
Int Union of Game Biologists. 14th Int congress. P : 350.
Mr F O'Gorman, University of Dublin, Trinity College, 8 Westland flow, Dublin. Dublin (Ireland)
(YB no B 3769)

1979 Sep
Int Festivals Association. Congress.
Ken Welslad, 25 S. 15th Street, Minneapolis, Minn S5402, USA. Edmonton (Canada)
(YB no B 0735)

1979 Sep
14th European congress on molecular spectroscopy. P : 600.
F J Comes, Inst fur Physikalische Chemie der Universitat, Robert-Mayerstrasse 17, D-. Frankfurt (Germany, Fed Rep)

1979 Sep
Int Association of Transport Museums. Annual meeting : problems of display and interpretation. (YB no A 4614)
IATM, Dr Przemyslaw Smolarek, Directeur, Centrale Muzeum Morskie, U1 Szeroka 67-63, 30-835 Gdansk, Poland. Lisbon (Portugal)

1979 Sep
Association of Schools of Public Health in the European Region. 6th General assembly. (YB no A 4509)
Dr A.W. Macara, University of Bristol, Canyn Hall, Whiteladies Road, Bristol BS82, UKPR. London (UK)

1979 Sep
BHRA Fluid Engineering. 3rd Pressure surge conference.
Conference Secretary, BHRA Fluid Engineering, Cranfield, Bedford MK43 0AJ, UK. London (UK)

1979 Sep or Oct
United Nations University, Goals, Processes and Indicators of Development (GPID). 4th meeting. (YB n° B 2488)
c/o UNITAR, palais des Nations, CH-1211 Geneva 10. (Malaysia)

1979 Autumn
Int Union of Forestry Research. Int meeting.
Eng. Ferreira, Instituto dos Produtos Florestais, R Filipe Folque 103, Lisbon. Lisbon (Portugal)
(YB no A 2721)

1979 4th part
World Tourism Organization. Séminaire int : Formation des cadres de l'industrie hôtelière et des entreprises touristiques dans les Etats membres de l'OMT, en particulier les pays en voie de développement. (YB no A 2745)
OMT, avenida del Generalísimo 59, Madrid 16, Spain. Bucharest (Rumania)

1979 Last quarter
World Meteorological Organization, Typhoon Committee, 12th session. (YB no A 3556)
CP 54, CH-1211 Geneva 20.

1979 Last quarter
World Meteorological Organization. Technical conference on the applications of aeronautical meteorology to operating efficiency and safety of air transport. (YB no A 3556)
CP5, CH-1211 Geneva 20.

1979 Oct 1-3
CRE- Conversion of refuse to energy. MER- Materials and energy from refuse. 2nd Int conference and trade exhibition.
Prof Dr ing Karl 3 Thome-Kozmiensky, Kaiserin-Augusta-Allee 5, D-1000 Berlin 21. Berlin (West)

1979 Oct 1-3
Int Federation for Housing and Planning, Int In-house seminar : The role of the elected representative in urban renewal. (YB n° A 1826)
IFHP, Wassenaarseweg 43, 2596 CG The Hague, Netherlands.

1979 Oct 1-4
Int Society of Chemotherapy. 11e Congrès int de chimiothérapie et 19e conférence multidisciplinaire sur les agents antimicrobiens et la chimiothérapie. (YB no A 3919)
R W Sarber, Alorisan Society for Microbiology, 1913 Eye Street NW, Washington, DC 20006. Boston (Mass, USA)

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Télex. 610692

1979 Oct 1-5
Madrid (Spain)
Int Confederation of Free Trade Unions. Congress.
ICFTU. rue Montagne aux Herbes Potagères 37-41. b-1000 Brussels. (YB no A 1667)

1979 Oct 2-6 Bratislava (Czechoslovakia)
Czechoslovak Society for Paediatrics, 20th Congress of paediatrics : Problems of perinatal medicine and neonatology; undesirable secondary effects of drug treatment in paediatrics.
F Karerický. MD. Slovak Medical Society, Mickiewiczova 18. 800 00 Bratislava.

