

TRANSNATIONAL

# ASSOCIATIONS

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INGOs and  
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The purpose of the studies, surveys and information included in this periodical concerning the international and transnational networks of nongovernmental organizations is to promote understanding of the associative phenomenon in a human society which continues to grow and evolve regardless of the consequences.

The programme of the review, in accordance with the principles of the UAI, is intended to clarify general awareness concerning the associative phenomenon within the framework of international relations and, in particular, to inform associations about aspects of the problems which they tend to share or which are of common interest to them.

The columns of this review are open to association officers, research workers and specialists of associative questions. The articles do not of course necessarily reflect the point of view of the publisher.

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Son objet associatif d'études, d'enquêtes, d'informations, au service des réseaux internationaux et transnationaux d'organisations non gouvernementales, s'attache aux idées et aux faits d'un phénomène de société humaine en expansion continue et en évolution hâtée.

Son programme, conforme aux principes et aux méthodes de l'UAI, vise, en général, à éclairer les connaissances du grand public sur la vie associative dans la perspective des relations internationales et, en particulier, à informer les associations des divers aspects de leurs problèmes propres et d'intérêt commun.

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# TRANSNATIONAL ASSOCIATIONS

## ASSOCIATIONS TRANSNATIONALES

1988 - N° 2

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# Humanitarian Action : A Delicate Balancing Act

by Michael A. Meyer\*

*Increasingly a number of non-governmental organisations (NGOs) appear to be demanding the right to provide humanitarian assistance and at the same time the right to denounce any violations of human rights (1). Whereas these are fine and understandable aspirations, they do not coincide with accepted principles of relief law and practice. This short article will explore certain aspects of this subject, primarily in relation to the treaty law applicable to circumstances of armed conflict and in occupied territories (International Humanitarian Law) (2).*

## Lack of definition

The treaties relevant to this study, namely the Geneva Conventions 1949 and the Additional Protocols of 1977, do not refer expressly to non-governmental organisations (3). Red Cross and Red Crescent organisations are the only NGOs referred to by name in these agreements, not for the most part to limit activity by other NGOs but to illustrate by example what is meant by a particular category of organisation, such as an aid society or an impartial humanitarian body. Consequently it is necessary to examine the treaty provisions pertaining to humanitarian action and see whether NGOs might qualify thereunder.

## Limited right to provide humanitarian assistance

Generally NGOs do not have an automatic right in law to provide humanitarian assistance.

In peacetime, or where International Humanitarian Law (IHL) is not applicable or is not applied, NGOs must ordinarily obtain the consent of the governing authority to their relief operations. This applies to the vast majority of natural disaster, famine, refugee and conflict situations. The Unitar Model Rules for Disaster, Relief Operations (4) and other relief instruments are based on this assumption of official authorisation.

In an armed conflict to which the Geneva Conventions apply, certain types of NGOs are given a limited right to provide humanitarian assistance. The First Geneva Convention of 1949 refers to «*relief societies*» who are permitted, «*even in invaded or occupied areas, spontaneously to collect and care for wounded or sick of whatever nationality*». They must respect and protect the wounded and sick and in particular abstain from offering them violence». No one may be penalized for having helped the wounded and sick (5). The Second Geneva Convention of 1949 contains a similar provision, permitting vessels which have «*of their own accord collected wounded, sick or shipwrecked persons (to) enjoy special protection and facilities to carry out such assistance*» (6).

Additional Protocol I of 1977 extends the scope of this right of humanitarian action to include all wounded and sick, military and civilian, and to all shipwrecked (7).

However the NGOs who act on their initiative are still subject to a certain measure of official control (8). As already noted, they are required to respect the wounded

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and sick and as appropriate shipwrecked, regardless of nationality and by implication, to stick to their humanitarian mission. These relief societies will receive a certain protection for their humanitarian activities but their actions are likely to be more circumscribed than those of officially authorised and societies (described below), in particular relief organisations without official authorisation are unable to use the distinctive emblem of the Red Cross or Red Crescent, the use of which is subject to regulation by the Geneva Conventions and their additional Protocols (9). The absence of the emblem limits the immunities available to these organisations, which in turn may result in limiting their activities. Examples of NGOs which may act on their own initiative to provide humanitarian assistance to the wounded and sick are *Médecins sans Frontières* (MSF) and *Health Unlimited*.

The International Committee of the Red Cross (ICRC) has a right, under the relevant Geneva Conventions, to perform certain humanitarian functions in respect of prisoners of war and civil detainees and internees (10). As explained later, the ICRC also has a right to offer its humanitarian services to the Parties to a conflict.

Under the Geneva Conventions and the Additional Protocols, the Parties to a conflict are able to authorise certain NGOs to perform specific humanitarian functions under their control. When this occurs, these officially authorised NGOs obtain a recognized status and related privileges which enable them to provide humanitarian assistance in a particular situation and to particular categories of victims, often with the help of the authorities concerned. Such authorised NGOs include the voluntary aid societies which assist the medical services of the armed forces(11); the officially recognised relief societies which provide hospital ships during armed conflict at sea (12); relief societies which help prisoners of war(13); relief societies which assist civilian detainees or internees(14), and relief societies which serve the inhabitants in occupied territory(15). Conditions for their operation vary: generally, control is tighter for those which act on or near the scene of battle, such as the voluntary aid societies and the officially recognised relief societies (16). Normally, however, such organisations will retain their separate identity and civilian status (17). National Red Cross and Red Crescent Societies are the most well-known examples of NGOs which may assume one or more of these authorised functions. In addition, for certain purposes, the Sovereign Order of Malta, the Order of St. John of Jerusalem and other groups, both secular and religious, may fit one of the categories of authorised NGOs mentioned.

Generally, authorised aid societies do not have an unlimited right to provide humanitarian assistance under the Geneva Conventions or Protocols: they are subject to regulation by the Party to the conflict to which they belong or by the Occupying Power or Detaining Power. But when authorised societies are able to act, they do so with the support of the relevant authorities and may be able to achieve much.

### Right to offer humanitarian assistance

It may be said that whereas normally NGOs do not have

a right to provide humanitarian assistance, in principle impartial humanitarian bodies do have a right to offer it.

Under the Geneva Conventions and the Additional Protocols, an offer of relief, if made in good faith by an appropriate NGO, should not be regarded as interference in an armed conflict or as an unfriendly act. There is a presumption that such offers should be accepted, for example, where a Party to a conflict is unable to supply civilians in territory under its control with goods indispensable to their survival (18). However, a relief action cannot be forced upon the receiving State or other Power concerned; as will be discussed later, it is subject to their consent. The preceding also applies to situations not covered by the Geneva Conventions, e.g. situations of natural disasters, internal disturbances, etc.

Perhaps the best established and recognised right to offer humanitarian assistance is the so-called right of initiative of the ICRC. Using this right of initiative to offer its humanitarian services to a Government or other authority, the ICRC is able to operate in many situations where, for whatever reason, the formal applicability of the Geneva Conventions is denied or is in fact irrelevant. The ICRC's offer of humanitarian assistance is not seen as an unwarranted interference in the affairs of an authority. This right of initiative, which may now be considered part of customary international law(19), was built on the ICRC's traditional principles of strict neutrality and impartiality and its reputation for integrity, confidentiality and discretion. By adhering to its principles and by maintaining a low public profile, the ICRC has achieved a great deal, striving at all times to act solely in the interest of those it exists to serve, namely, the victims of armed conflict or of internal tensions or disturbances. Exceptionally, when it is considered in the best interest of the victims, the ICRC will publicly denounce violations of IHL(20). However, such public statements tend to be even-handed, for example referring to violations by both belligerents(21). Further, even if public statements are issued with the best of intentions, there is doubt about their efficacy in stopping or preventing violations. Ultimately the ICRC, as well as NGOs, must rely on the agreement and action of the governing authorities concerned, including third parties who might bring influence to bear on the belligerents (22).

### Conditions governing relief actions

Legal instruments covering humanitarian action in a variety of circumstances, in peace and in war, show that to be acceptable, such actions must conform to certain criteria. The main requirements are explained briefly below.

#### Existence of a real need

The existence of a genuine need is a requirement for any relief action. This deters unwelcome or unnecessary interference in a country's internal affairs. Such a need arises, for example, when the civilian population is inadequately provided with certain supplies, such as food and medicine. This matter was at issue in the controversial air drop of relief goods and earlier attempted relief action by sea, by India, to help the Tamil community in the Jaffna peninsula in Sri Lanka in June 1987(23).

#### Humanitarian

A relief action must be humanitarian in nature. The ICRC Commentary to Common Article 9/9/10 of the Geneva Conventions defines «humanitarian» as «*concerned with the condition of man, considered solely as a human being without regard to the value which he represents as a military, political, professional or other unit*» (24). A humanitarian activity is «*concerned with human beings as such, and must not be affected by any political or military consideration*» (25).

#### Impartial

A relief action must also be impartial. This term seems to relate mainly to the distribution of assistance, based as far as possible on actual need, rather than «*by prejudice or by considerations regarding the person of those to whom he gives or refuses assistance* » (26). In the context of a relief action during a conflict situation, impartial may mean not designed to give undue advantage to one side, although relief given to only one side does not necessarily mean that the action is partial: much will depend upon the circumstances. The requirement of impartiality applies both to the admission of a relief action and to its conduct(27).

#### No adverse distinction

The prohibition of adverse distinctions applies primarily to the conduct of a relief action. It means that discrimination between recipients cannot be based on criteria such as nationality, race, religion, social status, political or other Opinion. However, priority can be given to persons on grounds of medical urgency or of vulnerability, such as children and expectant and nursing mothers (28).

The difficulties encountered by the ICRC and the United Nations Children's Fund (Unicef) in launching their joint operation in Kampuchea in the autumn of 1979 involved matters of impartiality and adverse distinction, and perhaps also of humanity: both organisations - one NGO, the other an inter-governmental organisation (IGO) - are required by their principles to provide assistance to the victims of any side in a conflict (29).

#### The need for official authorisation

As has been noted previously, both in law and in operational practice, the ability of NGOs to provide humanitarian assistance depends largely upon the consent of the governing authority, such as the government of the territory or region in which the action is to occur. In IHL terms, such an authority might be called a Party to a conflict, a Detaining Power or an Occupying Power; and reference to «*each High Contracting Party concerned*» might include an adverse Party, a transit State, a blockading Power, the assisting State or the receiving State (30). When treaty law such as the Geneva Conventions or the Additional Protocols applies, it will be a factor in determining the ability of NGOs to undertake humanitarian action, for example, in setting out the conditions for such action. However, most, if not all, of the relevant provisions enable the authority concerned, such as a Party to a conflict, to refuse or to

suspend humanitarian actions by organisations or their representatives. This is most certainly *not* to say that under this treaty law High Contracting Parties are entirely free to refuse or suspend humanitarian assistance: presumptions exist which limit such freedom (31). However, ultimately the choice is theirs and ordinarily they have the power to enforce their will.

Certain provisions of the Fourth Geneva Convention help to illustrate this requirement of consent by a Party to a conflict to humanitarian activities of any nature. Under Article 30 of the Fourth Convention, relief organisations appear to be entitled to do anything to further the humane treatment of protected civilian persons provided for in Article 27, including representations to the governing authority and other forms of protection activities. However, the authorities can limit such activities for «*military or security considerations* » (32). The ICRC is in a somewhat better position than other humanitarian organisations (33). However, to quote from the ICRC Commentary on the Fourth Convention, all relief «*organizations, whether national or international, must... strictly avoid, in their humanitarian activities, any action hostile to the Power in whose territory they are working or to the Occupying Power. These principles... govern all forms of relief organized in connection with the Geneva Convention* » (34).

This obligation on relief organisations to adhere strictly to their humanitarian activities is enforceable through Article 142 of the Fourth Convention, which entitles the Detaining Power to limit the number of relief organisations operating in its territory (35).

It may be said that in most cases under the Geneva Conventions and the Additional Protocols, relief organisations are only able to operate if they have some form of governmental authorisation, abstain from political or military activity, and maintain impartiality in their humanitarian work(36). «*Efficacy*» may also be a criterion(37), and a relief organisation can only be effective if it has the continuing authorisation of the governing authority.

In more general terms, humanitarian actions must not violate a State's sovereignty, independence or territorial integrity. The Indian Red Cross official involved with the shipment of relief supplies for Tamils on the Jaffna peninsula recognised this when he said he would not go ahead with the mission without the co-operation of the Sri Lankan authorities (38).

#### Adherence to governing agreements

For NGOs to have the consent and assistance of the authorities concerned for their humanitarian work, they must also act in accordance with any governing agreements. These may consist of treaties, such as the Geneva Conventions and Protocol 1(39), and/or an agreement between the NGO and the governing authority(40). This latter document may limit the permissible activities of the NGO or its personnel may limit the permissible activities of the NGO or its personnel to certain specified tasks.

In addition there might be some specific authorisation for the participation of individual relief personnel (as opposed to approval of the general relief action) granted by

the State where the personnel will carry out their duties, and this second document may also, in setting forth the terms of their mission, circumscribe their behaviour. The NGO itself may also have an agreement with its personnel, along the same lines<sup>(41)</sup>. One usual condition for participation in relief actions is that personnel must respect the law of the country where they are and in particular the security requirements of that country. Thus relief personnel should not jeopardize the general relief action, that is, the authorized work of their organisation, and they should not violate their own terms of mission.

The preceding points are affirmed in the provision in Additional Protocol I of 1977 concerning relief personnel. Article 71 thereof is an important innovation because it gives relief personnel a recognised status under IHL and provided they fulfil certain conditions, protection both from attack and from interference with their work. Such personnel must have the specific approval of the authority of the territory in which they operate. Under no circumstances may relief personnel exceed the terms of their mission, in particular the security requirements of the Party in whose territory they are working, and failure to observe this condition may lead to termination of their work. These requirements help to illustrate that protected status under IHL is the result of governmental authorisation and control.

### Denouncing violations of human rights

Does an NGO or its personnel violate the conditions of their humanitarian action if they denounce violations of human rights? It is of course possible to construct an argument saying that such denunciations can be humanitarian in nature and purpose, perhaps even of a supra-national character, and that therefore they do not contravene the conditions of the relief action or terms of mission.

On the other hand, denunciations of human rights are usually viewed by the authority condemned as a political act, regardless of the motivation of the denouncer. Such actions may also be construed as a threat to the security of the authority and more than likely, as going beyond the authorized work of the NGO or its personnel. A relief worker will normally have no recognized standing in law, national or international, to act in this way, thereby adding to his or her vulnerability. The position may be even worse if the NGO and its personnel are alien, both in nationality and in general background, for example, socio-economic and racial.

The NGO and its workers may be doubly resented, and perhaps feared, for interfering in an «internal» or «non-humanitarian» matter. Foreigners are not necessarily welcome in a country, especially during times of armed conflict, and they may be a source of suspicion and as relief personnel, they may also be an affront to national pride.

As an example, referring again to the relief operation in Sri Lanka, it is reported that the presence of Indian aid personnel in the Jaffna peninsula is a growing irritant to Sri Lanka. The Sri Lankan Prime Minister has talked of the Indian «Trojan horse» and said that «many in the country are asking whether India is trying to achieve by subtle means what she could not do by force» (43).

Thus regardless of the impetus behind a denunciation of

a violation of human rights, and of moral, philosophical or even some legal arguments in its support, the fact remains that in the field such action is likely to be viewed by the authority concerned as incompatible with the conditions upon which the NGO is permitted to provide humanitarian assistance. The NGO may then have its work in the country terminated.

### One possible response

Naturally an NGO and its personnel will be loath to stand by and watch violations of basic human rights without acting, regardless of the terms of the relief mission. An approach may be made to the responsible authority, but even if done privately and diplomatically, such action may not be welcomed or heeded. Moreover the NGO or its representative must be careful not to make the situation worse: by protesting about action taken against a single individual, other people or the entire relief operation may be placed at risk. Tacit consent, silence in the face of atrocity, is not advocated. What is suggested is that any response must be considered and perhaps be left to other types of organisations. As an illustration it might be better for an NGO or its personnel to record a violation (42), pass the information to other bodies whose purpose it is to deal with human rights abuses, such as Amnesty International or the ICRC, and let them deal with the authorities about the matter, leaving the NGO or its personnel to attend to essential strictly humanitarian tasks, such as medical care and distribution of food.

If the NGO fears that through its public silence, it will become a party to violations of human rights or IHL, or if it is unable to operate according to its principles, then of course the NGO must consider whether in the circumstances it is necessary to halt its operations and even to withdraw from the country. At that point the NGO may decide it has more to gain than to lose by denouncing violations of human rights or IHL.

### Practical suggestions

There are a number of ways in which NGOs might confront this dilemma. Some are as follows.

It seems rather futile, and possibly even detrimental, for NGOs to assert unconditional rights to act when in fact, either such rights are not recognised by law or when in practice, their action can be constrained by the authorities concerned, regardless of the merit of any legal or moral arguments in support of their position. Once the perhaps grim reality of the situation is faced. NGOs may take steps to find ways to achieve their aims within the existing legal and political structure. For example, through better understanding of IHL, NGOs may decide to seek official recognition as voluntary aid societies or other authorised relief bodies under the Geneva Conventions or Protocols. This may help to enhance their operations and own protection.

For an NGO to recognise its limits is also important to its reputation, and the reputation of an NGO can be crucial to its ability to provide humanitarian assistance and to raise difficulties, such as allegations of human rights abuses, with the authorities. To be able to provide humanitarian assistance, a relationship of trust or confidence must be established between the NGO and the authority concerned.

NGOs must demonstrate their adherence to the conditions of relief actions, in particular they must scrupulously avoid involvement in political affairs. NGOs must be sensitive to the fears of the authorities, and seek to engage, at least in the first instance, in constructive, confidential dialogue or other appropriate action rather than in public denunciation. They should emulate the policy of the ICRC, that is, consider the interests of those they set out to assist as primordial. An illustration of the importance of the reputation of an NGO is the fact that in situations of tension or conflict around the world – for example, in the United Kingdom, South Africa and Colombia – the red cross emblem will have a protective value for members of National Societies, enabling them to help each side, regardless of the formal legal position. This also shows that the principles of an organisation, and its demonstrated willingness to abide by them, may often matter more than the strict legal position (44).

On a more concrete level, NGOs might establish Guidelines for Action or a Code of Practice which covers the situation of violations of human rights or of humanitarian law. These might be individual to each NGO or agreed among a number of NGOs. The ICRC's own guidelines for action in the event of breaches of IHL(45) might serve as a model for such documents. NGOs will need to consider their own specific competences and limits, and set priorities, defining when and how to report particular alleged violations. Action, and the basis for action, may vary according to the situation.

Channels and modes of communication for reporting alleged violations between NGOs, or with others concerned, such as the media, neutral governments and the government of the NGO, may need to be developed or strengthened.

National and international legal instruments might be adopted in order to define the status of NGOs and their workers and if possible the action each may take if they witness violations of human rights or IHL. These might make clear that a confidential report by the NGO to the authority concerned about alleged abuses is not to be considered a political act, or beyond the terms of their humanitarian mission. The same principle, possibly together with agreed procedures for reporting violations, might be included in any agreement between the NGO and the authority of the territory in which it seeks to operate. It is appreciated that such an agreement may not be possible in every instance.

Existing documents such as the 1982 Unitar Model Rules (46), the 1980 International Law Association model relief agreement and the 1984 Draft Convention on expediting the delivery of emergency assistance, could be used as a basis for any new instruments on particular issues. Declarations or resolutions of international and regional organisations, and by the International Conference of the Red Cross and Red Crescent, might also prove helpful. A National Charter for Volunteers is another potentially useful idea.

Training of NGO personnel, both in the relevant substantive law or other regulations governing their mission,

and in procedures, such as how and when to record and to communicate violations, also seems important. Indeed such training seems vital in order to ensure respect for the various rules and practices in the field. Red Cross and Red Crescent organisations, including National Societies, might have a role in helping to provide such instruction, as part of their dissemination activity.

#### A delicate balancing act

Action by NGOs in the face of violations of human rights or IHL may, in the end, come down to the specific atrocity or potential atrocity. From legal and operational viewpoints it is likely that under current rules and practices, it will be unacceptable for NGOs or their personnel to make a public denunciation and then to be allowed to continue their humanitarian mission. However, there are occasions when the provision of soup may be less important than bringing the attention of the media to violations of human rights. If after every relevant consideration affecting the relief operation has been evaluated, a genuine crisis of conscience occurs, and there is no other alternative, a protest may be made. But this should be done in full knowledge of the likely consequences of such action, to the NGO, to any other humanitarian organisation working in the same location, to NGO personnel in the field and most of all, to the people the NGO is attempting to assist. Action by NGOs when confronted by violations of human rights or IHL should, ideally, be pre-planned and well-considered, taking into account all the possible ramifications, long-term and short-term.

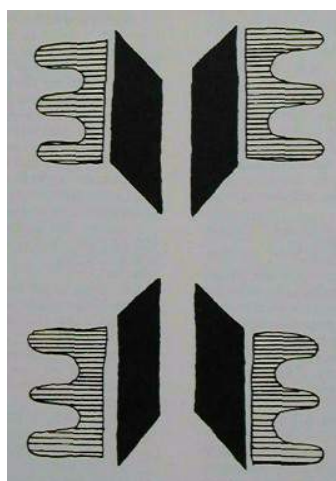
Any generally accepted rules on humanitarian assistance will reflect a balance between humanitarian and sovereign interests. IHL including its provisions on relief actions, has proved successful over the years because it reflects a largely acceptable balance between humanitarian interests and the realities of combat or occupation. An NGO cannot have the privileges of authorised aid societies without also having the restrictions. A compromise is required. Special protected status for aid personnel and facilitation of their work by the authorities necessitates a measure of official authorisation and control. The relief societies of most liberation movements or dissident groups are subject to such restrictions imposed by the related political or military authority, including the «Palestinian Red Crescent», the «Khmer Red Cross», the «Sahraoui Red Crescent», the «Moro Red Crescent», the «Relief Society of Tigre» and the «Eritrean Red Cross-Red Crescent Society». The doctors and nurses from NGOs, such as Aide médicale internationale and Médecins du monde, which seldom request or obtain official permission for their work, may become targets for regimes that are openly hostile to their missions of mercy. To date it seems that the balance achieved in the Geneva Conventions and the Additional Protocols is the best that can be agreed. This may not be ideal from a purely humanitarian viewpoint but given the realities of situations when relief is required, especially perhaps during an armed conflict, it may be the only way at this time to attain any humanitarian objectives.



## NOTES

- (1) This issue was raised at the conference on Law and Humanitarian Ethics held in Paris in January 1987, reported in the March-April 1987 issue of the *International Review of the Red Cross*, No. 257, at pp. 226-229. It was also discussed in the review of Jean-Christophe Rufin's book *Le piège (The trap)*, by Jean-Luc Blondel, also in the March-April 1987 issue of the *Review*, at pp. 233-235.
- (2) Violations of human rights or IHL, may be most likely to occur in such situations. Also IHL, more than any other body of law, may be said to contain most of the formal provisions accepted by the majority of States pertaining to humanitarian assistance of the kind offered by NGOs.
- (3) One might observe that in any event, there is no entirely satisfactory definition of an NGO. For the purposes of this study, a non-governmental organisation is an organisation not established by a government or by an inter-governmental agreement. It is usually private in nature. Composed of members who may be individuals or organisations, has specific objects, and may be national or international. See generally H.H.K. Rechenberg, «Non-Governmental Organizations» in *Encyclopedia of Public International Law*, Instalment 9 (Amsterdam: North Holland 1986), pp. 276 et seq.
- (4) M. El Baradei, et al. *Model Rules for Disaster Relief Operations*. Policy and Efficacy Studies No. 8, United Nations Institute for Training and Research (Unitar), 1982. Also see the *Declaration of Principles for International Humanitarian Relief to the Civilian Population in Disaster Situations*, Twenty-first International Conference of the Red Cross, Istanbul, Resolution XXVI, September 1969. This Declaration reflects many of the accepted principles or relief law and practice.
- (5) Art. 18, First Geneva Convention.
- (6) Art. 21, Second Geneva Convention.
- (7) Art. 17, Protocol I, Protocol I also extends a certain general protection to all those engaged in medical activities, even if they are not assigned to medical purposes by a Party to the conflict (Art. 16). Yet unlike authorised medical personnel, civilian or military, medical personnel without an official authorisation from a Party to a conflict will not be respected and protected in all circumstances, and the Parties to a conflict are not required to help and facilitate their humanitarian functions (e.g. see Art. 15, Protocol I).
- (8) J.S. Pictet (ed.), *Commentary* (to the First Geneva Convention of 1949), ICRC, Geneva 1952, pp. 190-191.
- (9) E.g. Art. 39, 42, 44, First Geneva Convention.
- (10) E.g. Art. 126, Third Geneva Convention: Art. 143, Fourth Geneva Convention. But even these rights may be restricted «for reasons of imperative military necessity» albeit temporarily, and the appointment of ICRC delegates must be submitted for the approval of the authority concerned.
- (11) Art. 26, First Geneva Convention. These voluntary aid societies may also belong to a neutral country; in this case, they will have the previous consent of their own Government and the authorization of the Party to the conflict concerned (Art. 27, First Geneva Convention). Reference to «national voluntary aid societies» is made in Protocol I (Art. 8(c)(ii)).
- (12) Art. 24, Second Geneva Convention. These officially recognised relief societies may also belong to a neutral country; in this case, they will require the previous consent of their own governments and the authorization of the Party to the conflict concerned (Art. 25, Second Geneva Convention).
- (13) Art. 125, Third Geneva Convention.
- (14) Art. 142, Fourth Geneva Convention.
- (15) Art. 63, Fourth Geneva Convention.
- (16) For example, strict conditions are placed on those voluntary aid society personnel who have the same protected status under IHL as the permanent medical personnel of the armed forces. These conditions apply both to the voluntary aid society - due recognition and authorisation; notification; control; and to the personnel - same medical duties; exclusive engagement; subject to military law. Although municipal (national) law will ultimately govern the conditions under which voluntary aid society personnel lend their assistance to the medical services of the armed forces and their status, unless other provision is made, such personnel will retain their civilian status. Voluntary aid society personnel engaged in other duties will also have civilian status but without the privileges of those employed on the same duties as the permanent medical personnel of the armed forces, such as the right to use the protective emblem of the red cross or red crescent (First Geneva Convention, Art. 40) and upon capture, the right to the status of retained personnel rather than of prisoner of war (First Geneva Convention, Art. 28; also see Third Geneva Convention, Art. 33).
- (17) For example, the property of voluntary aid societies used to help the sick and wounded of the armed forces is in a more advantageous position than the property belonging to the military medical services: it cannot be regarded as war booty or confiscated, and it is subject to only limited rights of requisition and seizure (First Geneva Convention, Art. 34). This illustrates that these societies retain their own personality and status as voluntary, private institutions, although they are closely connected with a Party to a conflict.
- (18) E.g. with respect to occupied territory. Art. 59, Fourth Geneva Convention.
- (19) See generally, Y. Sandoz, «Le droit d'initiative du Comité international de la Croix-Rouge», *German Yearbook of International Law* (1979), pp. 352-373. See, also, *Statutes of the International Red Cross and Red Crescent Movement* 1986, Arts. 5(27(d) and 5(3); ICRC Statutes, 1973, as revised. Art. 4(1)(d) and 4(2).
- (20) ICRC, «Action by the International Committee of the Red Cross in the Event of Breaches of International Humanitarian Law», *International Review of the Red Cross*, No 221, March-April 1981, pp. 76-83.
- (21) See, for example, Y. Sandoz, «Appel du C.I.R.C. dans le cadre du conflit entre l'Irak et l'Iran», *Annuaire Français de Droit International* (1983), pp. 161-173.
- (22) Common Article 1 to the Geneva Conventions 1949 and Article 1(1) of Protocol I 1977.
- (23) Even after agreeing to the sending of relief supplies, the Sri Lankan Government insisted that the aid was not needed, accepting it «purely in the interests of good-neighbourly relations». *The Guardian*, London, June 26, 1987, p. 10.
- (24) J.S. Pictet (ed.), *op. cit.*, p. 108.
- (25) *Ibid.*, p. 109.
- (26) *Ibid.*
- (27) M. Bothe et al., *New rules for Victims of Armed Conflicts*. Martinus Nijhoff Publishers, The Hague/Boston/London, 1982, p. 435 (commentary on Art. 70 of Additional Protocol I of 1977).
- (28) See commentary on Art. 12 of the First Geneva Convention. J.S. Pictet (ed.), *op. cit.*, pp. 137-138.
- (29) ICRC, *Kampuchea*, Geneva (October 1981), p. 13 and also see p. 6.
- (30) E.g. see Art. 70, Protocol I.
- (31) For example, starvation of civilians as a method of warfare or combat is prohibited (Art. 54, Protocol I and Art. 14, Protocol II respectively). Also, for other parts of a provision to make sense, discretion cannot be unfettered (e.g. see Art. 70(1), Protocol I), and a treaty must be interpreted in good faith (Vienna Convention on the Law of Treaties, 1969, Art. 31(1)). Referring to Art. 18 of Protocol II on relief societies and actions in internal armed conflicts, the United States State Department reported: «This important provision... reflects compromise with those delegations (at the Diplomatic Conference) which were unwilling to accept an unconditional obligation to permit and facilitate relief shipments. For its part, the United States would expect that the requirement of consent by the party concerned would not be implemented in an arbitrary manner, and that essential relief shipments would only be restricted or denied for the most compelling and legi-

- itimate reasons»* (Message from the President Transmitting Protocol II to the Senate. January 29, 1987. 26. I.L.M. 1987, 561 at 567).
- (32) See also Art. 5. Fourth Geneva Convention, which denies the rights of the Convention to, *inter alia*, an individual protected person « *definitely suspected of or engaged in activities hostile to the security of the State*». Nevertheless such persons are to be treated humanely and retain a right to a fair and regular trial.
- (33) See, e.g., Arts. 30 and 143. Fourth Geneva Convention, which authorize the ICRC to visit protected persons.
- (34) J.S. Pictet (ed.), *Commentary* (to the Fourth Geneva Convention 1949).
- (35) *Ibid.*
- (36) See, e.g., Art. 26. First Geneva Convention, on voluntary aid societies and Art. 63, Fourth Geneva Convention, on relief societies in occupied territory.
- (37) See, e.g., Art. 61. Fourth Geneva Convention on the distribution of relief consignments.
- (38) In fact this may have been quite a courageous act on the part of the Indian Red Cross, an illustration perhaps of the Red Cross Principle of Independence. *The Guardian*, June 3, 1987, p. 6.
- (39) The ICRC status agreements are an example.
- (40) As an illustration, the League of Red Cross and Red Crescent Societies usually concludes agreements with its field personnel, setting out the terms of their mission. If sent by a National Red Cross or Red Crescent Society, these personnel may also have signed a somewhat similar agreement with them.
- (41) *The Guardian*, July 4, 1987, p. 6.
- (42) But even taking of records must be done in ways unlikely to endanger the aid operation. In the relief action in Sri Lanka, the English language press in Colombo, which is said to be influenced by the government, has accused Indian Red Cross personnel of compiling dossiers on alleged disappearances and excesses by government forces. These charges have been denied by the Indian High Commission, *The Guardian*, July 2, 1987, p. 10.
- (43) There may be developing customary law to the effect that the red cross or red crescent emblems will have a protective value if displayed by authorised persons or units in circumstances of internal conflict, at least in those situations covered by Common Article 3 to the Geneva Conventions even if these situations are below the threshold of application of Protocol II. More controversially, but not without foundation, this postulated customary rule might also be said to apply to internal disturbances and tensions to which international human rights instruments are applicable but to which Common Article 3 does not apply.
- (44) See footnote 20 *supra*.
- (45) See footnote 4 *supra*.



#### Addendum

Une erreur technique a fait disparaître la mention précisant que l'article de Dominique Temple, «*Les ONG comme cheval de Troie*» (Associations transnationales n° 1/1988), avait été repris de *IFDA Dossier* n°63 (4, place du Marché, 1260 Nyon, Suisse).

# Non-Governmental Organizations and Coordination of Humanitarian Assistance

by Peter Macalister-Smith\*

*Humanitarian assistance in armed conflict and other disasters can involve a great variety of institutions and participants all operating simultaneously, including national civil defence organizations, military units, Red Cross and Red Crescent Societies, international governmental organizations and non-governmental organizations (NGOs).*

*Coordination of humanitarian assistance is therefore inevitably a complex and delicate matter, all the more so because the concept of coordination, like that of disaster preparedness generally, is relevant to both donor and recipient parties.*

The success of coordination can do much to remove the confusion which may accompany humanitarian assistance operations, although to a certain extent some such confusions is by definition inherent in all disaster situations where relief actions are required. Since it is not questioned that the overall effectiveness of humanitarian assistance operations can be improved by coordination designed to take into account the contribution of the many different organizations and forms of relief administration involved, an important problem of humanitarian action at the global level is to define and to achieve the most appropriate national and international coordination mechanisms.

## **Non-governmental organizations**

As far as NGOs are concerned, the subject of coordination of humanitarian assistance includes both coordination

*inter se*, or within the non-governmental sector, and wider coordination in which non-governmental actions are coordinated with those of the other organizations and actors involved, including governments, in what might be described as the global humanitarian system.

The many NGOs active in humanitarian affairs undoubtedly constitute an important part of the global humanitarian network. It is well known that NGOs are among the best-informed groups. They can function by bringing problems to light, by mobilizing contributions and by taking direct action. NGOs work in all types of humanitarian situations, and in some respects they are less circumscribed by constraints than official bodies. However, the NGO sector is not homogeneous, but consists of organizations representing many different interests. The wide diversity of humanitarian NGOs enables resources to be provided rapidly in case of need from a variety of sources, but this very diversity also introduces a further degree of confusion into humanitarian operations.

Some humanitarian NGOs such as the church groups are themselves federations representing their members in a centrally organized process in which coordination functions are already in-built. More generally, cooperation and coordination between NGOs themselves, and between NGOs and the other organizations and actors involved in the humanitarian field, has always been extensive and it remains so today. Such cooperation and coordination is based on a long tradition of shared experiences; it is an essential feature of everyday working activities, and it con-

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tinues to be developed to include not only planning but also operational aspects of humanitarian action.

Notwithstanding the considerable competition in humanitarian matters, the major international humanitarian NGOs have increasingly attempted to work out among themselves methods of cooperation and coordination applicable to the various phases of humanitarian action. This is being achieved gradually and without creating a «super-organization». At the same time, it is appropriate and important to consider the place of NGOs in coordinating of humanitarian assistance in the wider sense, in which the other organizations and actors are involved.

### **National responsibilities**

Important responsibilities for coordination of humanitarian assistance are exercised at the national level, within the framework of which NGOs must always operate. Indeed, it seems that an improved international system can be based only on the development of successful solutions at the national level, although of course national and international efforts should be complementary and mutually reinforcing. Any success in achieving better coordination between the international agencies involved can easily be destroyed by the failure or the shortcomings of a national coordination office in a particular disaster situation, here, the problems of local coordination in the field are a special subject for attention.

National relief coordination includes on the one hand the general aspect of coordination procedures between the country concerned and the external or foreign level, and on the other hand the specific aspect of coordination functions in the course of a given relief operation. In both cases it is necessary to take into account not only bilateral and multilateral activity but also the existence of official and private actors. Although the national authorities concerned should provide the principal coordinating mechanisms, in practice a variety of governmental, Red Cross and Red Crescent, and private or non-governmental approaches and arrangements are often to be found coexisting. In some countries, the non-governmental agencies active in relief have set up their own coordination mechanisms, with or without the involvement of the National Red Cross or Red Crescent Society.

In countries where sufficient attention has been given to predisaster planning, the necessary coordination functions are likely to be adequately performed. The national plan setting out emergency relief procedures should envisage coordination through a central responsible office. The functions of a coordinating office established by the authorities have been given much attention by the Red Cross and Red Crescent Movement. A particular duty of Red Cross and Red Crescent Societies is to ensure that a national plan exists and that it includes the necessary elements relating to coordination.

### **Red Cross and Red Crescent approaches**

The Red Cross and Red Crescent Movement is involved in coordination of humanitarian assistance at all levels: national, bilateral, regional and international. Such coordi-

nation, although strictly internal in objective and effect, reaches out beyond the Red Cross and Red Crescent Movement since all coordination functions must be designed to take into account the activities of the many other organizations and actors concerned. This reflects the simple fact that, like individuals, no organization can act in isolation but must constantly seek awareness of the actions of others in order to be effective.

At the national level, the Red Cross or Red Crescent Society is often a major operating agency if not the principal one responsible for relief action, and hence a National Society is likely to have a central position in the national system of coordination. At the regional level, coordination of humanitarian assistance falls within the general field of disaster-related cooperation, which includes not only relief but also preparedness and prevention activities. At the international level, not only does coordination take place between the various components of the Movement, but at this level assistance by the Movement is also coordinated with that of other organizations and actors in the global humanitarian system. In practice, this general aspect of relief coordination includes relationships, *inter alia*, with numerous NGOs.