1979 Oct 3-6 Budapest (Hungary)
Symposium on paediatric neurology and psychiatry : The significance of clinical examination methods in infant and paediatric neurology; metabolic diseases in childhood; diagnosis, differential diagnosis and therapy of affective disturbances in childhood; dementia in childhood; the notion of nosology in paediatric psychiatry.
MOTESZ Congress Office, POB 32. FH-1361 Budapest

1979 Oct 3-11 Strasbourg (France)
Council Of Europe. Parliamentary Assembly. 31st Session. 2nd part. (YB n° A 0435)
Avenue de l'Europe. F-67006 Strasbourg.

1979 Oct 5-7 Hannover (Germany Fed Rep)
17. Wissenschaftliche Tagung der Norddeutschen Gesellschaft für Lungen- und Stomatheilkunde.
Prof Dr Med Helmut Fabel, Abteilung Pulmologie im Department Innere Medizin der Medizinischen Hochschule Hannover. Karl-Weichert Allee 9.3000 Hannover 61.

1979 Oct 7-12 Tel Aviv/Jerusalem (Israel)
American College of Obstetrics and Gynaecologists. Meeting.
Kenes Ltd, POB 16271. Tel Aviv.

1979 Oct 8-12 Copenhagen (Denmark)
Int total energy conference. P : 200.
do Mr E J Jeffs, Circle House North, 69/71 Wembley Hill Road, HA9 8BL London. UK.

1979 Oct 8-12 Paris (France)
North Sea Hydrographie Commission. 12th Conference. (YB no A 3923)
NSHC. Rear Admiral D W Haslam. Ministry of Defence. Hydrographie Dept. Taunton. Somerset. UK.

1979 Oct 10-13 Budapest (Hungary)
Hungarian Society of Urology and Nephrology. Congress: 1) Aetiology of urolithic
I Soltecz MD, Department of Urology University Of Medicine, Debrecen. H-4012 Debrecen, Hungary.

1979 Oct 14-17 Copenhagen (Denmark)
Int ferro-alloys conference. P : 350.
do Mr Peter Church. Park House 3. Park Terrace. Surrey KJ4 7HY. UK. or DIS Congress Service. Knabrostraede 3. DK-1210 Copenhagen K.

1979 Oct 16-20 Budapest (Hungary)
Hungarian Cancer Society. Congress : Carcinogenic effect of the nitrosocompounds.
MOTESZ Congress Office. POB 32. H-1361 Budapest.

1979 Oct 18-19 Novy Smokovec (Czechoslovakia)
Czechoslovak Society for Pneumology and Phthisiology. 11th Tatra meeting on tuberculosis and respiration diseases : Lung cancer and bronchial asthma; present control of tuberculosis; bronchological examinations; clinical therapy of bronchial asthma.
P Sykora, MD. Slovak Medical Society, Mickiewiczova 18. 800 00 Bratislava.

1979 Oct 19-22 Montreal (Canada)
Society of Actuaries. Convention. P : 2500.
Mr William A Spire, F S A, Secretary, POB 7378, Philadelphia. PA 19191, USA.

1979 Oct 21-26 Munich (Germany, Fed Rep)
American Society of Travel Agents. Congress.
ASTA. 711 Fifth Avenue. New York, NY 10022, USA. (YB no B 6357)

1979 Oct 21-27 Prague (Czechoslovakia)
Int Association of Gerontology, European Social Research Committee. Meeting : Problems in (social) gerontological theory and method; medical and social implications of aging populations; the medical and psychological assessment of various functions in the aged.
*(YBn°A1293)
H Hermanova. MD, CSe, Czech Medical Society. Sokolska 31, 120 26 Prague 2.*

1979 Oct 22-24 Paris (France)
Intergovernmental Océanographie Commission. Executive Council. 12th session.
*(YB n° A 1118)
c/o Unesco, Place de Fontenay. F-75700 Paris.*

1979 Oct 22-26 Knoxville (Tenn. USA)
Int conference on nuclear cross sections and technology.
Dr J L Fowler. Oak Ridge National Laboratory, Post Office Box X, Oak Ridge. TN 37830.