As to internal coordination, the *Principles and Rules for Red Cross Disaster Relief* form a detailed code designed to regulate the planning, coordination and operation of the Movement's relief policy and operations(1). The Principles and Rules provide that every relief operation carried out by the Movement in situations of war, civil war or internal disturbance shall be regulated by the provisions of the 1969 Agreement between the League of the Red Cross and Red Crescent Societies and the ICRC which specifies certain of their respective functions (2). This Agreement, which has its basis in the fact that possible areas of overlap of functions between the ICRC and the League can arise, recognizes that when a neutral intermediary is necessary, it is up to the ICRC to act as coordinator. In other situations, the coordination functions of the League itself are designed to facilitate the international assistance provided through the National Society network, these functions deriving naturally from the League's federal role within the Movement. The Principles and Rules emphasize that the Movement should endeavour to take into account the help given by other national and international organizations, while remaining true to its principles (3).

### **Role of the United Nations**

In 1971 the United Nations General Assembly established the Office of the United Nations Disaster Relief Co-ordinator (Udrc), and laid down the Co-ordinator's mandate (4). Udrc was created to be the local point in the UN system for disaster-related matters. All organizations within the UN system, as well as other organizations concerned, were invited to cooperate with the new office. Recognizing that non-governmental activities could be coordinated not only on an *inter se* basis but also with those of governments, the resolution establishing Udrc authorized the Disaster Relief Co-ordinator to coordinate UN assistance with that given by NGOs(5).

Under the terms of the Co-ordinator's mandate, Udrc was thus brought into contact not only with UN bodies and

governments, but also with NGOs. Undro has relations with most elements of the international humanitarian system, of which the United Nations is only one part. However, the type of coordination which may originally have been envisaged by the United Nations has not yet been developed, although positive developments have taken place and contacts and cooperation between the governmental and non-governmental sectors continue to be expanded. Undro regularly convenes information meetings on operational situations where humanitarian assistance is being provided, at which representatives of governments, intergovernmental organizations and NGOs are present.

Coordination possibilities between the United Nations and NGOs also exist by virtue of the consultative arrangements with NGOs which have been laid down by the UN itself and by various UN specialized agencies and subsidiary organs. Article 71 of the UN Charter sets the basis for regulating NGO association with the work of the UN Economic and Social Council (6). The system of consultation is intended to permit the securing of information and advice from organizations with particular competences. In the humanitarian field, several UN bodies have established particularly close relations with NGOs, and with the Red Cross and Red Crescent Movement. While the difference between truly effective participation on the one hand and the present arrangements for consultation on the other hand is still a fundamental one, considerable progress has been made in the area of direct collaboration in humanitarian matters. At the same time, the main contribution of NGOs in the humanitarian field remains outside the UN framework and firmly their own sphere of activity.

### Role of other organizations

Several regional organizations have taken measures relating to coordination of humanitarian assistance within their region, in which NGOs may be involved. The association of NGOs with governmental bodies, for example in receiving funds for specified purposes or in carrying out operational tasks on behalf of such bodies, greatly increase the scope of NGO actions. Such association extends not only the overall contribution of the NGO sector in humanitarian matters, but also the scope of and possibilities for coordination of humanitarian assistance. Particular examples of developments which could be mentioned in this regard include measures taken within the Council of Europe, by the European Economic Community and by the Organization for Economic Cooperation and Development. Other governmental organizations such as the Organization of African Unity, the Organization of American States and the Association of South-East Asian Nations have all at times acted in a general coordinating capacity with regard to humanitarian assistance, including coordination with regard to NGO activities.

### Some conclusions

The great variety of organizations capable of contributing to humanitarian assistance, as well as the great potential scale and complexity of relief operations, clearly demonstrate the need for coordination of humanitarian assistance. Although major responsibilities for the planning,

implementation and coordination of relief action rest with national authorities, the concept itself of international coordination of humanitarian assistance is not in question.

For these reasons alone, and whatever future developments take place in the field of humanitarian action, it seems certain that the need to maintain and improve the coordination mechanisms at the national and international levels will remain for the foreseeable future.

Yet while the need for coordination within the international relief system is generally accepted, it has proved difficult in practice to define coordination more closely, and to agree on the necessary action. Probably no one would deny being in favour of coordination of humanitarian assistance in principle, but the real problems arise in practice in determining who shall coordinate and who shall be coordinated.

The political problems inherent in many situations where humanitarian assistance is required create additional difficulties for all coordination activities. Indeed, even the basic task of transmitting information can raise not only questions of the limits of institutional independence, for example with respect to verification or assessment of needs, but also the possibility of differences with official sources, thereby further complicating the process of coordination.

Within this process NGOs have a major role, both in terms of coordination in the non-governmental sector and with regard to coordination with the other organization and actors involved in humanitarian assistance.

Despite all the difficulties, the potential benefits to be gained from effective coordination of humanitarian assistance are many and great. This potential suggests that continuing efforts to strengthen the system of coordination of humanitarian assistance are likely to be made by all concerned, taking into account the lessons derived from ever-accumulating operational experience.

(1) Text in *International Red Cross Handbook* (12th ed., Geneva 1983), pp. 488-494.

(2) *Ibid.*, pp. 475-480.

(3) Principles and Rules for Red Cross Disaster Relief, para. 6 in *International Red Cross Handbook*, *op. cit.*, p. 489.

(4) UN General Assembly Res. 2816 (XXVI) of 14 December 1971.

(5) sub-para. 1 (a), (c) and (g).

(6) Art. 71 of the Charter of the United Nations: «*The Economic and Social Council may make suitable arrangements for consultation with non-governmental organizations which are concerned with matters within its competence. Such arrangements may be made with international organizations and, where appropriate, with national organizations after consultation with the Member of the United Nations concerned.*». - See also UN Economic and Social Council Res. 1296 (XLIV) of 27 May 1968, which revised the system of consultation.

# Refugees and development in Africa

By Raymond J. Smyke\*  
and Patricia Smyke

*The following paper was written by a Webster University Study Group as a contribution to the Second San Remo Seminar on «Refugees and Development in Africa », co-organized by the International Institute of Humanitarian Law and Webster University in Geneva. It may be considered as a « case study » adding factual information to the preceding papers, by M. Meyer and P. Macalister-Smith, on the role of NGOs in humanitarian action.*

*The Webster Group visited Kenya, Uganda, Zimbabwe and Botswana. In each country it interviewed UNHCR representatives and talked with refugee workers, implementing partners, local representatives of NGOs, educators and development workers. On three occasions seminars were conducted for the group, with local resources persons presenting the social, economic and political background for understanding refugee issues in that region.*

## Causes of refugee flows

«Root causes»... the phrase was on everyone's lips, and the group soon learned how apt a phrase this is : before anything can be done about root causes, the first task is to disentangle them, a formidable job in the African context. Determining the reason(s) for seeking refuge is important in other ways too. it may be critical to the granting of refugee status and/or to being eligible for certain types of assistance.

When an obviously malnourished Mozambican crosses the border into northeast Zimbabwe saying, «I've come because there is no food for myself and my family», is he a victim of the drought that has plagued the area in recent years ? Or of the international strife in Mozambique that has

cut supply lines and made food distribution impossible? Or of the deliberate destabilization of the MNR (Mozambican National Resistance) that has caused thousands of Mozambican peasants to leave their farms in fear and curtailed food production ? Or is he perhaps just doing what his friends and relatives have been doing for years-crossing the border to find short-term work on the large Zimbabwe farms nearby and earning some money to buy food for his family ? Or is he there because of a combination of all these factors ? The traditional distinction between « man-made » and « natural » disaster becomes blurred; the definitions that distinguish a political refugee from an economic refugee break down. Yet the need for quick, appropriate humanitarian assistance remains.

The African scene, unfortunately, also provides plenty of examples where the root cause of a refugee flow can be all too clearly identified, whether it is labelled «persecution», «generalized violence», «internal strife» or «events seriously disturbing public order ». Persecution may be directed toward specific individuals and groups, or it may take the form of indiscriminate violence that terrorizes whole populations. Some examples:

« Genocide » was the word used by many people in Uganda to describe what had happened in the second Obote regime (1980 to 1985). The army was allowed to kill, abuse, loot and pillage as it wished in certain areas such as the Luwero triangle and the West Nile region, where the predominant ethnic groups were generally opposed to the Obote regime and were suspected of supporting a resistance movement. The

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Gloria Christen-Morris (Switzerland)  
Sarah Craven (U.S.A.)  
Abdulrazzak Hussein Egal (Somali refugee)  
Patricia Smyke (U.S.A.)  
Ana-Paolo de Souza Teixeira (Brazil)  
The document was written by Patricia Smyke.

killing and pillaging resulted in an estimated 300,000 deaths (1) and led masses of people to seek asylum in Kenya, Sudan and other countries, or to flee the area and find refuge elsewhere within Uganda.

Tribalism, sometimes mixed with religious and/or political differences, has undoubtedly contributed to the creation of refugees in many countries of Africa. If the struggle for independence temporarily unified groups that had previously been divided along tribal, religious or ideological lines, there was often a second struggle for power after independence, creating new groups of refugees. From refugees and from members of minority groups within a country, the Webster group heard many stories of intimidation, fatal « accidents » that were thought not to be accidental, disappearances and harassment that could only instill in all members of the targeted group a « *well-founded fear of persecution* ».

Alongside such targeted violence the group learned about another type of violence that is equally important in creating refugees in east and southern Africa : indiscriminate violence and intimidation with no discernible rationale behind it and not aimed at any particular group of people. The very randomness of it has the effect of terrorizing everybody and causing whole populations to flee, with the resultant breakdown in infrastructures, production, family life, etc. Sometimes this seems to be done deliberately to destabilize a country or region. Certainly many people in southern Africa think that South Africa is practicing such deliberate destabilization in neighbouring countries. Many people mentioned the South African-backed MNR in Mozambique and their reputed tactic of cutting off ears and noses and mutilating lips, a practice which can only have terror as its objective or, as some believe, the sending of a « signal » to Zimbabwe.

Another refugee-generating process which was described several times to the group is the « no-win » dilemma of the civilian population, especially rural populations, where there is civil strife going on. The « bandits », « dissidents », « freedom fighters » or « resistance héros » (depending on who is telling the story) show up at a farmhouse at night and demand food at gunpoint. It is provided, or the farmer and his family risk being shot. The next morning government troops appear at the same door and if the family is there, that is taken as proof that they have provided food to the guerrillas. For that they will likewise be shot. From such predicaments thousands of families have fled, not only in Africa but in other troubled regions of the world.

### ***Solutions: repatriation, integration, resettlement***

Whatever the cause or causes of a refugee flow, it is considered the humanitarian duty of the host government, relief agencies and the international community in general to help the refugees find a « viable solution » as quickly as possible. It is also in everyone's self-interest to do so, excluding, of course, deliberate political manipulation of a refugee group's presence, as has sometimes occurred.

In their travels through Africa, the members of the Study Trip saw many variations of the three traditional solutions: voluntary repatriation, integration in the country of asylum, resettlement in a third country. Although there are success stories in each case, it is clear that those three options alone

add up to an increasingly inadequate response to the African refugee problem.

### ***Voluntary repatriation***

Voluntary repatriation is viewed by UNHCR and most other agencies as the « ideal » solution. When the factors that led the refugees to flee have disappeared and they can return home in safety, most refugees, though by no means all, prefer to go back. Invariably host governments encourage this. UNHCR verifies that the repatriation is voluntary and facilitates the return. In 1980, for example, large numbers of Zimbabweans returned from Mozambique, Zambia, Botswana and other countries when the struggle for independence was won. Today Uganda is experiencing a similar influx of returning refugees and flows of displaced persons going back to restart their lives.

The Webster University group learned that returnees sometimes face problems and obstacles similar to those they experienced as refugees. Their homes and possessions may be demolished or in a state of decay, and their livelihood gone. Community and familial infrastructures have changed or disappeared. A returnee may have to struggle to re-integrate into his mother country as he once did in the country of refuge. Returnees can be demoralized to find themselves dependent again on aid before they can achieve self-sufficiency.

There were occasional hints of some tension between « those who left » and « those who stayed ». Each group can find examples of how those in the other group profited, materially or professionally. Each group has its own tales of suffering during the long period « in the bush » or in exile, or during the struggle for survival inside the country. Some within each group can find grounds for resentment at what is considered unequal treatment now.

On the whole, however, in the countries where the Webster group was able to study the situation of returnees, the balance was overwhelmingly positive, with many examples of mutual assistance and great efforts being made to encourage a spirit of national solidarity. Both Uganda and Zimbabwe are justifiably cited as voluntary repatriation success stories.

In the past year 106,000 Ugandan refugees have returned from southern Sudan to the north of Uganda, mostly to the West Nile province. UNHCR had anticipated this return and has met many of their needs by providing « kits » of seeds, hoes, utensils and other necessities to start each family on the road to self-sufficiency again.

This marks a fairly recent trend in UNHCR - « contingency planning » or trying to predict an influx of refugees or returnees and prepare for it ahead of time. The group was told, however, that there could be a certain drawback in that this action may encourage not only exiled Ugandans but also the hard-pressed population of southern Sudan to cross over the border, enticed by rumours of the aid that is available.

Voluntary repatriation, however, is not always an option. The political or environmental factors that led to the exodus can continue indefinitely, or there can be a difference of opinion in that regard. Rwandan refugees in southwest Uganda

present a case in point. In the view of the Ugandan government, the political situation that provoked the refugee flow has ended, allowing the Rwandans to return home. Some Ugandans in the area resent their presence and what is felt to be their competition for Uganda's dwindling resources.

However, many of the Rwandans have lived in Uganda for 22 years and do not want to leave. A generation has grown up not knowing the mother country. The situation is further complicated by the Rwandan government refusing to re-accept its former citizens. President Museveni has called for a meeting with the Rwandan government to find a solution. He has also asked the Ugandan citizens in the region to be tolerant and patient and to help in the search for a solution... not the first time that a government has turned to a local community to help resolve a refugee problem.

In quite a few cases, refugees themselves are not eager to return home. They may have built better lives in their new environment, or they may feel that there is no assurance that the reasons for their initial departure will not occur again. Certainly it would be understandable if Ugandans, given their history of the past 20 years, had a certain hesitancy on that score. Yet people from all walks of life are streaming back there, from peasants and pastoralists, to young urban workers, to professionals and intellectuals.

In talking to this fast group, however, one occasionally hears about a phenomenon referred to as « second-generation brain drain». Almost all the older professionals and intellectuals who have been refugees are returning, but many of their children are not. These young people have grown up and been educated in Europe and North America, many of them earning professional degrees, and they are busy building careers for themselves in the U.K., U.S.A., Canada or elsewhere. Most of them, it was agreed, would never return to Uganda to live. Some people regarded this as a loss, both for the families concerned and for the country and its development. Others argued that it should not be seen as a « brain drain » but as Uganda's contribution to global development.

### Intégration

When repatriation is not possible, the aim must be temporary or permanent integration of refugees into the host country, with the goal of self-sufficiency as soon as possible. The Webster group saw this being done in camps, settlements and in the local community, whether village, town or city.

Camps are able to provide security and subsistence, but refugees there usually lack the fundamental right of freedom of movement. Employment opportunities are limited. Camps are supposed to offer only a temporary solution, used to assist, contain and protect a vulnerable population until repatriation or resettlement can begin. For example, the camp which the group visited at Nyangombe, Zimbabwe, provides food, shelter, health care, schooling and security to over 5,000 Mozambican «displaced persons» (see page 75-76) in the hope that they can return home in the not-too-distant future.

Settlements also meet subsistence and security needs but, in contrast, are viewed as a more long-term option. The settlement in Dukwe, Botswana, has had refugees in residence since 1979. The emphasis at Dukwe and similar

settlements is on self-sufficiency through training and development projects. Dukwe hosts a wide array of such projects, including agriculture, poultry-raising, arts and crafts, carpentry, welding, construction work and tailoring. The aim is to provide a livelihood and a sense of stability.

A small village has grown up next to the settlement in Dukwe, the people attracted by the water supply, schools, health care and repair facilities established in the settlement, which the villagers can share. The village, in turn, provides customers for the goods and services produced by the refugees, and some refugees have found work there... as well as wives, recreation and release from boredom. Refugees need permits to leave the settlement, but these are rather freely given.

The village was described by one member of the settlement staff as « parasitic » to the settlement, but perhaps « symbiotic » would be the better word, since there seems to be a mutually beneficial relationship. In any case, it does demonstrate one way in which integration of refugees can begin and how the presence of refugees has given a boost to the development of a region.

In countries of first asylum in Africa, refugees may also be thrown directly into « sink-or-swim » integration in the community. This can work quite well in smaller towns and rural villages, especially if the refugees are not too numerous. Many African refugees can also count on the support of relatives or members of their own ethnic group to help ease their way into new surroundings. However, for many refugees, and particularly for those who congregate in urban areas, the adjustment can be painful, even with an array of welcoming infrastructures and programmes to help them. (See *Urban Refugees*.)

A noticeable roadblock to integration is the growing xenophobia and community resistance. In spite of the traditional African hospitality, it is difficult to be tolerant and accepting of outsiders when one's own needs are not being met. Although government policies towards refugees remain generous, many of the group's interviewees felt that public tolerance and acceptance of refugees is declining, especially in countries where there are economic difficulties and high unemployment.

This is bound to have its effect on official policy sooner or later. The man in the street accuses refugees of taking jobs, homes and resources, of getting too much assistance, and of enjoying a better quality of life than the average citizen (although the policy is always to avoid that). If security problems and fear of attack are added to this, as they are in Botswana and Zimbabwe, and especially if the number of refugees should increase markedly, integration may not be as viable a solution in the future as it has sometimes been in the past in Africa.

### Resettlement in a third country

At a recent World Council of Churches consultation on resettlement, one of the participants noted that « *while only 2% of the world's refugees are resettled, the resettlement option is terribly important both in keeping people alive and in relieving pressure in situations which might otherwise become unbearable* »(2),



Certainly resettlement in a third country is a little-used option in Africa. This no doubt stems in part from the very size of refugee movements there and from the nature of the populations involved. The great majority are subsistence farmers, pastoralists or nomads. They have been forced to flee from acute problems of one kind or another but want nothing more than to return to their home territory. It is hard to imagine most of these refugees resettling in different cultures, climates and environments, even if third countries were willing to receive them, which is extremely doubtful.

Still, not all African refugees fall into this category, and there are many who *would* like to resettle in Europe, North America or Australia. This is especially true, according to the group's informants, of African refugees from an urban background or those with some education and skills. For the vast majority of them, however, the chances of realizing this dream are very slim indeed. The group heard some speculation from refugee workers, both African and European, as to why this is so.

Most felt that, when it comes to resettlement outside the African continent, there is undeniably some element of racial prejudice. There are also political factors at work that make the selection process quite arbitrary. One refugee counsellor in Nairobi, for example, told of his long frustration, trying without success to get well-qualified young Ethiopian refugees accepted for resettlement in the U.S.A. Then suddenly the political winds seemed to change, and a number of these applications were reconsidered and quickly accepted.

A man who works with refugees at Dukwe spoke of «*fashions in refugees*». He said that at the moment, South Africans are «*in*». There is a great deal of sympathy for those who are fleeing apartheid. For them, training opportunities and scholarships are abundant. Resettlement in North America or Australia is often feasible. This is so different from the very restricted possibilities that are open to other refugees in Dukwe - e.g. Zimbabweans with educational or professional qualifications similar to those of the South Africans - that it has caused considerable resentment.

### Organizational response

The Webster group talked with representatives of many agencies involved in work with refugees at different levels: international organizations (inter-governmental and non-governmental); national governments and national voluntary agencies or NGOs; local groups, including churches, women's organizations, universities and colleges.

It is not possible to describe here the roles played by all these organizations, that being, in any event, the topic for one of the Seminar workshops; but the members of the Study Trip would like to record their admiration for the tremendous accomplishments of the people who work in the field. Coming from the somewhat jaded atmosphere of Geneva, where one inevitably hears about all that has gone wrong, it was refreshing to be on the spot and see how much is going well. Despite the complexities of most refugee situations and the unimaginable difficulties that can arise, a humanitarian attitude prevails, bureaucratic obsta-

cles are overcome, pragmatic and resourceful solutions are found, and the job gets done.

### Governmental contributions

It seemed to the group that one factor that has been under-recognized and certainly under-reported in the international media is the contribution made by African governments. Stories about African refugees tend to spotlight international assistance, but that is only part of the picture. In the four countries visited, there is not only a great willingness on the part of governments to receive refugees and displaced persons, but real efforts are made to help them rebuild their lives.

Schools, health services, social services and training opportunities are open to them, which clearly involves some increase in already strained national budgets. Scarce resources of water, firewood and petrol are shared, and a certain amount of environmental wear and tear is tolerated without complaint.

In the tense atmosphere of southern Africa, the presence of refugees means that additional police and defense forces are required. Civil service posts must be added, both to administer camps, settlements and reception centres, and to handle the case load in the government ministry or office responsible for refugees(3). Inter-ministerial committees are usually needed as well.

Even with the assistance in cash, kind and services supplied by UNHCR, World Food Programme, UNICEF and other governmental and non-governmental agencies, there are many hidden expenses borne by the host government - that is to say, by the people of the country.

### Non-governmental organizations

The activities of non-governmental organizations in connection with refugees are too numerous to describe here, but it is clear that they play a major role, complementing the work of inter-governmental organizations and national governments. NGOs are often able to mount the first response to a sudden movement of refugees or displaced persons, before governments and inter-governmental agencies can move. They were also praised for their innovative and flexible programmes in delicate situations where an official response would have been awkward or impossible.

### Displaced persons: whose responsibility?

The Webster group had the opportunity to observe two very different groups that were referred to as «*displaced persons*». They illustrate some of the issues related to the standard definitions of a refugee and raise some interesting questions about organizational responsibility: 1) *Mozambicans in Zimbabwe*. The Mozambicans crossing into eastern Zimbabwe are officially referred to by the Zimbabwe government as «*displaced persons*». As noted earlier, they are almost all subsistence farmers. Technically, they meet the OAU requirements for group classification as refugees fleeing «*events seriously disturbing public order*». However, the Zimbabwe government, conscious of the help received from Mozambique during the independ-

ence struggle, has been reluctant to embarrass the Frelimo government by saying that refugees are coming from its territory.

Since the MNR have stepped up their campaign of destabilization, the number of people concerned has increased until there are now some 28,000 Mozambican «displaced persons » living in four camps near Zimbabwe's eastern border. By late 1983 and early 1984 the Zimbabwe government was forced to ask for help in dealing with this influx, and they turned to UNHCR.

UNHCR understood the Zimbabwe position on terminology and agreed to assist on that basis. UNHCR provides support for the camps. Food is purchased locally by the WFR thus aiding the local agricultural economy. Several NGOs serve as implementing partners, providing health care, education, skills training, etc. The Zimbabwe government treats these people as if they had refugee status. Some of the Mozambicans are even said to have found occasional work (without work permits) on nearby Zimbabwe farms, and the authorities have looked the other way.

If one of these Mozambicans formally applied for refugee status, however, or applied for a work permit or a travel document, that would create problems. So far that has not happened, and UNHCR is not inclined to raise the issue on a theoretical basis.

Many members of the present Zimbabwe government are themselves former refugees. The government has promised that the «displaced persons » will have all the guarantees and rights of refugees. A situation that in the abstract could pose some thorny legal, organizational and political issues, is simply being handled pragmatically.

2) *Ugandans displaced within Uganda.* In addition to the many thousands of refugees who left Uganda during the violence of the past few years, it is estimated that some 230,000 fled their homes but remained within the nation's borders. Resettling these internally displaced persons is now a top priority for Uganda, but the task is enormous. The Webster group toured one of the areas hardest hit, the Luwero triangle, called by some the « killing field » of Africa. In this once-fertile and productive region, scarcely a home, school or clinic is left standing; fields and plantations have been ruined. Whole families have been massacred, thousands of children orphaned.

Ugandan peasants in the West Nile province, where similar events took place, fled across the border into Sudan. Now, as returnees, they get UNHCR assistance to resettle. So do the refugees who are coming back from Kenya, Tanzania, Europe, etc. However, by the logic of organizational mandates, those who were uprooted but stayed within the country do not benefit from the same assistance. National and local voluntary agencies, service clubs and private groups are rallying around and making a tremendous effort to help people resettle. But the needs surpass the local possibilities.

There are precedents for UNHCR granting assistance to internally displaced persons as well as those who have crossed international boundaries (subject to a request by the Secretary General or General Assembly of the United

Nations). This happened in India and Bangladesh in 1971 and in southern Sudan in 1972(4). The group is not aware of any such move yet in Uganda, nor indeed any request for it from the Ugandans. Still, one cannot help but be struck by the difference in the current organizational provisions for those who happen to cross a national border and those who do not.

It is interesting to note, in connection with these two groups of displaced persons, a recent UNHCR estimate that over 90% of the refugees assisted by UNHCR today would not classify as refugees under the convention definition (5).

### Coordination

The Webster group of course asked questions about coordination between the many organizations working with refugees. The mechanisms for coordination vary from country to country. Some are quite structured; others rely more on informal contacts.

One example is the Botswana Council for Refugees (BCR), an umbrella organization that brings together representatives of Government, UNHCR, WFR the Botswana Christian Council and the Lutheran World Federation, with the Red Cross and Quakers as observers. The Council is a policy-making and coordinating body. It meets once a month. It has published a « *Guide for Refugees in Botswana* », which explains the options and services open to refugees coming into that country. Counselling is provided for all refugees.

The chief counsellor of the BCR spoke, as did many others, of the need to see refugees as individuals and to help them get the training that will be appropriate for them personally and for their country when they get back home. She mentioned that Samora Machel had been a refugee in Botswana and that they were inviting him to open the Botswana Refugee Day celebrations next June. «*We would like our staff and the general public to see all refugees as people with that kind of potential*» (Less than a week after that statement was made, President Machel was killed).

### Reconstruction, reconciliation and development

The struggle for independence in Africa, tribal and other rivalries within newly-founded states, border disputes, drought and famine - all these have resulted in floods of people flowing from one country to another and sometimes back again. The turmoil has left in its wake run-down farms, cities and villages, broken lives, fear, suspicion and the difficult task of reconstruction, reconciliation and development on both the material and human levels.

When thousands of people enter or leave a country, it can not help but have an effect on the development of the country. It affects the environment, the economy, employment, social services, land distribution and perhaps the production and distribution of food. The effects most often reported are negative.

However, despite the national and individual suffering which undeniably accompanies the fact of refugees, the Webster group observed some programmes that are having

an important and positive effect on the individual refugee and on development efforts in the countries visited. It is those programmes which the group has chosen to highlight here.

### Self-reliance

There is an emphasis on self-reliance that is in many places directly related to the independence struggle and the refugee experience that accompanied or followed it.

In Kenya the UNHCR, in cooperation with the International Labour Organization, has a loan programme for refugees who want to start their own small businesses. Individual initiative and participation are stressed from the start. It is the refugee himself or herself who chooses the project, does the necessary data-gathering and feasibility study, prepares the project proposal and makes out the loan application. The implementing agency assists and guides as needed.

A special effort is made to involve women refugees in this programme. One reason is that they would find it difficult if not impossible to get bank credit on their own. Secondly, in the specific circumstances of the Kenyan refugee population, more women than men, proportionally, tend to remain dependent and in need of financial assistance. If a woman wants to break out of that situation, the support she needs is available.

Help is given only when people, individually or in groups, show that they are ready to help themselves. The small loan programme fits in well with the «Harambee» spirit that animates development efforts in Kenya and should enable these refugees to make a greater contribution to the development of their own countries when they return.

The trend towards self-help and self-reliance is evident in all the four countries visited, not just in individuals but at the national level, too. Although these countries won their political freedom some time ago, it has taken many years to begin to realize their economic freedom, and it is still an uphill struggle for some. The group often heard the words, «Don't give us food, give us seeds». «Don't give us clothes or buckets or bicycles, but the chance to make them».

In Zimbabwe a system called «Education with Production» is being piloted in eight schools. The group visited one such school at Rusununguko and learned that ZIMFEP (the Zimbabwe Foundation for Education with Production) had been established in 1981 with a twofold mandate: 1) to resettle the thousands of refugee children who had been studying in camps in Mozambique, Zambia and Botswana during the liberation struggle, and 2) to transform the education system inherited at independence in such a way as to overcome the division between theory and practice, mental and manual labour, academic and practical subjects.

The first returning refugee students who came to Rusununguko had, in fact, no choice but to put this philosophy into practice. They had nothing but the land to start with. They lived in an old barn and held classes under trees until they learned enough about brickmaking and construction to put up their first building, which is still proudly displayed to

visitors - uneven bricks, tilted roof and all. Just as in the camps, these first students had to provide their own accommodation, furniture and fresh food. Their determination and spirit of self-help soon attracted the attention of others, who began to contribute building materials, furnishings, farm animals, etc. More recently the school has benefited from considerable government and international assistance.

Today Rusununguko is a thriving school-community of 1000 students and 48 faculty. There are numerous dormitories (now built by local contractors but with student labour), a dining hall, library, shops and laboratories. Students are not only prepared for O- and A-level examinations, but leave the school, both boys and girls, with practical skills in building, farming, metal work, nutrition, business and farm management. The Foundation helps school leavers find jobs and has helped some of them start building or agricultural cooperatives. Linking the school with nearby villages is an extension programme for community education and development. It includes a community-based theatre programme which «enables people to dramatize their problems in order to search together for creative solutions» (6).

The Ministry of Education gives this type of school its full backing and is trying to spread this philosophy throughout the education system of Zimbabwe. The ZIMFEP movement is not without its shortcomings, according to some educators, but it is a good example of how an earlier refugee experience has influenced development.

Similar self-help schemes were seen in schools in Kenya, in orphanages in Uganda and in a school run by Zimbabweans at Dukwe. One of the Study Trip resource persons at the seminar held in Uganda pointed out that, «Self-help often grew out of the refugee situation, when rich and poor, educated and illiterate, were all reduced to a common level of dependence». They learned that «self-reliance and development have to do with people, not things, and with the cultivation and organization of human resources».

### Refugees, reconciliation and development

The divisions and conflicts that give rise to refugee movements in Africa are often the same ones that impede progress toward development. Many of them are very deep-seated, and even if the situation has eased enough to allow refugees to come home, it does not mean that the root causes have been totally removed.

Although it is certainly not unique in this respect, Uganda affords one example of a country where the reconciliation of hitherto hostile groups is openly acknowledged to be one of the most crucial elements in the future of the nation. Uganda is a country historically divided by strong ethnic group loyalties. Its rulers ever since colonial times have taken advantage of the resultant divisions. The British, as a matter of policy, built up an Army in Uganda based on «outsiders» or troops who belonged to one of the minorities. The church, too, while it played an integrating role by creating unity across ethnic lines, at the same time allowed a gulf to develop between Catholics and Protestants, leading to fragmentation of political parties.

The internal strife and violence that has wracked Uganda for nearly twenty years ended less than a year ago when President Museveni came to power. It will take time to ease the tensions and calm the suspicions. The President has been careful to play down ethnic group allegiances and to involve all ethnic groups and political viewpoints in the task of rebuilding the nation. Conscious of the different pressures that drove successive waves of Ugandans out of the country, he has extended a welcome to everyone, stressing that, « Every Ugandan is free to come home ».

In Zimbabwe, when the Webster group was there, new hope was stirring because of the renewed talks between Prime Minister Mugabe and Mr. Nkomo, hope that the rift between ZANU and ZAPU could be resolved. At Dukwe some Zimbabwean refugees were preparing for repatriation - over 600 have gone home since last November. But at the same time, new refugees from Zimbabwe arrive regularly.

Certainly every African with whom the group talked was keenly aware of the necessity of overcoming the internal dissensions that have plagued their nations for so long. If that can be done, it will not only benefit national development, but will go a long way toward stemming the flows of refugees all across Africa.

### Special groups in refugee populations

Although each refugee's experience is different, there are certain people who may face special problems when they are uprooted from their homes. Much has been written about women refugees, disabled refugees and elderly refugees. They are often lumped together under the heading, «vulnerable groups», a rather unhappy phrase that accents the potential for negative outcomes. While such groups may be more at risk in certain ways and require some special attention, there is also the possibility that the refugee experience will mark a turning point for the better in their lives.

The members of the Study Trip would like to concentrate in this section on two groups of refugees who have received somewhat less attention than those named above: children and urban refugees. The former may not always be as vulnerable as we are inclined to think, and the latter, under certain circumstances, may be more so.

### Children

The Webster group was struck by the varied roles that children have played in connection with refugee flows in Africa. Some of these will be dealt with in the Workshop on Women and Children, but the group would like to submit some of its observations here as well :

It should be noted, by way of introduction, that from an early age children in Africa are more fully integrated into adult life than, for example, children in Europe. They are not shielded from adult preoccupations but begin to share fully in the work, responsibilities and problems of the « real world » as soon as their physical and mental capacities permit. Sharing in the hardships and benefits of the refugee experience, then, may not be so far outside the usual pattern of their lives as it seems to those who come from cul-

tures that try to « protect » or isolate children from adult concerns.

Secondly, precisely because they are so involved in everything that goes on in adult society, it is misleading to think of African children only as helpless victims of the forces that create refugees. In Uganda, children not only served as soldiers in the resistance movement but - in the guise of playing along the roadside - gathered intelligence, dug fox holes, helped to plant mines, etc.

South African refugees related to the group that, in the urban townships of South Africa, children 8-16 years old are contributing to the circumstances that cause refugee flows. They are school boycotters who have made a deliberate decision to oppose state terrorism, i.e. apartheid, with violence *and* to force others to join them. No matter how sympathetic one might be to their cause, it must be recognized that the strategy they have chosen to use is terror and intimidation of entire communities, primarily black communities. They have put many people, including their own peers, into the same « no-win » situation that was described earlier, causing a considerable number to flee.

Meanwhile, the combination of what is felt to be an inferior education for blacks, plus the school boycotts themselves and the forced school closings, is creating another kind of refugee, one motivated primarily by the desire for education. In Botswana the group heard about many secondary school students leaving South Africa for that reason. To the political refugee and the economic refugee, must we now add the educational refugee?

Most children who become refugees in Africa remain with their families. However, a large number have been orphaned or separated from parents and relatives. In Zimbabwe, whole classes of school children crossed the border together during the struggle for independence and did not see their parents again for years, if ever.

Even today, the group was told, there are an estimated 300-400 unaccompanied minors (defined as anyone under 18) among the Zimbabwe refugees in Botswana. These children, who came over the border without adults, fleeing the strife in southern Zimbabwe, are mostly 13 and over, but some have been as young as 5-8 years. The Zimbabwe government has demanded that the Botswana government return these minors, but so far this has not been done as the children do not want to leave. Their parents were allowed at one point to come to Botswana to try to persuade them to go back, but the children refused.

Some difficult questions are raised in this conflict of rights: at what age is a child capable of deciding about repatriation? At what age does the right of «non-refoulement » supersede parental rights and the principle of family reunification? (7).

Children in refugee situations are likely to assume increased responsibilities, no doubt with both positive and negative effects. In camps children spend the long hours in line waiting to get the family rations. They are often sent to negotiate all kinds of matters with camp administrators because they have learned the new language faster or have a smattering of literacy when their parents do not. In Nyangombe the group saw older Mozambican children serving as teachers of young children in the morning and going to school themselves in the afternoon..., if they could find

someone more advanced than themselves to be their teacher.

Refugee children can often find ways, when adults can not, to earn a bit of money to add to the family income. The group learned that there are quite a few refugee children among the parking boys and street children of Nairobi. They can integrate more easily into those circles than their parents can into the adult labour force.

Thus as refugees, children often assume responsibilities that ordinarily would have fallen to their parents, and the parents become the «dependents». One wonders what effect this reversal of roles has on individuals and on family life, during and after the refugee experience?

### Urban refugees

To those confined in camps or isolated in remote settlements, the freedom and the opportunities of the urban refugee seem like paradise. The reality, however, can be quite different.

In Kenya almost all of the 8,000 registered refugees are urban-based, 90% of them in and around Nairobi. Most are young single men with few skills or qualifications, but there are also two-parent families as well as single mothers with children. About half are Ugandans, the rest Ethiopians, Rwandans and a few South Africans, Namibians and Mozambicans. Once accorded refugee status, they get a UNHCR allowance for six months. They can use Kenyan schools, health facilities and social services. They can, in theory, take jobs. There are special training and education programmes for them. When they have problems, counselling and social welfare assistance is available.

By the end of the 6-month allowance period, the refugee is supposed to have found some means of self-support but that is not easy when economic conditions are difficult and unemployment is high. Even if these refugees were inclined to go to rural areas, and most are not, there is no land in Kenya on which to resettle them.