1979 Oct 22-26 London (UK)
British Nuclear Energy Society. Conference: Economic and commercial aspects of nuclear power.
BNES. 1-7 Great George Street. London SW1P 3AA. UK.

1979 Oct 24 - Nov 4 Paris (France)
Intergovernmental Océanographic Commission. Assembly. 11th session.
*(YB no A 1110)
c/o Unesco, Place de Fontenay. F-75700 Paris.*

1979 Oct 28-Nov 2 Florence (Italy)
Int Society of Lymphology. 7th Int congress.
Prof E Cariani. V.le Benedetto XV. Clinica Chirurgica "R". Genova. Italy. (YB no A 2552)

1979 Oct 26 - Nov 3 Singapore
(Singapore)
3rd Asian and Oceanian congress on radiology. P : 800.
Dept of Diagnostic Radiology, Singapore General Hospital, 11th Road, Singapore

1979 Oct 29-31 Geneva (Switzerland)
Int Catholic Child Bureau. Colloque : Cot enfant qui nous eduque...
65 rue de Lausanne. CH-1202 Geneva. (YB no A 1451)

1979 Oct 30-Nov 2 Berkeley (Ca, USA)
8th Symposium on engineering problems of fusion research.
T H Balzer, Lawrence Livermor Laboratory, POB 808. Livermore, CA 94550.

1979 Oct Ispra (Italy)
Subcommittee E10.05 on Dosimetry, Committee E-10 on Nuclear Application and Measurement of Radiation Effects. American Society of Testing and Materials/Com
Prof Ugo Farinelli. CNEN-CSN Casaccia, I-0060 Santa Maria di Galeria, Rome, Italy.

1979 Oct Kuala Lumpur (Malaysia)
Planter's conference. P : 600. C. 8.
Rubber Research Institute. POB 150, Kuala Lumpur.

1979 Oct San Diego (Cal, USA)
Institute of Electrical and Electronics Engineers. Conference on electromagnetic compatibility. (YB no B 0621)
Mr F J Nichols. LectroMagnetics, Inc., 6056 West Jefferson Blvd. Los Angeles, CA 90016. USA.

1979 Oct (UK)
BHRA Fluid Engineering. 3rd Conference on dredging.
Conference Secretary. BHRA Fluid Engineering, Cranfield MK43 0AJ. UK.

1979 Nov 7-9 Bratislava (Czechoslovakia)
Czechoslovak Society for Rehabilitation. Symposium on rehabilitation of children with scoliosis, kyphosis and wrong hearing of the body.
M Sojakova. Ph.D., Slovak Medical Society, Mickiewiczova 18. 800 00 Bratislava.

1979 Nov 13-16 Brussels (Belgium)
2e Symposium int sur les activités physiques adaptées.
Mr J C De Potter, Secrétaire general ULB, avenue Paul Heger 28. b-1050 Brussels.

1979 Nov 13-16 San Francisco (Cal, USA)
Institute of Electrical and Electronics Engineers. 8th Symposium on engineering problems of fusion research.
Mr T H Balzer, Lawrence Livermore Laboratory, POB 808. Livermore. CA 94550, USA. (YB n° B 0621)

1979 Nov 13-16 Tokyo (Japan)
Int Measurement Confederation. Symposium on flow measurement and control industry. P : 200.
IMEKO Tokyo Flow symposium 1979. c/o The Society of Instrument and Control Engineers, Japan, Kotohira Annex, 1-15-5, Toranomon, Minato-Ku, Tokyo 115. (YB no A 2250)

1979 Nov 18-15 Tel Aviv/Arad (Israel)
Int symposium on asthma therapy.
Health Vacation Centre. 44 Ibn-Gvrol Street. Tel Aviv.