The small loan programme mentioned above was set up in an attempt to develop alternate ways for refugees to become self-supporting. It has enabled some refugees to open vegetable kiosks or tailoring shops. Others run small «hotels», little stands where they sell meals and have 2-3 rooms at the back for overnight stays. Training programmes help them acquire the necessary skills for running such enterprises and, as noted earlier, they can get help if needed in preparing loan applications.

It is a very comprehensive support system, and yet... a visit to a church-run centre in Nairobi's Eastleigh section showed the Webster group that quite a few urban refugees «fall through the cracks» of even a comprehensive support system. Crowded, impoverished Eastleigh is where many of them end up, often in extremely destitute circumstances.

Few refugees are able to find employment within the 6-month period, both because of the shortage of jobs and because of language problems, lack of skills, lack of «know-how» in looking for a job, etc. For a variety of reasons they do not take advantage of the training programmes. Some spend all their time and energy trying to arrange resettlement in a third country, but that is a realistic

option for only a tiny fraction. They run out of money for rent and food. Children become sick and malnourished and drop out of school because parents can not afford books and uniforms. Women resort to prostitution as the only «viable solution» that seems open to them. Depression and family breakdown are not uncommon.

The counselling and social welfare programmes can provide some assistance on these problems, but they must be careful not to encourage permanent dependence. This is important both for the good of the refugee himself, and to counteract the growing public perception of refugees as a pampered lot enjoying more advantages than Kenyans themselves.

The centre in Eastleigh concentrates its efforts on the refugees who are most in need, those not eligible for help under other programmes. They fall into two categories : 1) asylum seekers who are outside the Thika refugee reception centre waiting for their status to be determined, 2) those whose request for refugee status has been refused.

The latter can only be given some help in deciding where they should go and, if possible, some money to get there. But even as they provide this help, refugee workers know that they may only be sending these refugees «into orbit», i.e. long months of wandering and hardship before they find a country that will accept them. Still, few choose repatriation.

Most urban refugees in Kenya make an adjustment eventually, although some are sadly disillusioned in the process. Integration with the local populace comes slowly, if at all. As one refugee counsellor put it, «*If only someone could tell them before they leave home, what it's really going to be like !*»

### Conclusion

In conclusion the group would like to call attention to two questions that came up repeatedly and that present a direct challenge to any university community seriously concerned about refugees:

1) The first question arose in interviews with ministry officials, UNHCR representatives, counsellors, and camp and settlement administrators. They all confirmed the need for staff development. Ideas varied, but the general consensus was that it would be very useful to have workshops where refugee workers could come together to compare experience and learn certain skills that they feel are lacking.

Management skills, communication and counselling skills, techniques for encouraging refugee participation, a broader understanding of global refugee movements and issues - these are some of the areas mentioned. Some people felt that it would be important to have refugees themselves participate in these workshops as their views are not often enough heard at such meetings.

2) If the Webster group found much evidence of host government generosity toward refugees, there were also hints that the citizens of certain «donor» governments would do well to re-examine their supposed generosity. The group heard the usual tales of inappropriate contributions - those that respond more to the needs of the giver than to the needs of the receiver, or contributions offered with strings attached.

(continued on p. 85)

# Development Alternatives : The Challenge for NGOs\*

*More than 100 development professionals from 42 countries (28 developing and 14 developed) gathered in London on March 11-13, 1987 for a Symposium on «Development Alternatives: The Challenge for NGOs». Co-sponsored by World Development (Washington, DC), and the Overseas Development Institute (London) the Symposium addressed questions raised by the increasing involvement of non-governmental organizations (NGOs) in development in light of changing trends in the provision of development assistance and changing economic and political realities in the North and South. The Symposium participants came from international and indigenous NGOs, networking and coordinating bodies, development research institutions and universities, public policy thinktanks, international aid agencies, etc.*

*The increasing worldwide emphasis on development assistance through NGOs prompted the organizers to convene the Symposium. In part, this emerging focus stems from the perceived failure of official aid agencies - bilateral and multilateral - and of national governments to effectively promote development and to raise the standard of living of the world's poor. This trend has been enhanced by the publicity and commitment aroused by the African famine and the resulting enormous financial contributions funnelled through NGOs. Donor country governments' ideological preference for « private sector » development and for the encouragement of pluralistic political systems has also focused attention on the role NGOs can play.*

## **NGOs as Promoters of Alternative Development Strategies**

The Symposium opened with an assessment of the state of NGO activity in Third World development today. This was an attempt to encourage NGOs from different regions to « articulate... clearly how they view their role in the development process and how their agenda differs from the official one ». Present high expectations of and pressures on NGOs might force them to adopt the development agenda of others (e.g., their funders). They then run the risk of becoming yet another system of aid managers and disbursers rather than development agents in their own right.

That NGOs need to assert their own vision of development was generally accepted. Though the specifics of this vision were not detailed at the Symposium, the discussion returned repeatedly to the issue of empowerment as the bot-

tom line of the development process. The goal of enabling the poor to take control of the decision-making processes which affect their lives is paramount. Whereas NGOs began the development process by providing welfare and relief services and then moved to funding and implementing self-help projects, they are now acting as facilitators or catalysts of local development efforts. NGOs are not just working to « meet the needs of the poor » but to assist them in articulating those needs. The development failures of the past have revealed that to pour money into dealing with the symptoms of poverty is not enough - it is the underlying problems of poverty which require action.

A corollary to this is the fundamental shift from the northern NGOs to the southern NGOs as the leaders of the development process in the Third World. Southern NGOs strongly emphasized that development in the Third World is their responsibility - from setting the development priorities to implementing projects to generating more of their own funds.

Another priority expressed was the need to forge stronger links between the NGOs' micro level experience

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with local grassroots groups and specific projects and the macro level public policies which affect the development process. In many countries, the beneficial effects of projects or programs at the micro level are negated by the impact of such macro policies as restrictive trade barriers or government austerity measures. It was agreed that in the past, NGOs have had an inadequate understanding of some of the macro policy issues which go beyond the limited local environment in which they work, or they have not felt inclined to engage themselves on this level. There is now a clear need for more critical analyses of North/South links, e.g., the impact of the international debt crisis or of structural adjustment policies on the poor. Then, having analyzed these policies, northern and southern NGOs should join forces to influence those policies by educating both the public and the governments and international agencies and by advocating those changes which will provide a supportive policy environment. NGOs were also encouraged to forge alliances with broader social movements nationally and internationally in order to ensure their own legitimacy and to persuade governments to embrace alternative development strategies.

### Changing Relations

#### Between Northern and Southern NGOs

Some extremely eloquent statements were made during the Symposium calling for a genuine *partnership* between northern and southern NGOs to replace previous dependence, mistrust and paternalism. It was suggested that a positive North/South collaboration relationship should include: mutual respect, trust, and equality; transparency or reciprocal accountability; understanding of each others' political/economic/cultural contexts and of institutional constraints; two-way learning and therefore humility; and a long-term commitment to working together. In addition, it was suggested that the North/South partnership might be improved if NGOs work from a similar analysis of the problem: increase communication; maximize use of existing resources (especially people); undertake mutual evaluation; provide mechanisms for ongoing discussion; examine institutional structures to determine which are most useful; ensure that internal structures replicate the values NGOs espouse; and strengthen and legitimize NGOs in the South.

### Resources

Much of the discussion surrounding North/South relationships revolved around the question of resources for NGOs. Southern NGOs recognized their continued need for donor funding, but it was stressed that resource transfers include more than just money. Much importance was accorded to the provision and exchange of information as a crucial resource and to the strengthening of southern NGOs' human resources, especially technical and organizational skills.

The major concern of the southern NGOs was to improve the quality of their relationship with donors. They feel that they have paid too high a price in terms of loss of autonomy, compromise of their priorities and lack of their own institutional identity in the way they have had to approach donors for funds. They argue that they can best demonstrate the feasibility of people-based development as an alternative to government-led development if they are given more core funding on a project basis. Project support encourages a

piecemeal approach to fundraising and development activities; whereas long-term strategic planning is crucial to successful development. Also, for those southern NGOs with a strong proven track record, it was suggested that endowment funds would help to ensure longer-term continuity. Southern NGOs also stressed the high priority they attach to finding ways to raise resources in their own countries so as to increase their autonomy and self-reliance.

Several suggestions were made to assist both northern and southern NGOs in their resource management. First, there should be an exchange of case studies of different funding experiences - successes and failures - so that organizations can learn from these experiences and develop more appropriate models. Second, there need to be a better mechanism for dialoguing with funders. Also, northern NGOs should be less secretive and manipulative - good financial management and planning requires openness and accountability on the part of both donor and recipient. Third, both northern and southern NGOs should collaborate to resolve their funding problems - sharing of resources should entail sharing of responsibility for the distribution of those resources.

### Effectiveness/Evaluation

Both donor and recipient organizations are currently struggling with the question of how to establish criteria of effectiveness of NGO activity. A fundamental problem raised was the idea that because it is difficult to even define what constitutes development, it is difficult to agree on criteria for NGO development effectiveness. However, it was agreed that evaluation is important; learning and impact assessment is necessary both as an internal exercise for growth and improvement and as an external «public relations» exercise to maintain public confidence and support.

Individual papers on NGO effectiveness dealt with issues such as the record of NGOs in integrating women into their projects; the possibilities for NGOs to scale-up their activities and for multilateral agencies to scale-down theirs; the roles that NGOs can play in situations of political and economic conflict in maintaining a «safety net» for the poor; the extent to which NGOs have been able to reach the poorest groups in rural areas through the formation of rural organizations; and, how NGOs can work with social movements to «instrumentale» the action of those movements.

Each of the papers provided interesting and novel material but the approaches were so different that no common conclusions were reached on criteria for effectiveness. However, it was suggested that evaluation might begin with four main components: (1) what was achieved in terms of concrete results? (2) education: who was conscientized? (3) organization: was this strengthened? (4) alternative strategies: how was this different from other approaches (e.g., government) to development?

These questions provide some broad premises for assessment but it was agreed that more work needs to be done on how to deal with the need for evaluation criteria. Researchers might consider jointly with NGOs the possibility of comparative studies of NGO activities on particular issues or in specific sectors rather than on a case by case, project by project basis.

### Research

There is a recognized need among NGOs for greater preservation and accumulation of knowledge and for the creation of their own institutional memories. Therefore, funding to allow time for reflection and the building of a research capability should be an integral part of an NGO from the beginning. The level of research will vary according to the growth stage or type of NGO, e.g. grassroots, intermediary, donor, etc. Research can be done at all levels and not just by formally trained researchers - the most simple questions can form the basis for useful investigation.

Research can serve as a useful tool for NGOs, both in their role as voices for the poor (advocacy research) and in their efforts to counter analyses provided by other institutions. Solid research will certainly enhance NGOs' bargaining power vis-a-vis donor agencies and governments. Priority must be given by NGOs to create a structured dissemination process and establish links between research and training. Also, NGOs need to collaborate more with research institutions which are dealing with relevant policy issues - they should avoid duplication of effort and provide input into each others' work.

Fundamentally, NGOs have to be seen as producers as well as consumers of knowledge. The packaging (form and content) of this knowledge must be such that it is widely useable - for advocacy and development education as well as for development scholars and practitioners.

### Networking

Networking - defined as the process of being willing to listen and learn from each other - was seen as important to North/South and South/South relations. As such networking implies a « humbling process » in which no one claims ownership of an idea. Two types of networking were referred to : (1 ) functional - stresses participation, applicability, and pragmatism (2); institutional - stresses membership, coordination, and formalities. The former was generally seen as more desirable.

The keys to successful networking were identified as common needs, unifying platforms (shared ideologies), democratization of information and global communication. The southern NGOs placed particular importance on South/South cooperation and networking as a means of fostering self-reliant development. Such networks can exist at several levels - national, intra-regional and global.

Broadly, networks can have three major functions (1 ) : to give voice to NGOs vis-a-vis governments and the public (2); to gather information on the NGO community and to disseminate it (3); to provide a forum for members to discuss common issues and problems. All of these should help NGOs to avoid repetition of past failures.

### Development Education and Advocacy

A general consensus emerged regarding the need for northern and southern NGOs to join together to promote more effective and relevant development education and advocacy activities. Though the commitment to development education in the North has been increasingly accepted and institutionalized, some serious institutional and political

shortcomings continue to exist.

With regard to NGO use of the media, southern NGOs expressed extreme dissatisfaction with the northern presentation of Third World development problems, for example, the image of starving, helpless Africans projected by some northern NGO fundraising campaigns. This raises a fundamental contradiction of NGO development education: how to reconcile the need for short-term fundraising with the need to create a long-term educated constituency for development assistance ? It was also asked whether the development principles advocated for the Third World in northern development education materials are consistent with the behavior of those same NGOs in the field. The new honest partnership between northern and southern NGOs should have as one goal the achievement of more accurate and constructive media coverage of Third World development.

Considerable skepticism was raised about the way in which, on the one hand, development education has been «tacked on » to NGOs that have primarily been involved in operational work and, on the other, development education has been carried out by new NGOs with little direct connection with the Third World. It is not clear that either type of institution has adequately confronted the need to move away from primarily self-serving publicity and address wider issues. Northern NGOs were encouraged to incorporate their southern partners' views into their development education materials. For this to be effective, southern NGOs need to learn more about the obstacles facing northern NGOs in their own countries.

Development education and advocacy need to make the links between the macro and micro spoken of above. NGOs need to enlarge the scale of development education - they are not using the power that they have to influence policy. Southern NGOs would like to see northern NGOs' development education directed at changing the policies of business and government. They are looking for more immediate results on concrete issues as well as a « long-term awakening ». They have seen the success of such international NGO companies as that regarding infant formula.

In order to produce effective development education and advocacy, NGOs need to educate themselves - about each others' activities, constituencies, political constraints and about the complex issues of trade, adjustment, etc. They need to improve the process by which they select an agenda of issues - by more research, sharing of information and institutional reform. In doing this, they need to recognize the contradictions inherent in obtaining government money and then engaging in advocacy campaigns or critiques of official development policies and they need to reconcile the inevitably political nature of development with charity laws and funding diversification. Northern NGOs will find it increasingly difficult to justify to their southern partners' advocacy efforts which concentrate exclusively on increasing government funding for NGOs. This is not enough. They need to think about expanding their social bases in the North especially, convincing other social movements to join forces on issues of general concern. NGOs need to acknowledge the complexity of the international and national contexts in which they work and incorporate that understanding into their problem solving approach, if they join forces wherever possible.



they can not only conserve resources and enhance their bargaining power but also share risks.

### NGO Relations With Governments

One of the fundamental reasons that NGOs have received so much attention of late is that they are perceived to be able to do something that national governments cannot or will not do. Yet, NGOs have no intention or desire to supplant or compete with the state in their development efforts; on the contrary, in both the North and South most NGOs continue to interact heavily with governments.

Relations between NGOs and governments vary drastically from region to region. NGOs in India derive much support and encouragement from their government; they are registered with the government and tend to work in close collaboration with it. NGOs from Africa also acknowledged the frequent need to work closely with government or at least to avoid antagonizing the authorities. Most NGOs from Latin America offered a much different perspective: NGOs and other people's movements there have functioned historically as an opposition to government. Today in many of the newly democratic countries those same NGOs see themselves as playing a crucial role in the strengthening of civil society.

NGOs from both the North and South expressed concern about accepting funds from governments. While contributions from northern governments are increasing in scope and magnitude it is generally held that accepting such funds can compromise an NGO and pose a serious threat to its integrity, autonomy, and advocacy role. Two predominant views were expressed on the question of whether NGOs should accept money from those they want to change (1) : No, it is not right to take money from those we oppose (2); Yes, it creates an involvement and opportunities for dialogue. International donors (NGOs and international agencies) should recognize these different approaches and should not expect to deal with local NGOs in each country in the same way.

In the Third World, the difficult economic situation may force governments to yield to pressure from multilateral agencies to give money to NGOs. In these cases, the governments act as conduits of funds but in some cases try to maintain control over these NGOs precisely because of the NGOs' access to funds. However, it was also recognized that through the multilateral donors, NGO cooperation and solidarity can influence policy at the national level. Certainly, NGOs need to acquire greater sophistication in their relations with governments and to make pragmatic strategic decisions on the nature of these relationships.

Much emphasis was placed on the potential impact of NGOs on public policy through interaction with their governments. However, considerable differences were expressed as to how directly politically involved NGOs should allow themselves to become. Some argued that in order to gain legitimacy in the eyes of their governments; southern NGOs have to develop a strategic organized vision, local constituencies and local resources. This model also foresaw NGO leaders eventually leaving the NGO sector to join government either as development advisers or political leaders.

Others were wary of this and placed much importance on remaining detached from government development strategies - through national and regional cooperation among NGOs, through provision of research and data in a form useable by governments, and through demonstration of NGO successes.

### Summary

- (a) Southern NGOs have the basic responsibility among NGOs for leading the development process in Third World countries and the expertise to do so. However, both northern and southern NGOs share a responsibility for ensuring that a climate exists in which development can take place.
- (b) Relations between northern and southern NGOs must be based on an equal partnership, incorporating a new sense of transparency, mutual accountability and risk-sharing. A «code of conduct» for use by both in forging a more productive, collaborative relationship should be drafted.
- (c) The crucial links between micro and macro level policies must be recognized. The «third generation» of NGOs should facilitate these linkages.
- (d) The heterogeneity of NGOs is their strength; this diversity at all levels - local, national, international - should be maintained.
- (e) NGOs should diversify their sources of financial support so as not to be dependent on any one source. New sources of funding should be sought, especially local funds in the South.
- (f) Funding agencies should recognize that the NGOs need long-term support to facilitate institution-building and the formulation of overall strategies. Projects grants are insufficient.
- (g) Though financial transfers remain crucial, information and technical and organizational skills will be increasingly important resources in the future.
- (h) There must be much greater attention among NGOs to the preservation and accumulation of knowledge. Research, dissemination and training should be an integral part of NGO programs.
- (i) Networks can be valuable tool for strengthening the NGO movement. Increased exchange of experience and expertise will have great benefits, particularly among southern NGOs in promoting their self-reliance.
- (j) NGOs should take on even more active roles in development education and advocacy. Northern development educators and advocates should incorporate much more input from southern NGOs to ensure the validity of the picture they portray of the Third World development process and priorities. There is great potential here for North/South partnership in building constituencies to support development and in influencing government and donor agency policy.

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# Mainstreaming Major Donor Support for Third World NGOs

by Steve Hellinger\*  
Doug Hellinger\*

Over the past few years, as aid programmed through Third World government agencies and the private sector has shown the limitations of its effectiveness in assisting the poor, some of the major donors have begun to take an active interest in non-governmental organizations (NGOs) as vehicles for the pursuit of this objective.

Whatever the reason for this increased interest in NGOs, it is welcome news as long as constructive relationships are subsequently established. Third World NGOs (TW NGOs) have for a long time experienced problems in securing financial support from their governments and their countries' commercial banking systems. Many have evolved and expanded in terms of their constituencies, their institutional structures, their capacities to manage credit and other resources, and their need for such resources. Most of the major aid institutions have until now either ignored this capacity or have marginalized their support for TW NGOs within their overall lending programs. Rarely have TW NGOs been given access to financing from these donors' mainstream operations, despite the fact that they are often the most effective development institutions in their countries and frequently possess an implementing capacity greater than that of the larger public sector and private business organizations.

The potential for a more significant set of relationships exists, even if the rhetoric of the major donors still exceeds their willingness to forge these partnerships. The dangers in the establishment of such arrangements are numerous and serious, however, and current indications are that many of these will be realized unless the donors become more educated and responsible in their actions.

The problems that are likely to arise are related to the tendency on the part of the larger donors to view TW NGOs as agents which can effectively carry out programs designed by the donor and the government. TW NGOs, however, have generally had extensive experience working with the poor and are usually in a far better position than the government or the donor to conceptualize, design and

manage a development program that will have a constructive impact at the local level. The proclivity on the part of some of the major aid institutions and host governments to try to control the development process runs counter to the need to follow the lead of those local organizations working directly with the poor. If donors assume a directive rather than responsive posture toward TW NGOs, they will not only lose the greatest benefit that can be derived from working with NGOs, but they will also compromise the independence, the responsiveness and ultimately the effectiveness of organizations upon which the achievement of meaningful development is in large part dependent.

An example of an effort by a donor to reshape the environment to fit its own needs is the creation and imposition of a structure to coordinate the work of TW NGOs. In light of the diversity among TW NGOs in any country in terms of objectives, methodologies, constituencies, and relationships with their government and with donors, such an action is, at very best, presumptuous. Temporary or long-lasting consortia can develop or, if they already exist, be strengthened through a series of independent decisions by TW NGOs as to whether to participate in the development of a project. A unilateral action by an outsider, however, or worse yet, a bilateral action by the donor and government to link private development organizations with one another and with government will stimulate resentment and a range of problems with which the TW NGOs, but not necessarily the donor, will have to live.

Problems of this sort are more prone to arise when donors lack experience in local level development and a sensitivity to the circumstances of the local populations engaged in it. Those large donors which wish to promote development that incorporates and benefits the poor must have staff people who know how to identify, assess, work with and upgrade local organizations which represent the poor and their interests. Without this knowledge, it is easy to select an inappropriate institution (e.g., a TW NGO created through foreign intervention and without roots in the local environment), to overfund and thus undermine an institution, and to consume the limited time and resources of a TW NGO without ultimately providing the benefit.

Having dealt extensively with both local level and intermediary non-governmental organizations in the Third

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World, the Development GAP (Group for Alternative Policies) began to work with the World Bank in 1976 to demonstrate through on-the-ground implementation, how institutions which work responsively, directly and intensively with the poor can be identified and supported in the design and implementation of projects. During the ensuing four years, it worked in seven Latin American and African countries with the Urban Projects Department of the Bank with responsibility for the income generation components of urban development programs. Through these efforts it demonstrated how institutional arrangements can be made to maximize the involvement of the poor in effective, relatively largescale projects with a few million dollars in financing. These arrangements included: an NGO programming and onlending funds from a government bank; a collaboration among four NGOs; a large NGO acting alone; municipal governments and community organizations collaborating with a government ministry and a national banking system; a private bank working in conjunction with an NGO and a government agency; and a collaboration among NGOs, community organizations and credit unions.

As a result of these and other similar experiences with other donors and TW NGOs, a great deal has been learned about the pitfalls and potentials that lie in the formation of relationships between major donors and non-governmental organizations. While recognizing these potentials, opportunities have not been pursued because of unfamiliarity with the non-governmental sector. If systems were in place which reward project officers for deliberate selection of more appropriate implementing institutions and for ultimate on-the-ground project effectiveness, then this will pose a more promising venture than the rapid disbursement of large sums of money through institutions which have never demonstrated such effectiveness.

Hence, the following guide - for incorporating Third World NGOs in major development programs, are offered to project officers who are interested in more promising institutional arrangements; to program directors who must provide a supportive environment and sanction this approach as part of mainstream operations if it is to be widely adopted at the project level; and to others who want to see the organizations that are most experienced and effective in working with the poor become the principal counterparts of the major aid institutions.

1. Research TW NGO possibilities through First World NGO counterparts.
2. Inform government of intention to assess the capacities of both public and private institutions as potential project implementors.
3. Consult with TW NGOs in the country to determine interest and capabilities regarding project involvement and provide frank assessment of risks and advantage of involvement.
4. Select institutions on the basis of their involvement with, and credibility in, poor communities, as well as their capacity for executing all or part of the project or project component.
5. Support collaboration among TW NGOs for the purpose of complementing one another's areas of expertise, skills and geographical foci.
6. Provide guidance and support to TW NGOs in project proposal preparation and ensure priority consideration.
7. Place project design and project policy determination in the hands of the implementing TW NGOs.
8. Inform government of the selection of, and support for, TW NGOs as project designers and implementors.
9. Allow TW NGOs to work out their relationships with government.
10. Maintain project flexibility so as to enable implementing TW NGOs to determine appropriate project scale and sectoral and geographical parameters in response to changing local needs.
11. Incorporate TW NGOs in future program and policy planning with government order to give voice to local perspectives and needs on a structured and on-going basis.

Underlying these guidelines is a fundamental principle, adherence to which is essential if relationships between major donors and Third World NGOs are to be productive. This principle is that the donors should respond to, promote and build upon the interests and strengths of the TW NGOs. The latter are generally the most effective agents of constructive change, incorporating the participation of the poor in the determination of the development avenues that they take. As the shortcomings of conventional institutions in the public and private sectors become increasingly apparent, the importance of TW NGOs as major forces in development has also become clear. The large donor institutions have a responsibility to work actively and respectfully with these organizations.

(continued from p. 79)

Further, there was much cynicism about governments that provide assistance for refugees on the one hand while, on the other hand, pursuing policies that generate more refugees. In discussing « root causes », more than one person pointed out that some of the governments that pride themselves on their «burden sharing» are also «burden creating ». It was suggested that it is perhaps the function of a university, especially a university with a refugee studies programme, to bring more of these issues out into the open.

- (1) Yoweri Museveni, *Selected Articles on the Uganda Resistance War*, Kampala, NRM Publications, 1985, p. 78.
- (2) *Refugees*, newsletter of the Refugee Service of the Commission on Inter-Church Aid, Refugee and World Service, World Council of Churches, Geneva, No. 80 E, October 1986, p. 3.

- (3) it is interesting to note the different governmental departments that have primary responsibility for refugees in each country. In Zimbabwe, for example, it is the Ministry of Labour, Manpower Planning and Social Welfare. In Botswana this responsibility has been assigned to the Office of the President, which is also responsible for national security.
- (4) Sadruddin Aga Khan, «*Legal Problems relating to Refugees and Displaced Persons*», from lectures given at the Hague Academy of International Law, UNHCR publication (155/60/76), Geneva, 1976, paragraphs 30 and 41.
- (5) *Refugees* newsletter, *ibid*, p. 2.
- (6) *Schools with a Difference*, a pamphlet issued by the Zimbabwe Foundation for Education with Production, Harare, undated.
- (7) See the *Declaration of the Rights of the Child*. Principle 6. the child «shall, wherever possible, grow up in the care and under the responsibility of his parents...». Also, the *Universal Declaration of Human Rights*, Article 16-3, « The family is the natural and fundamental group unit of society and is entitled to protection by society and the State » and Article 26-3, « Parents have a prior right to choose the kind of education that shall be given to their children ».

## NGO Management

# Picking up the other end of the stick: or What Has to Be Managed in Development?

by Alan Fowler\*

There seem to be two sorts of discussions going on about the management of NGOs and of their (rural) development efforts. The first concerns the question of whether NGOs should be putting lots of their time, energy and resources into «management». In other words, do NGOs have a management problem or could they be more effective and efficient by improving their management? The second assumes that the answer to these questions is «yes» and here the discussion focusses on what to do to improve the management of NGOs and/or their development activities. I believe that the discussion paper entitled «*The Management of NGOs: an Overview*», prepared by the Network Secretariat (see «*NGO Management*» No. 4) makes a good job of tackling the first discussion and this article therefore tries to contribute to second.

Thomas Dichter's article in «*NGO Management*» No. 3 seems to indicate that the second discussion, on how to improve NGO management and development activities, is polarized into two views. One view is that there is not yet enough known about the nature of institutions and their role in development to provide a firm foundation for deciding how they can be improved. The other view is that there is enough knowledge on the basic (i.e. the generic or universal) tasks and methods of management to enable us to already get on with the job of improvement. Like most arguments of this sort they both have a degree of truth in them. They also share some common assumptions which, in my view, make both points of view not particularly useful when deciding what needs to be done how. Before looking at what can help us decide how to improve NGO and development management, it is useful to examine the two points of view in order to learn from them.

### Two views

Those who argue that not enough is known about development and its management have the belief that, eventu-

ally once sufficient is known, it will show a «right way» to organize for, and to manage development. This will give a set of management tools which, in turn, will provide a «...reliable process for realizing institutional goals». Given that the forum from where this quotation comes is one dealing with public administration (i.e. government as the agent of development) the idea of a universal, reliable, solution to the management of development is not surprising. In point of fact, a lot is known about managing development (for a good, if slightly dated, summary read Jon Maris «*Managing Induced Rural development*») but the problem may be that governments just cannot handle this knowledge in practice. The truth is that much of our present knowledge shows that the management needs of development are mostly incompatible with the way governments function. All in all, the view that we do not know enough to start improving development management is more in the (limited) eye of the beholder than anywhere else.

The problem with the other view, that we can already start improvement by using the generic functions of management, is that it is too general to be helpful. It is easy to say that management involves: accountability, planning, decision-making, reacting to the environment, information analysis and the like. This level of generality can always be applied, it does not matter if one is building houses, making «chapatis», making cars, designing posters or running prisons or refugee camps or development projects. What is missing from the generic management view is the important consideration of the relation between form and function. More simply put - how to manage properly depends on what it is that you have to manage. In other words you can not properly apply the generics of management until you have a fairly good idea of what it is that you are managing and for what reasons.

I believe that, no matter what view of management you take, we need to have a good grasp of what it is that has to be managed and this is more than just an analysis of whether projects are achieving their goals or not. Put simply: if we do not have a good idea of what it is we are supposed to be managing, can we decide how to do it well or better? The answer, surely, is no. It is time that we picked up the stick from the other end. Not looking at management technically, from its universality, but from the nature of what has to be managed.

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Therefore, in order to improve NGO management we need to gain a good insight into the nature and important features of (rural) development together with an understanding of the motivation and position of an outsider who wants to intervene. Gaining such insight and understanding is necessary because only then can we properly analyze and fully judge the (in)adequacy of what the organization is doing; only then can we decide if and why management is to be improved. The foregoing is also necessary to help us deal with some of the practicalities of improving management; such as the need to evaluate the merits and suitability of management training courses or organizational development methods being offered.

#### What has to be managed?

I would argue that to improve their management, NGOs must analyze their past experiences and pinpoint the key features or items of rural development processes which determine what it is that is to be managed. At the same time NGOs should look at their role as outsiders who wish to intervene in the lives of others. The exact mix of features or items of importance pinpointed will naturally vary between NGOs depending on their experience and history. However, to help us along, there are a fair number of publications on development management from which an initial list of key features can be made. This was partially done by the working group on management concepts and principles in the international seminar on NGO Management Development and Training in February 1986 («NGO Management» No. 1).

The following are the mix of features which the working group thought were specific to the management of NGOs and their rural development projects; features which make such management different from other management settings.

##### \* Ownership of the intervention

Rural development interventions can be « owned » by a variety of actors: the people themselves, the NGO, the local leadership, the funding agency, etc. For meaningful participation and future self-sustainability, it has been observed that ownership must be eventually with the population. A management task is to achieve this. Yet these most important actors - the rural people - are not directly or actually within his/her organizational span of control. The NGO and manager must deal with the fact that they can opt out at any moment.

##### \* Ownership of the NGO

There is often a lack of clarity as to who actually « owns » an NGO. Who sets its agenda for action, to whom is it accountable? Is it the constituents, funding agency, board, professional staff, the target populations? NGO staff and field managers must frequently function within organizational uncertainty and policies and objectives which are not clear or consistent. This is a particular problem for those NGOs which are both fund-raisers in the North and who run their own organizations in the South.

##### \* The translation role

NGOs, especially those with an external resource base, are confronted with three major tasks of translation. Firstly, from the unique situation of the intervention to the general reporting requirements of the funding source and/or constituents. Secondly, the translation of the process of human

development into financial or material statements. Thirdly, the need to translate the organization's management tools and approaches (frequently « blueprints ») into field systems which accommodate the nature of human development. An NGO is involved with all of these translation tasks.

##### \* Incompatibility of time scales

The time scales of human development processes (related to the psychological nature of self-sustained human change) are frequently at variance with the duration of most rural development projects. This is a structural incompatibility which has to be incorporated into the NGO's functioning and is one frequent source of a manager's uncertainty.

##### \* Making participation meaningful

A well documented condition for attaining self-sustaining rural development is the meaningful participation of the population. A paramount task of a rural project is to ensure that a true participatory relationship is built up and maintained with the population on the basis of an agreement on what each has to offer the other. In other words, the challenge is the « art » of negotiating and managing an ongoing agreement.

##### \* Dealing with uncertainty

Writings on development management cite unpredictable environments and limited control possibilities within an NGO as key features. Management has to deal with two major sources of uncertainty. The first is the dynamic external environment be it governmental, physical, social, economic or political. Second is the internal organizational environment which is far from predictable. In such a situation NGO management must necessarily adopt a responsive (rather than a Western) predictive style and capability.

##### \* Managing indeterminism

It can be argued that development interventions are indeterminist, that is that they have unpredictable outcomes. This is because of the uncertainty factors noted above and because of the lack of proven development models and methods which provide reliable predictive causations. Accepting indeterminism in rural development means recognizing that detailed plans are seldom of operational utility and much of what has to be managed cannot be planned for. This fact demands that management must become aware of, and respond to, negative effects of project activities, i.e., the art of managing the unintended.

##### \* External susceptibility

Project interventions seldom form the major part of the lives of rural people, there being many other things to which they must devote their time and energies and existing power relations of which they are a part. NGO projects cannot form « total exclusion zones » to other influences on the participants. A management task is therefore to be aware of, and sensitive to, the changing external factors influencing their position and to deal with the consequences for the project itself.

##### \* Minimalization of overheads

To a far, far higher degree than government and business, NGOs are under continual pressure to reduce their overheads. This often requires creative budgeting on the part of management and a whole set of approaches and organizational « sleights-of-hand » to maintain the image of minimum indirect costs.

#### \* Government relations

More often than not, and to varying degrees, the relationship between NGOs and governments at all levels is one of tension. How management handles this is not just a question of sensitivity but also one of using informal communicative and interactive skills. The same holds true for relations with donor agencies. It is open to question whether such informal skills can be trained for. In all probability success at « informalism » is a matter of personality and character and thus personnel selection becomes a major management issue.

If the above is a fair description of what constitutes important features of NGO and development management (and I would be happy to hear of others), we now have some indicators of what we should be looking at in terms of needed NGO management and organizational capabilities.

If NGOs were to make their own list of the important features of rural development, such as the ones above, I believe that they will be in a better position to identify their present strengths and weaknesses in management and organizational terms. This is surely the right first step in deciding on, if and how, to improve?

## NGO Management Network\*

### Introduction

The NGO Management Network was established in February 1986 to promote and facilitate appropriate management services for NGOs worldwide. It is essentially an informal, unstructured, grouping of organizations, individuals and networks interested in the management of NGOs.

### How was it formed?

In October 1985, the International Council of Voluntary Agencies (ICVA) approached three other NGO coordinating bodies to see if they would be interested in co-sponsoring an international seminar for organizations providing, or interested in providing, management services to NGOs.

It was subsequently agreed to hold the seminar in Geneva on 25-28 February 1986 on the theme « *NGO Management Development and Training : Recent Experiences and Future Priorities* ». The four co-sponsors were : American Council for Voluntary International Action (InterAction), Development Innovations and Networks (IRED), International Council on Social Welfare (ICSW) and ICVA.

The principal outcome of the Geneva seminar was the establishment of the NGO Management Network which was conceived from the beginning as an association of autonomous regional (and eventually national) networks. The participants elected an interim committee whose main task was to help the formation of the regional networks.

### Why another network ?

Despite the recent interest in management and the increase in the number of management programmes available to NGOs, the fact remains that comparatively few NGOs have access to appropriate management services in their own country. In addition, many NGO managers and management specialists have to work in an information « vacuum » as they do not have access to information on recent developments and ideas in the management field, current management services, new manuals and training materials. Finally, as in any new field, there are a number of problems that are caused by poor coordination among management service-providers, for example, duplication of training programmes and failure to develop and use local resources.

It is clear that a network is the best mechanism for addressing these issues, particularly by providing an information service facilitating coordination among service-providers, promoting new management services and, where necessary, organizing its own management programmes.

### Interim committee

The following are members of the Committee :

B. D. Amoa, Chief Accountant, All Africa Conference of Churches, Kenya.  
Christine Burbach, Director, Washington Office, InterAction, USA.  
Piers Burbach, Director, Washington Office, InterAction, USA.

Piers Campbell, Programme Director, International Council of Voluntary Agencies (ICVA), Switzerland.  
Zebbediah Gamanya, Chairman of NGOMESA and Director of Voluntary Organizations in Community Enterprise, Zimbabwe.

Mazide N'Diaye, Director of Réseau africain pour le développement intégré (RADI) and President of Conseil des organisations non gouvernementales d'appui au développement (CONGAD), Senegal.

Mario Padron, Centra de Estudios y Promocion del Desarrollo, Peru, and Secretary-General of the Third World NGOs Task Force.

A.C. Sen, General Secretary, Association of Voluntary Agencies for Rural Development, India.

Edgardo Valenzuela, Executive Secretary, Asian NGO Coalition for Agrarian Reform and Rural Development (ANGOC), Philippines.