1979 Nov 19-23 Bangkok (Thailand)
Association of Pédiatrie Societies of the Southeast Asian Region. Congress. P : 700.
*C. 15. Ex. (YB no A 4340)
Suite 306, Medical Center Manila, 1122 Gral. Luna, Ermita, Manila, Philippines.*

1979 Nov Fort-de-France (La Martinique)
Association of French Language Leprologists. Meeting. (YB n° A 4272)
Pr Basset Clinique Dermatologique. 1 Place de l'Hôpital. F-967005 Strasbourg cerfs', France.

1979 Nov Lisbon (Portugal)
European Federation of Conference Towns. Meeting. (YB no A 0727)
CP 126; CH-1010 Lausanne 10.

1979 Nov Toronto (Canada)
Int Arabian Horse Association. Meeting. P : 450. (YB no B 2309)
Ralph E Goodall, 224 E Oliver Avenue, Burbank, Cal 91503. USA.

1979 Nov (India)
Int Atomic Energy Agency/FAO. Int symposium on the sterile insect technique and the use of radiations in genetic insect control.
Conference Service Section, IAEA, POB 590. A-1011 Vienna. (YB no A 13S3/A0971)

1979 Nov (USA)
World Veterans Federation. 3rd Int congress on - Improving the quality of life of the handicapped with assistive devices -. (YB no A 3605)
16 rue Harvelin, Paris, France.

1979 Dec 2-7 Delhi (India)
Unesco/World Meteorological Organization/Int Association for Hydrologies I Sciences. Int symposium on hydrological aspects of droughts : The effect of Human activities on droughts and the influence of droughts on the morphology of the earth's surface as well as on water quality. (YB no A 3383/A 3556/A 1340)
WMO. CP 5. CH-1211 Geneva 20.

1979 Dec 2-9 Tel Aviv (Israel)
Int symposium on nature cure.
Health Vacation Centre. 44 Ibn-Gvrol Street Tel Aviv.

1979 Dec 10-15 Canberra (Australia)
Int Association for Hydrological Sciences/Unesco/World Meteorological Organization. Symposium on the hydrology of low precipitation areas.
WMO. CP 5. CH - 1211 Geneva 20. (YB no A 1340 / A 3383 / A 3556)

1979 Dec 10-15 Institute of Electrical and Electronics Engineers, Microwave Theory and Techniques Society. Meeting on Infrared and submillimeter waves. Mr K J Buton, MIT National Magnet Laboratory, 170 Albany Street Cambridge, Mass 021 39 U.S.A (YB n°B0621)	Miami Beach (Fla. USA)		
1980 Jan 2-4 17th Annual solid state physics conference. The Meetings Officer, The Institute of Physics. 47 Belgrave Square. London swix 8QX, UK	Coventry (UK)		
1980 Jan 11-25 Communis Asia conference and show. Singapore Exhibition Services (Pte) Ltd. 6E Mount Sophia. Singapore 9.	Singapore (Singapore)		
1980 Jan 20-25 Int Road Federation. Conference régionale pour les pays du Moyen-Orient et du Maghreb et 4e conférence routière Africaine. P : 600. Ex. IRF, 63 rue de Lausanne. CH-1202 Geneva.	Nairobi (Kenya) (YB no A 2418)		
1980 Jan-Feb New Delhi (India) UN Conference on Trade and Development. 3rd General conference. (YB no B 3381) Palais des Nations. CH-1211 Geneva 10.			
1980 Feb 11-22 United Nations. 9th Regional conference for Asia and the Pacific. UN. New York 10017. USA.	(New Zealand) (YB no A 3375)		
1980 Feb 13-15 Int Solid State circuit conference. Lewis Winner. 301 Almena Avenue. Coral Gables, FL 33134. USA.	San Francisco (Cal. USA)		
1980 Feb 26-29 Offshore South East Asia conference. Ex. Singapore Exhibition Services (Pte) Ltd. 6E Mont	Singapore (Singapore)		
1980 Feb Bombay World Federation of Association of Pédiatrie Surgeons. Scientific meeting. Prof J Lister, Sec. Gen., University of Liverpool, Alder Rey Children's Hospital. Eaton Road. Liverpool L12 2AP. UK.	(India) (YB no A 4437)		
1980 Mar 19-21 Int Association of Electrical Contractors. Conference : Electrical contracting in the 1980's. (YBn°A1277) Peter Peregrinus Ltd. 2 Savoy Hill. London WC2.	London (UK)		
1930 Mar 30-Apr 2 1st Int congress on - Death and Dying -. p : 500-600. Mr Tony Waters, Freelance Services. 37 Maids Vale. London W9 1TW.	London (UK)		
1980 Apr 14-16 European Federation of Chemical Engineering. 5th Int Scandinavian congress or chemical engineering. Bella Center A/S, Center Boulevard. DK-2300 Copenhagen S. (YB no A 0725)	Copenhagen (Denmark)		
1980 Apr 28 - May 2 Munich European conference on biochemical and instrumental analysis with int exhibition. Muncheher Messe-und Ausstellungsgesellschaft mbH, Postfach 121009, D-8000 Munich 12	(Germany) Fed (Rep)		
1980 Apr Brussels (Belgium) European Society for Surgical Research. Congress. Prof Lambotte, UCL en Woluwe, avenue Hippocrate 10, B-1200 Brussels.	(YB no A 0862)		
1930 May 11-14 Toronto (Canada) Int Institute of Municipal Clerks. Meeting. John Humewell, 160 N Altadena Dr Passadena. cal 91107. USA.	(YB no B 0406)		
1930 May 15-18 Tall People's Club European Congress. P : 440. c/o Mr Henning Layer, Amagerbrogade 143. DK-2300 Copenhagen S.	Copenhagen (Denmark)		
1980 May 19-22 Kyoto 4th Int conference on titanium. P : 300. C : 21. Secretariat. -4th Int conference on titanium, do Japan Institute of metals, Aramaki Aoba. Sendai City 980. Japan.	(Japan)		
1980 May 27-31 Institute of Electrical and Electronics Engineers, Microwave Theory and Techniques Society. Int microwave symposium. (YB no B 0621) Mr Boris Sheleg, Naval Research Laboratory, Code 5258. Washington. DC 20375. USA	Washington (USA)		
1980 May 28-30 Int Federation of Automatic Control/Int Federation for Information Processing. Conference on systems approach and computer applications for development. Secretary of IFAC/IFIP Conference. Iran 1980, POB 737. Shiraz. (YB no A 1862/A 1828)	Shirai (Iran)		
1980 May Amsterdam Int Social Security Association. World congress on accident prevention. CP 1. CH-Geneva 22. Switzerland.	(Netherlands) (YB no A 2468)		