Fernand Vincent, Secretary-General, Innovations et réseaux pour le développement (IRED), Switzerland.  
Ian Yates, Programme Officer, International Council on Social Welfare (ICSW) Austria.

### Current activities of the network

#### (1) International Secretariat

The Secretariat's main task is to facilitate communication among the members by: publishing the quarterly newsletter « *NGO Management* »; producing a series of occasional papers on management principles and practices; and running an information and resource centre.

Its second task is to organize regional seminars designed to lead to the establishment of regional and national networks and, thereafter, to support the committees of such networks.

Finally, the Secretariat has been asked to organize an international seminar on NGO management in 1989.

#### (2) East and Southern Africa

An NGO Management Network for East and Southern Africa, called NGOM-ESA, has been established and the

by VOICE, Zimbabwe and the IRED East and Southern Africa office.

Its first major activity was a two-week training seminar on project management which was held in Mombasa, Kenya, in April 1987.

#### (4) South-East Asia

Following the seminar on « *NGO Management Development and Training* » held in Tagalay City, the Philippines in January 1987, the Asian NGO

Coalition for Agrarian Reform and Rural Development (ANGOC), on behalf of the Network, is considering the following regional seminars :

- Management of coordinating bodies
- Fund-raising and financial management
- Organization development
- Training of trainers
- Women in management
- Training in project development and project management.

In addition, a joint ICSW/ANGOC regional workshop on « Collaboration for self-reliance » was held in Jakarta, Indonesia on 28-30 August 1987. One of the themes focused on the question of development management and training issues.

#### (5) South Asia

A seminar took place in Pakistan in September 1987 on the theme « Management Development of NGOs in South Asia ». It was anticipated that this seminar will lead to a number of different initiatives in the region.

#### (6) Oceania

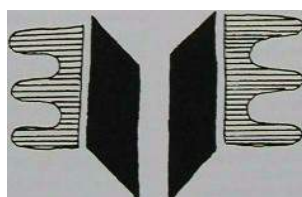
A similar seminar for Oceania is being discussed and a preliminary feasibility study was carried out in mid-1987 with a view to initiating a programme in 1988.

#### (7) Latin America

A workshop entitled « *Management and Institutional Policies for Promotion and Development Centres in Latin America* » was held in Rio de Janeiro, Brazil on 9-20 August 1987. 104 candidates submitted papers/research papers and 35 were selected by the academic committee (with members from Colombia, Ecuador, Peru, Bolivia, Chile and Brazil). Papers will be published together with various training materials.

This workshop was to be the main means of launching the Network in Latin America. A Spanish edition of « *NGO Management* » is also being considered.  
**Piers Campbell**

\* Contact: c/o ICVA, 13 rue Gautier, 1201 Genève, Suisse.



# The Role of Trade Unions in the Coming Decade

By Ed. Snape\*\*  
and Greg Bamber\*\*

*The European Centre for Work and Society, located in Maastricht, the Netherlands, convened an international conference in November 1985 to discuss this topic. Participants included trade unionists, representatives of employers, government officials, representatives of political parties, journalists and academics. Snape and Bamber, scholars from the United Kingdom, presented a paper on their current research on managerial employees. Their article here summarises their personal impressions of some aspects of the conference. The full introductory speech and 24 of the conference papers were included in two volumes entitled Trade Unions Today and Tomorrow, and published by the European Centre late in 1986.*

in Western European countries, trade unions have played an important role during the post-war period. At both national and European levels, unions have often participated in tripartite forums on economic and social policy. At industry level, and in some countries at workplace level, too, unions have been important vehicles for workers participation.

In the 1980s, however, unions have been facing increasingly tough challenges, and in several countries union membership has been falling. Are unions in a terminal decline? Will they retreat into certain core industrial sectors? Will unions react to the crisis by taking on new roles? Or are their present difficulties simply a short-term, cyclical phenomenon? Such questions underlay much of the discussion at the conference, which provided a timely contribution to debates on the future of our economy and society.

Plenary sessions included addresses by: Gabriel Fragnière (Director, European Centre for Work and Society), Mathias Hinterscheid (Secretary-General, European Trade Union Confederation), Bertil Bolin (Deputy Director-General, ILO), Roger Blanpain (President, International Industrial Relations Association, Professor of Law, University of Leuven), Georges Spyropoulos (Conference Co-ordinator), and Nancy Seear (Trustee, European Centre for Work and Society). Their general view was that unions continue to have an important role in post-industrial societies.

Around 40 papers were presented to the conference, grouped into four themes: (1) distribution of power at a national level; (2) changing roles in the workplace; (3) changes in the labour force; (4) internationalisation of the economy.

For each of these themes there was a moderator and substantial discussion about key problems for the unions and possible union responses.

Various changes in the economic and social environment were seen as offering challenges to the union movement. The sectors in which unions have been strongest are in decline. Moreover, particular categories of workers are increasingly important, for example, women, white-collar, professional and executive staff. However, unions have often found it especially difficult to recruit these categories. Structural changes in the economy, the rise of small- and medium-sized enterprises, the trends towards decentralisation and flexibility, the use of new technologies, and the challenges of multinational enterprises (MNEs) were discussed. The implications of more temporary, part-time and home-based work were examined. The position of young workers, women, highly qualified workers and migrants were considered, and there was much discussion about the impact on unions of high unemployment.

Several papers drew attention to the need for unions to broaden their traditional spheres of recruitment. Changing occupational and industrial structures, new technology, and the re-design of jobs, are amongst the factors which will make it difficult for many unions to survive, especially if they are restricted to narrow occupational or industrial categories.

## *Distribution of Power at National Level<sup>1</sup>*

Many of these papers were concerned with the causes and implications of falling union membership. The paper by Geul, Slomp and van Snippenburg («*Union Force and Labour Power*»), however, pointed out that the influence of unions is determined not only by the degree of union organisation, but also by other economic and political factors. Van Ham, Paawe and Williams («*Trade Unionism in the Netherlands*»:

<sup>1</sup> Teeside Polytechnic, Middlesbrough.

<sup>2</sup> Durham University Business School.

This article originally appeared in SLB 1/87, ILO.



From Member to Client, a contribution to the discussion») argued that union influence does not depend directly on the level of membership, since the unions perform unique social functions, which cannot be performed by other institutions, and which are not entirely dependent upon numerical strength.

Several contributors pointed to a decline in the ideological significance of union membership, particularly amongst non-manual workers. Fewer workers are joining unions out of political or ideological belief, and more are joining for pragmatic reasons, after having weighed up the costs and benefits of membership. As van Ham et al. put it: « *The possible target groups of trade unions have undergone considerable change. There are fewer people employed in easily unionizable sectors (such as industry) and fewer people have full-time jobs and long-term contracts. There are more people entitled to unemployment benefits, there are also fewer individuals who join trade unions for primarily ideological reasons and there are also more part-time workers and more highly qualified people employed in new sectors which are often branches of industry in which the distinction between employer and employee is becoming increasingly blurred. It is these growing groups of workers and otherwise active individuals who, on the basis of a calculated weighing of the pros and cons, might opt for a benefit package attuned to their personal needs and interests. Here membership of a union is not so much central as is the price to be paid and the service to be received. There is a world of difference between members and clients of trade unions and we believe the opportunity for growth lies primarily within the latter category.* »

Such a change in the orientation of workers necessitates a change in union policies. Several contributors suggested that unions should adopt a narrower, «economic» form of unionism, focusing on members as «clients» for union services. This might be accompanied by the adoption of a lower political profile, perhaps with a withdrawal from party political involvement. The key is that unions must «sharpen up» their image, to become associated in the public mind with the provision of useful services, rather than with major political controversies. This argument is consistent with the decline of tripartite consensus politics in many western European countries, and its replacement by policies which claim to re-emphasise the role of market forces and to separate government and politics from industry.

The decline of tripartism was symbolised in the United Kingdom by the long 1984-85 miners' strike, which Jackson contrasted with its predecessor ten years before («*The British miners' strikes of 1974 and 1984: A comparison of the role and strategy of the miners' union*»). He put four main points of comparison into the context of the loss of power by unions. There was a similar context to Lind's paper, which provided a more general discussion of Danish experiences («*Crisis and conflicts between state and trade union movement*»).

D'Iribarne («*Social pact and trade union action*») compared the roles played by unions in the policy of France, the United States and the Netherlands. In the latter, the search for compromise is often more important than the struggle. However, the ritualisation of the struggle characterises the behaviour of French and American unions, albeit in very different ways. By contrast with the French, the Americans tend to «*stick to the rules which are quite precise and rigid*».

## Changing roles in the Workplace<sup>2</sup>

The papers in this session echoed those on the national level. Most of the contributors pointed to a recent decline in union influence, and again several related this to the movement away from tripartite consensus politics. For example, Walters («*Trade unions and occupational health and safety in Britain*») traced the development of union involvement in workplace health and safety in the United Kingdom during the 1970s and the subsequent moves to «*weaken enforcement agencies and to allow industry to regulate itself*» under the influence of the post 1979 Conservative government, «*a government fundamentally antagonistic to the role and interests of the trade union movement*».

Tixier («*Management participatif et syndicalisme - de la crise à la mutation*») examined the effects of participative management on unions, arguing that, under this style of management, a union's role will no longer be a purely oppositional one, since workers will have greater control over work. The challenge for unions is to adapt to a new role within this.

Boulin («*La prise en compte de l'interaction entre temps de travail et temps libre par les organisations syndicales*») argued that managements have often introduced flexible working time on an individualised basis, and that unions have had little involvement. Furthermore, by individualising the terms of employment, flexible working time may actually undermine the union.

Cresseu («*Recasting collectivism: Non-unionism in two American branch plants*») discussed the operation of American-owned non-union plants in the United Kingdom. Resistance to unions has been a feature of many American companies operating in Europe. Fortunately for the unions, such policies have not been imitated by many other employers. It may be that, in the coming decade, the more pragmatic approach of Japanese MNEs within the United Kingdom (seeking a single-union deal, sometimes with a «no strike» agreement) will be more influential.

Delcourt («*New rights to the workers*») analysed the employers' search for organisational flexibility. This paper hypothesised that unions will be forced to develop democratic rules, not only in relation to their own members, but also to take into account the views of non-unionised workers.

## Changes in the Labour Force<sup>3</sup>

Discussions on this theme focused on the changing characteristics of the available jobs (the demand side) and the characteristics of the workers themselves (the supply side). Bamber and Snape («*Cadres unionism: Some recent developments*») reviewed the unionisation of managers and professional employees in several countries. They showed how the economic, social and political context of such forms of unionism differed between the 1970s and 1980s. More generally the recession of the 1980s has led employers to seek labour flexibility in an uncertain market. This has contributed to an increased use of part-time, temporary and home work, and to attempts by employers to remove «rigidities», such as skill demarcations. Raybould («*Flexibility in France: A suitable case for negotiation?*») suggested that where employers attempt to bargain for greater flexibility, the unions must press for concessions in other areas, such as financial and industrial strategy.

Trade union response to new technology were a central concern in this section of the conference. Williams and Jones (*«Union influence over technological change: its implications for unions roles in the workplace»*) noted that information technology is very flexible, so that the labour and skill requirements are not predetermined. This leaves considerable scope for unions to negotiate on such issues. Many unions have tried to conclude technology agreements with employers. In practice, however, unions have had limited success in securing such agreements. This paper suggests that unions should adopt a more «proactive» and «strategic» response to new technology.

Wigging and Williams (*«Technological restructuring and union organisation»*) showed that technological change involves complex shifts in the industrial and employment structures, so that unions' recruitment strategies ought not to be bounded in terms of existing industrial and occupational categories.

#### Internationalisation of the Economy<sup>4</sup>

Rather than having less of a political orientation, several contributors in this section argued that unions should become more directly involved in politics, to seek a redistribution of income and an extension of industrial democracy. These contributors saw a need to resist attempts by management and government to reduce the influence of unions at national and workplace level. Such resistance cannot be successfully based on a union «retreat» into narrow goals and functions. The paper by Maier (*«Trade unions and the internationalisation of economy»*) argued that «the present socio-economic crisis (is) the result of attempts to abandon consensus and participation», and that the unions have a key role to play in recovery, through proposals for a change in economic policy.

Enderwick (*«Trends in internationalisation of production and the trade union response»*) reviewed some of the obstacles to multinational collective bargaining, which he finds have been increased since 1975, in view of the changing pattern and forms of direct foreign investment.

He pointed out, however, that few unions have a sufficient understanding of the dynamics of the behaviour of MNEs.

Tudyka (*«Strategy towards MNEs - past, present and future»*) noted the failures of the MNE company councils, which arose out of the work of the international trade secretariats in the late 1960s and early 1970s. Therefore, union strategy now focuses on lobbying governments and international organisations to control MNEs.

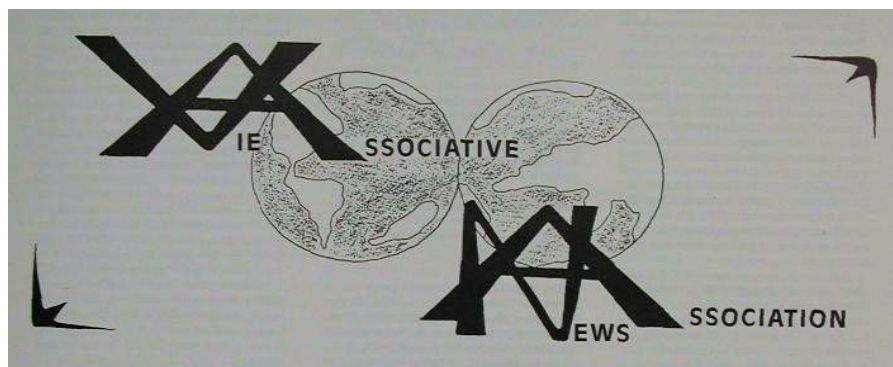
Rose conducted a comparative survey in two countries (*«Economic nationalisation versus class solidarity: the perspectives of active trade union members in Britain and France»*). Although the samples were biased towards politically committed unionists, the majority in both countries favoured co-operation in the EC based on instrumental aims, rather than on class solidarity. In consequence, he emphasised the importance of distinguishing between the «subjective», «organisational» and «effectual» aspects of international trade union co-operation.

#### Concluding comment

A common thread, running through all the contributions to the conference, was that most unions are in a «reactive» role. They must react to the recession, to the initiatives of the employers seeking to cope with recession, and to attempts by governments in many countries to break with the post-war social consensus. Most of the participants were broadly optimistic about the capacity of unions to adapt, retaining many of the assumptions of the tripartite approach. Also most people seemed to agree about the desirability of collective bargaining, but emphasised that unions should take more initiatives. Most western European unions are too firmly established, in terms of numbers of members and influence, to disappear within the coming decade. Nevertheless, there are reasons for unions to change.

- 1 Moderator: Tiziano Treu
- 2 Moderator: Hans Pomschlegel
- 3 Moderator: Lei Delsen
3. Moderator: Gunfrer Kopke





### **NGOs in support of the UN Programme of Action for African Economic Recovery**

In its resolution S-13/2, the General Assembly called upon concerned non-governmental organizations, in view of their significant contribution to economic and social development in Africa, to support and contribute to the implementation of the Programme of Action. The Secretary-General warmly commends the continued energetic support given by the world-wide community of non-governmental organizations for the goals and needs of Africa identified in the Programme of Action and for the contribution in 1986 of nearly \$1 billion by non-governmental organizations of donor countries towards economic, social and humanitarian activities in Africa.

A co-operative effort by the United Nations Non-Governmental Liaison Ser-

vices (New York and Geneva), the International Council of Voluntary Agencies (ICVA), and the Canadian Council for International Co-operation, with Canadian Government support, enables 25 representatives of African non-governmental organizations to be present at the special session. During the special session, they joined with representatives of non-governmental organizations from Europe and North America in a declaration on the African economic and social crisis, in which they pledged support for the creation of an African NGO network.

Significant progress has been made towards that objective. An African NGO conference was held at Dakar in May 1987, with the participation of over 100 representatives of non-governmental Organizations from 23 African countries, 45 representatives of non-governmental organizations outside Africa, and officials of multilateral associations and of Governments. An umbrella organization of indigenous African non-governmental organizations and associate was established.

The conference also provided a framework for continuing collaboration among African non-governmental organizations and other international and national non-governmental organizations.

### **Enseignement supérieur**

L'Association internationale des universités lance une nouvelle revue internationale de l'enseignement supérieur appelée «*Enseignement supérieur*».

La revue publiée à la fois en français et en anglais sera trimestrielle et constituera, pour l'essentiel, un organe de réflexion sur la politique de l'enseignement supérieur et sur son rôle dans la société.

Le Conseil d'administration de l'AIU continuera à être responsable de la politique générale de la revue mais, afin de mieux assurer sa qualité scientifique, un conseil de rédaction indépendant, composé d'éminents spécialistes de toutes les parties du monde, sera mis sur pied.

L'Unesco contribue activement avec la fondation privée « The International Centre for Technical Research » (ICTR) au projet de création d'une Université internationale de technologie. Cette université a pour objectif d'aider le tiers monde à développer son économie en offrant aux étudiants de ces pays la possibilité d'obtenir des diplômes internationalement reconnus.

Un fonds de 50.000 \$ permettra la création de l'UIT qui devrait s'installer à Padoue, Italie, dans une villa du 18<sup>e</sup> siècle, aménagée en centre d'enseignement international et prêtée gracieusement par l'Université de Padoue.

D'autre part un accord a été négocié pour que les diplômes « MSc » (maîtrise en sciences) soient délivrés aux étudiants de l'UIT par l'Université de Padoue. Les techniques d'enseignement à distance permettraient de former un très grand nombre d'étudiants ou de techniciens en activité. En travaillant à partir d'un ensemble de cours déjà existants, l'UIT pourra former à un prix acceptable les étudiants du monde en développement pour en faire des professionnels compétents.

Les cours commenceront dès octobre 1988 dans un nombre limité de matières: informatique, gestion, agriculture, génie civil. L'enseignement s'élargira par la suite à d'autres domaines. L'UIT recherche un modèle d'organisation qui permette aux étudiants d'obtenir des diplômes reconnus par tous et qui conserve une structure administrative légère et économique.

Pour assurer les cours, il sera fait appel à des enseignants venus d'institutions déjà existantes et renommées. L'UIT collaborera étroitement avec différents types d'organisations: associations professionnelles, ministères de l'éducation, universités, instituts d'enseignement à distance.