1980 May Int Fédération of Physical Medicine and Rehabilitation. Int congress. (YB no A 1978)	Stockholm (Sweden)		
1980 Jun 1-3 Tokyo (Japan) Int Association for Dental Research. Int congress of oral biology. P : 500. C : 40. Prof T Kawamura, Dental School, Osaka University, 32 Joan-cho. Kita-ku, Osaka 536 Japan.			
1980 Jun 3-5 European Federation of Chemical Engineering, Working Party on Communion, Symposium on particle-technology. Ir M A G Vostman. TH Eindhoven, aid. VAKGrFys. Technologie, Postbus 513. Eindhoven. Netherlands.	Amsterdam (Netherlands)		
1980 Jun 5-9 Int Association for Dental Research. Annual meeting. P : 2000. Prof Y Kawamura. Dental School. Osaka University. 32 Joan-cho. Kita-ku Osaka 530.	Osaka (Japan) (YB no A 1188)		
1980 Jun 5-8 Int Forex Association, 23rd Annual congress. P : 1000. Singapore Forex Club, c/o Bank of America, 1-4 Floor. Clifford Centre. Collyer Quay. Singapore 1.	Singapore (Singapore)		
* 1980 Jun 5-9 Int Society for Horticultural Science, Section Ornamental Plants. 3rd symposium on flower bulbs. P : 80. State Exp. Station. DK 5792 Aarslev, Denmark.	Nyborg (Denmark) (YB n° A 2488)		
1980 Jun 9-13 " Educare Asia " - South East Asian education Conference and exhibition. Educare Int. Pty Ltd, 16 Bridge Street. Sydney NSW 2000, Australia.	Singapore (Singapore)		
1980 Jun 10-13 London(UK) Soap and Detergent Industry Association. Conference. P : 160. Mr A G M Surge. Director General, The Soap and Detergent Industry Association. POB 9. Hayes Gate House. Hayes. UB4 0JD. UK.			
* 1980 Jun 11-13 Int symposium on separation technique In life sciences. Kenes Belgium Congress, rue de l'Industrie 17, Bte 5, B-1040 Brussels.	Brussels (Belgium)		
1980 Jun 14-19 Int Union of Pure and Applied Chemistry. 2nd Int conference on toxicology. Kenes Belgium Congress, rue de l'Industrie 17. Bte 5, B-1040 Brussels.	Brussels (Belgium) (YB n° A 2767)		
1980 Jun 14-21 Nordic congress Of radiology. P : 900. do Dr Paul Andersen, Odense Sygehus. DK-5000 Odense.	Odense (Denmark)		
1980 Jun 15-18 Int Masterprinters Association. Congress. P : 500. c/o Mr Geoffrey Wilson. 20 Kings Way, London WC2. UK.	Copenhagen (Denmark) (YB n° A 1437)		
1980 Jun 23-27 Union of Int Associations World forum of int organisations. De l'international au transnational. P : 800. Ex. UAI, rue aux Laines 1, B-1000 Brussels.	Brussels (Belgium) (YB n° A 3352)		
1980 Jun 24-29 Gyro Int. Meeting. CWSI Clair. POB 489. Painesville. Ohio 44077. USA.	Toronto (Canada) (YB no B 0554)		
1980 Jun 25-27 Nordic Audiological Society. Congress. P : 400. 1302 Copenhagen K.	Copenhagen (Denmark)		
* 1980 Jun 27-Jul 1 Int Association of Hydrogen Energy. 3rd World conference. P: 1000. C. 27. 3rd World Hydrogen Energy Conference, c/o Japan Convention Services. Inc. Nippon Press Center Bldg. BF. 2-2-1.Uchisaiwai-cho. chiyo-da-ku.Tokyo 100	Tokyo (Japan) (YB no A 4531)		
1980 Jun 29 - Jul 2 Institute of Internal Auditors. Congress. P: 1000. John Harmon, 5500 Diplomat Circle. Orlando. Fla 32810. USA.	Toronto (Canada) (YB no A 1031)		
1980 Jun 30-Ju4 7th Int congress on catalysis. P: 1000. C:43 Prof I Yasumori, Dept of Chemistry, Faculty of Science. Tokyo Institute of Technology, 2-12-1. Ookayama, Meguroku. Tokyo 152.	Tokyo (Japan)		
1980 Jun Tokyo (Japan) Int Touring Alliance, Asia Pacific Region. 5th General assembly. P : 160. C : 20. Director General C Echigo, Touring Club of Japan, Ebara POB5, Shinagawa-ku, Tokyo 142-91.	(YB no A 2636)		
1980 Jul Int Union of Psychological Science. 22th Int congress. Dr Jurgen Ruckert, Am Kupfergrabenit, GDR-108 Berlin.	Leipzig (German Dem Rep) (YB n° A 2764)		

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1980 Jul 7-10 World Council of Comparative Education Societies. 4th World congress. P : 300-350. (YB no A 4490)	Tokyo (Japan)	1980 Aug 25-Sep 1 Int Cartographic Association. Int conference. P : 500. ICA, Meyerinksweg 9, Lonneker (Enschede), Netherlands.	Tokyo (Japan) (YB n° A 1447)
1980 Jul 20-26 Palais Wilson. CH-1211 Geneva 14.	Lancaster (UK)	1980 Aug 25-Sep 1 San Francisco (Cal, USA) American Society of Mechanical Engineers, Nuclear Energy Division. Nuclear engineering conference : Nuclear electric power in its 25th year. Nuclear Engineering Division, The American Society of Mechanical Engineers, 345 East 47th Street, New York, NY 10017, USA.	
1980 Jul Int League of Esperantist Teachers. Conference. Dr M Dazzini. CP 22-J-54 100 Massa C, Italy.	Tananarive (Madagascar) (YB no A 2216)	1980 Aug Washington (USA) Int Association of Logopedics and Phoniatrics/American Speech and Hearing Association. Congress : Training programs in logopedics and phoniatrics- speech, language and hearing problems of the multiply handicapped- recent advances in phonosurgery P : 1500-2000. C : 25-30. Ex. Dr Kenneth O Johnson, Executive Secretary, American Speech and Hearing Association. 10801 Rockville Pike. Rockville. 20852, USA.	
1970 Aug 4-8 Calgary (Canada) Ancient Mystic Order Samaritans Supreme Sanctorium. meeting. P : 300. Harold Swinder. 974 Willey Street, Morgantown. West Virginia.		1980 Sep 2-5 Heviz (Hungary) European Federation of Chemical Engineering/Hungarian Working Party on Cybernetics of the Hungarian Chemical Society. CHEMPLANT' 80 - Symposium of the Working party on routine calculations and use of computers in chemical engineering. (YB no A 0725)	
1980 Aug 4-8 European Association for Special Education. 3rd Conference. Beleshogsv. 22 S 217 74 Malmö. Sweden.	(YB no B 0889)	Hungarian Chemical Society. Anker köz 1, H-1061 Budapest VI.	
1980 Aug 9-13 American Society of Associated Executives. Annual conference. ASAF. 1101 16th Street NW, Washington. DC 20036.	Washington (USA)	1980 Sept 7-13 San Juan (Puerto Rico) Inter american Society of Cardiology. Congress. P : 2000. C : 23. Ex. (YB n° A 1100) Mario Garcia Palmieri, MD. POB D.G. Caparra Heights, San Juan, Puerto Rico 00922.	
1980 Aug 17-23 Int Federation of Associations of Anatomists. Congress : Morphological sciences. P : 3000. Prof Enrique Acaste Viderio. Apdo Postal 30-278, Mexico 20 D.F..	Mexico (Mexico) (YB no A 1164)	1980 Sep 8-12 World Energy Conference. 11 th Conference. P : 5000. Ex. 34 St James Street. London SW1A 1H9. UK.	Munich (Germany, Fed Rep) (YB no A 3510)
1980 Aug 18-22 Royal Microscopical Society. Micro 80 - conference: Various aspects of electron and optical microscopy. The Administrator, Royal Microscopical Society, 37/38 St Clements, Oxford, OX4 1AJ, UK.	Brighton (UK)	1980 Sep 9-12 Liege (Belgium) Int Catholic Committee of the Blind. 11th Congress. P : 700. CICA, Mr Beeldens. President. Boulevard Reyers 1. B-1040 Brussels.	(YB no A 4530)
1980 Aug 18-22 Int Committee for Histochemistry and Cytochemistry. 6th Congress. Ex. Pr PB Gahan. Dept of Biology. Queen Elisabeth College. Campden Hill Road, London W8 7AH, UK. Royal Microscopical Society, 37/38 St Clements Oxford OX4 1AJ, UK.	London (UK) (YB no A 1581)	1980 Sep middle Int Ship Suppliers Association. Congress. P : 800. c/o Mr Robin McKenzie Smith, Conventus. 61 avenue de Cour. CH-1007 Lausanne.	Copenhagen (Denmark) (YB no A 4523)
• 1980 Aug 24-31 Int Association of Theoretical and Applied Limnology. Congress. Dr Taiso Muto. Otsu Hydrobiological Station, Kyoto University.otsu 52004, Japan.	Kyoto (Japan) (YB n° A 1362)	1980 Sep Atlanta (Ga, USA) Int Federation for Housing and Planning. World congress. IFHP, Wassenaarseweg 43. 2596 CG The Hague. Netherlands.	

1980 Sep Belgrade (Yugoslavia) 4th Int congress of medical librarianship : Medical information in a developing world. Or Ljubisa Sablic, ICML Executive Secretary, c/o Institut za strucno usavravanje i specijalizaciju zdravstvenih radnika, Nusiceva 25/1, 11000 Belgrade.	1980 Oct 20-30 Int Social Security Association. 20th General assembly ISSA, CP 1, CH-1211 Geneva 22.	Manila (Philippines) (YB n° A 2468)
1980 Sep Brussels (Belgium) Horizon 2000 - Congrès int du béton préparé. Mr Nico Lepoutre, Association Professionnelle du Béton Préparé, Mechelsesteenweg 363, B-1950 Kraainem, Belgium.	1980 Oct 29-31 Institute Of Electrical and Electronics Engineers, Nuclear and Plasma Science Society Nuclear power systems symposium and exhibits. Technical Activities Board, IEEE Inc., 345 East 47th Street, New York, NY 10017.	Atlanta (GA, USA) (YB no B 0621)
1980 Sep 15-19 European Federation of Chemical Engineering/Schweizerische Gesellschaft für Chemische Industrie... 3rd Int symposium on loss prevention and safety promotion in the process industries. (YB n° A 0725) 3rd Int symp. on Loss Prevention and Safety Promotion in the Process Industries, POB 141, CH-4007 Basel.	1980 Oct Brussels (Belgium) 2nd European congress of occupational therapists. Keness Belgium Congress, rue de l'Industrie 17, Bte 5, B-1040 Brussels.	
1980 Sep 15-19 Int Council on Archives. 9th Int congress on archives : The users of archives, and : ICA, its achievements and its future. (YB no A 1766) M. Roper, Congress Director, Public record office, New Richmond, Surrey TW9 4DU UK.	1980 Oct or Nov Singapore (Singapore) Asian Productivity Organization. Asian productivity congress : New dimensions of productivity and development strategies for the 1980s. (YB no A 0090) 4-14 Akasaka, 8-Chome, Minato-ku, Tokyo 107, Japan.	
1980 Oct 3-6 European Insurance Committee. Colloquium. (YB n° A 0788) UPEA, Maison de l'assurance, Square de Meeus 29, B-1040 Brussels.	1980 Oct Committee on Data for Science and Technology. 7th Int conference. P: 350, C: 23. Prof T Shuenouchi, College of Sciences Tsukuba University, Saiki, Sakuragaoka, Ibaraki-gun, Ibaraki Pref 300-31, Japan, (YB n° B 0319)	
1980 Oct 5-10 American Society for Information Science. Annual meeting. ASIS, 1155 Sixteenth Street, NW, Washington, DC 20036, USA.	1980 Nov 11-14 Dallas (Texas, USA) Institute of Electrical and Electronics Engineers, Magnetics Society/American Institute of Physics. Conference on magnetism and magnetic materials and exhibits. (YB n° B0621) Mr D C Bullock, Texas Instruments Inc., POB 5936, MS 145, Dallas TX 75222, USA.	
1980 Oct 6-10 5th Int pediatric nephrology congress. Alan B Guskin, MD, St Christopher's Hospital for Children, 5th and Lehigh Avenue, Philadelphia, PA 19133.	1980 Nov 16-21 Washington (USA) American Nuclear Society/Atomic Industrial Forum. Joint meeting. Mr David G Pettengill, ANS Meetings Manager, American Nuclear Society, 555 North Kensington Avenue, La Grange Park, IL 60525, USA.	
1980 Oct 7-9 Institute of Electrical and Electronics Engineers, Electromagnetics Compatibility Society. Electromagnetic compatibility symposium. Mr Andrew Ferrar, IIT Research Institute, ECAC/North Severn, Annapolis, MD 21402, USA.	1980 Nov Singapore (Singapore) Transpo Asia '80 seminar. Ex. Int Fair Promotion and Marketing Services (Pte) Ltd, Factory 4, 51A Kampong Bugis, Singapore 12.	

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