*Pour toute information complémentaire: M. G.S. Holister, Directeur SC/TER, Maison de l'Unesco, 1 rue Miollis, F-75015 Paris.*

Un Institut européen pour le droit des peuples a été fondé à Thessaloniki le 18 juin 1987. Son nom officiel est «Euro-päisches Institut für Völkerrecht-Europahaus Gieglakos». Son but officiellement défini dans les statuts publiés en langue allemande dans les Annexes au Moniteur belge du 26 novembre 1987 est libellé de la façon suivante: « *Die Aufstellung von einer gesamten, wissenschaftlichen, sozialen, kulturellen, pädagogischen und Gesundheitspolitik zum Wohl der Bevölkerung, die realisiert werden soll auf localem, nationalem und Europäischen Niveau* ». Le président est M. L.A. Claes (Belgique), le secrétaire général M. E. Geglakos (Grèce).

*Le siège est établi en Grèce, à 56440 Thessaloniki, Basilissis 11, avec un autre siège en Belgique: à 2800 Mechelen, Pas-molenstraat 23.*

La International Association (or Development) est créée à Bruxelles le 14 septembre 1987 entre personnes, toutes de nationalité belge.

L'association « *a pour objet de rassembler des fonds destinés à participer à des cofinancement de projets de développement dans et au profit du tiers monde, afin d'aider notamment les familles paysannes à exploiter salutairement et bénéfiquement leurs propres ressources et terres agricoles* ».

*Le siège est établi: rue de la Bourse 16, 8-1000 Bruxelles.*

Le 1<sup>er</sup> novembre 1987 a été créé à Bruxelles le Centre de politique sociale et économique européenne - CePSE. avec pour objet de contribuer au développement de l'Europe notamment dans le domaine économique, social, juridique, industriel et technologique. Le président est M. Stefanos Grammenos (Belgique), le secrétaire-trésorier M. Alan Sutton (UK). Le siège est établi avenue Michel Ange 89, B-1040 Bruxelles.

Les Annexes au Moniteur belge du 3 décembre 1987 publient les statuts de l'European Parents Association (EPA)

fondée par dix personnes de sept nationalités différentes: Italie, France, RFA, Belgique, Royaume-Uni, Irlande, Pays-Bas. Le but de l'EPA est de promouvoir la collaboration entre l'école et les associations de parents d'élèves dans un esprit de respect de chaque conviction politique, philosophique et religieuse. Les membres effectifs sont les associations nationales de parents d'élèves qui seuls ont voix délibérative par l'intermédiaire de leur représentant. L'association est régie par la loi belge du 25 octobre 1919. *Le siège social est fixé à 1050 Bruxelles, rue de la Concorde 51. Le président est M. Maria Viscovi (Italie), le secrétaire M. Hubert De Smet (Belgique).*

The first annual meeting of the Advisory Board of the Institute for Transnational Arbitration (ITA) was held in Dallas in June 1987. This institute was created in Summer 1986 by the Southwestern Legal Foundation of Dallas, an international centre for advanced continuing education. The purposes of ITA, based in Houston, Texas, are to encourage the resolution of transnational investment and commercial disputes by arbitration and to promote further acceptance of as well as adherence to the principal arbitration treaties. The International Centre for Settlement of Investment Disputes cooperated in the establishment of ITA. As of July 1987, the number of ITA participants had grown to 148 representing 50 countries.

A new research foundation to investigate how and why companies grow and suc-

ceed on a European scale is being set up as a private initiative backed by some 20 industrial sponsors and supported by the Brussel-based European Venture Capital Association (ECVA) and the European Foundation for Management Development (EFMD). The new organization, the European Foundation for Entrepreneurship Research (EFER), will be calling on academics across Europe to support and undertake in-depth research at the enterprise level to try and identify the entrepreneurial qualities and skills needed to develop successful European companies.

EFER's objectives are: to foster research on emerging growth companies in Europe, and to promote a wide-ranging discussion on the research findings; to develop mechanisms for facilitating interaction across Europe between successful entrepreneurs, venture capitalists, leading academics in the field and national governments; to identify barriers and obstacles to growth within the European environment and to make specific recommendations to national governments and to the Commission of the European Communities.

In addition to EVCA and EFMD, a group of sponsors has been found to support EFER's work and these include corporations, banks, management consultants, private venture capital firms and also the Harvard Business School in the United States.

In addition to EVCA and EFMD, a group of sponsors has been found to support EFER's work and these include corporations, banks, management consultants, private venture capital firms and also the Harvard Business School in the United States.

The European Venture Capital Association (ECVA) was set up in 1983 and represents all the leading venture capital investors in Europe, investors who are specialized in backing small businesses in Europe with growth potential. The European Foundation for Management Development (EFMD) was set up in 1971 to promote the development and application of business management techniques tuned to the needs of the European Market. Its members include many of the leading corporations in Europe, business schools and academic institutions. Members of the Board of trustees are the following: B.Twaalfhoven (Chairman), Indivers; M. de Haan. President EVCA; W. Braddick, Director General EFMD; J. Me Donald, Me Kinsey; P. Krom. Arthur Andersen; R. Holzer Secretary General. EFMD; Baron Antoine Bekaert.

*Office address: Rue Washington 40, 1050 Bruxelles. Tel. 32-2-6480385.*

Confrontés à des problèmes similaires de représentation des connaissances, une vingtaine d'experts venus d'horizons différents ont décidé, en octobre dernier, lors

d'une première rencontre de travail qui a eu lieu à Modave (Belgique), de fonder la Société européenne de paramétrie (Sepa) afin de poursuivre et de développer leurs échanges.

Un paramètre, selon le dictionnaire, est «une grandeur permettant de présenter de façon plus simple les caractéristiques d'un ensemble». Plus largement, pour la Sepa, la paramétrie définit les grandeurs qui caractérisent suffisamment un ensemble de qualités qui correspondent à un objectif. La Sepa a pour objectif de créer les conditions permettant l'échange entre disciplines et pratiques qui ne se rencontrent pas habituellement afin notamment d'établir une méthodologie d'approche des questions de paramétrisation et d'apporter les outils conceptuels de détermination et hiérarchisation des problèmes.

La Sepa traitera des questions de paramétrie que pose l'automatisation du traitement des connaissances aussi bien dans les banques de données et systèmes experts que dans les processus industriels mais abordera également en amont les problèmes de perceptions qui sont liés à son champ d'action.

*En attendant une première assemblée générale des membres, la Sepa s'est choisie un comité provisoire avec Olivier du Roy, président, Alain Michel, secrétaire général et Marc Van Keymeulen, trésorier général. L'adresse de l'association : Remont, 17 à 5271 Modave. Tél. 085/41.17.45.*

Conscientes de l'importance de la communication et du peu d'attention portée par les mass-media aux femmes africaines, des professionnelles africaines se sont regroupées au sein de l'Association des professionnelles africaines de la communication (APAC). Ses objectifs sont notamment les suivants:

- présenter une image des femmes reflétant leur participation effective à la vie sociale, économique, politique, et, d'une manière générale, au développement;
  - associer les femmes, notamment celles des couches défavorisées, à la production;
  - œuvrer à l'amélioration des conditions de travail des professionnelles en luttant contre la discrimination sexuelle dans la répartition des tâches et des responsabilités;
- « créer dans chaque pays un groupe national de recherche et d'échanges et renforcer les liens de solidarité entre les membres de l'APAC, les communicatrices africaines, du tiers-monde et du Nord;

- organiser des séminaires, des rencontres et sessions de formation, de sensibilisation et de perfectionnement.

L'APAC a commencé à identifier des réseaux qui distribueront le matériel produit tant en Afrique qu'ailleurs. Elle compte également consolider son bulletin de liaison qui annoncera périodiquement les productions à sa disposition. Par ailleurs, la mise en œuvre de son centre de documentation reste un projet, prioritaire en ce qu'il

sera la source d'une information fiable, plurielle et scientifique sur les femmes en Afrique.

The first Regional Seminar on Distance Education held in Nonthaburi, Thailand, in November-December 1986 gave an opportunity for the representatives from the open universities in Asia to agree upon the idea of establishing the Asian Association of Open Universities (AAOU).

Under the draft Constitution, the objectives of the AAOU are:

- to widen the educational opportunities available to all the people of the region and to improve the cost-effectiveness of member institutions by exchanging management information, teaching materials and research;
- to help promote knowledge of education by distance teaching system, and develop its potentialities;
- to help promote professional and ethical standards amongst distance educators;
- to co-operate with official bodies and others directly or indirectly interested in education at a distance; and
- to facilitate co-operation with other similar regional bodies in all the above matters.

Une réunion consultative a été organisée au Bureau régional d'éducation pour l'Afrique (BRED) les 8 et 9 mai 1987, sur la possibilité de créer un Réseau coopératif interuniversitaire en Afrique s'occupant de la formation continue du personnel enseignant de l'enseignement supérieur et des chercheurs en sciences de l'éducation. Les représentants d'universités de dix pays ont assisté à cette rencontre.

More than fifty scholars and other specialists in international affairs from Canada, Mexico, and the United States have established a consortium entitled the **Academic Council on the United Nations System** to strengthen the Study of international organisations.

For the next two years, the new group will have a secretariat at Dartmouth College's United Nations Institute.

The Council will have three main functions related to international institutions:

- To strengthen teaching and public understanding of such organizations.
- To enhance scholarly research and « build closer links between scholars and practitioners ».
- To develop « documentation and information services that support teaching and research ».

Le premier Congrès des hommes de science en Afrique, organisé par l'Unesco, l'Organisation de l'unité africaine (OUA), et le Programme des Nations Unies pour le développement (PNUD), s'est tenu du 25 au 30 juin 1987 à Brazzaville.

L'objet du Congrès était d'examiner le rôle des communautés scientifiques africaines dans la recherche de nouvelles connaissances, la diffusion de celles-ci

et leur application pour le développement, la promotion des capacités scientifiques et technologiques nationales, et la coopération régionale et internationale.

En moyenne, le nombre des spécialistes travaillant dans le domaine de la recherche-développement en Afrique n'est que de 49 par million d'habitants, alors qu'il dépasse dans les pays industriels trois mille. En ce qui concerne les techniciens travaillant dans le domaine de la recherche et de la production, le rapport minimal souhaitable est de deux techniciens par chercheur, dans de nombreux pays d'Afrique, ce rapport est inverse. C'est surtout dans le domaine des sciences de l'ingénieur que se font sentir les plus graves pénuries. Le pourcentage des spécialistes travaillant dans la recherche-développement ne dépense guère 20% du nombre total des chercheurs pour l'ensemble des pays africains; dans beaucoup d'entre eux, il est même voisin de 10%. alors que dans les pays industriels, il est proche de 50%. Les dépenses en recherche-développement sont inférieures à 0.36% du PNB, alors que dans le reste du monde elles dépassent en moyenne 1 % et sont supérieures à 2.23% dans quelques pays développés. C'est pour remédier à cette situation que l'Unesco a préparé le programme spécial d'aide à l'Afrique. Les quelque 400 invités venus du monde entier ont décidé la création de l'Union panafricaine de la science et de la technologie.

A Danish Centre of Human Rights has opened under the aegis of the University of Copenhagen to supervise human rights in Denmark and abroad.

At least two one-year scholarships will be available to foreign researchers every year, as well as several internships. The role of the Centre is to set up a computer-based information bank, linked with the major humanitarian organizations operating in Denmark. The Centre will work closely with similar institutions in the Nordic countries on research projects, monitoring the Nordic and European human rights situation and its legal aspects, and examining human rights in the West-East framework, as well as the policies of Nordic and other nations in the field of aid programmes to the developing world.

Crée en vertu d'un accord conclu en mars 1986 entre la Chambre de Commerce et d'Industrie de Madrid et les universités publiques de la communauté madrilène (Complutense, Autonome, Polytechnique, Alcalá de Henares, Universidad Nacional de Educación a Distancia), le Centre européen de gestion des entreprises (Centra Europeo de Gestión de Empresas) a été ouvert en mai 1987. Le nouveau Centre a pour objet de préparer des cadres d'entreprise à l'exercice de leurs fonctions dans le cadre des relations commerciales et industrielles intra-européennes, en leur donnant une formation aussi rigoureuse qu'adéquate sur les plans technique, linguistique et culturel.

Le Centre s'est associé au European Business Program qui réunit des institutions d'enseignement de quatre pays poursuivant des objectifs identiques. Il s'agit, en plus de l'institution madrilène, de la Fachhochschule de Münster, République fédérale d'Allemagne; du Humberide College de Hull, Royaume-Uni, et de l'Ecole multinationale des affaires de Bordeaux, France.

La durée totale des études est de quatre ans dont quatre semestres au Centre et les quatre autres dans l'institution étrangère choisie. Il s'y ajoute deux stages d'un semestre, l'un dans le pays d'origine et l'autre dans le pays choisi.

A l'issue de ces études, les étudiants se voient décerner un double titre académique : le Titulo superior en administración des entreprises européennes, délivré par la Chambre de commerce et d'industrie de Madrid, et le titre correspondant de l'institution étrangère où ils auront suivi les enseignements théoriques et pratiques.

An all-Nordic Information Technology Institute to be known as « Norit » has been set up in Helsinki by eight Nordic industrial companies and the Trondheim-based Norwegian University of Technology's Industrial and Technical Research Foundation. It will provide further education in the field for personnel employed by its sponsors.

The scheme has evolved from the deliberations of Nordic industrialists, bankers and union leaders chaired by the president of Volvo. The education will be aimed primarily at graduate engineers.

Un groupe de radicaux s'est récemment rassemblée en constituant d'une association radicale (pour rappel les normes transitoires du statut du parti fixent à 40 le

dations radicales ayant leur siège en dehors d'Italie). Il a été décidé au terme de cette réunion qu'une assemblée de fondation sera convoquée dès que le seuil des 40 inscrits sera atteint. Cette association dénommée « Association radicale pour une Europe du droit et de la nonviolence » a

vités autour de la mise en œuvre de la motion fédérale. Elle a élu Michel Hancisse et Marc Brisbois, respectivement secrétaire et trésorier.

*Elle a son siège au 25 rue du Prince Royal à 1050 Bruxelles - Tél. : 512.96.23 et 512.76.03.*

L'Association internationale des parlementaires de langue française (A.I.P.L.E.) prend acte avec satisfaction du projet français de création d'une Maison des associations francophones et souhaite que l'Agence de coopération culturelle et technique (ACCT) soit associée à la France dans la réalisation de ce projet, tant au niveau du financement que de la gestion.

The growing number of environmental Non-governmental organisations (NGOs) in Central America, and their important role in supporting a better use of natural resources in all of our countries, has

created a need to integrate these organisations in a regional network (REDES). The Environment Liaison Centre (ELC) provided a small start to a new network by providing it a US dollar 5000 small grant.

This network, established in Managua on May 16, 1987, will work for sustainable development by promoting cooperation between member organisations.

The current initiative emerged during a Latin American NGO and governmental meeting organised by the World Resources Institute and ELC in Panama City in February 1987.

REDES is governed by a Board of Directors composed of an NGO representative from each member country. It is the intention of REDES to both become part of larger global networks that address environmental issues and to incorporate as many environmental NGOs in the region as possible.

The network's provisional Secretariat will be based in Managua with Nicaraguan Association of Biologists and Ecologists (ABEN). ABEN will assume this responsibility until February 1988, when, during the International Union for Conservation of Nature and Natural Resources (IUCN) General Assembly in Costa Rica, the Board of Directors will evaluate the network's status and decide its future course of development.

Contact: Juan Jose Montiel Rocha  
Secretary-General. REDES  
CONAPRO HyM  
Apartado Postal 3257  
MANAGUA, Nicaragua



# YEARBOOK OF INTERNATIONAL ORGANIZATIONS

24<sup>th</sup> edition 1987/88

## Changes of address

REF	NAME.....	ADDRESS.....
BB0094	International Blind Sports Association (IBSA)	SG: Björn Eklund, Idrottens Hus, S-19387 Farsta, Sweden. T. (46 8) 713 60 00. Tx 14179 Sports S Sweden.
8B1138	International Actuarial Association (IAA)	SG: A Lamens, c/o CAN, Square de Meeus 37, B-1040 Bruxelles Belgium. T. (32 2) 516 72 23.
BB1256	International Association of Asthmology (INTERASMA)	SG: Prof François Bernard Michel, Ave du Major Flandre F-34059 Montpellier, France.
BB1312	International Association of Meteorology and Atmospheric Physics (IAMAP)	SG: Prof M Kuhn, Inst für Met und Geophysik, Univeristät Innsbruck, Innrain 52, A-6D20 Innsbruck, Austria.
BB1337	International Association of Schools of Social Work (IASSU)	SG: Dr Vera Mehta, Palais Palfy, Josefplatz 6, A-1010 Wien, Austria.
BB1342	International Association of Sedimentologists (IAS)	SG: Prof Dr F Surlyk, Geological Survey of Greenland, &QOster Voldgade 10, DK-1350 København K, Denmark.
BB1720	International Cotton Advisory Committee (ICAC)	Exec Dir: Dr Lawrence Shaw, 1901 Pennsylvania Ave NU Suite 201, Washington DC 20006, USA. T. (1 202) 463 6660 - (1 202) 463 6661 - (1 202) 463 6662. C. ICAC Washington DC. Tx 701517. Fax (1 202) 463 6950.
BB1807	International Equestrian Federation	SG: Fritz O Widmer, FEI, Bolligenstrasse 54, PO Box. CH-3000 Berne 32, Switzerland. T. (41 31) 42 93 42. Tx 911 939 fei ch. Fax (41 31) 42 89 27.
BB2020	International Federation of Surveyors	SG: Pekka Raitanen PO Box 184, SF-00101 Helsinki, Finland. T. (538 0) 495 940. Tx 126205 fig sf. Fax (538 0) 147289.
BB2103	International Hockey Federation (IHF)	SG: Juan Angel Calzado de Castro, Rambla de Cataluna 61, Tral nr 2a Principal, Barcelona 08007, Spain. T. (34 3) 318 79 00.
BB2190	International Tennis Federation (ITF)	Secretariat: Palliser Road, Barons Court, London W14 9EN UK. T. (44 1) 381 8060. C. Intennis, London, W14. Tx 919253 ITF G - 943119 ITF G. Fax (44 1) 381 3989.
BB2213	International League of Dermatological Societies (CUDS)	SG: Stuart Maddin, Dept of Dermatology, Univ of Colombia School of Medicine, 745 West Broadway, Vancouver BC V5Z 1J6, Canada.
BB2261	International Information Management Congress (IHC)	Exec Dir: George D Hoffman, 345 Woodcliff Drive, Fairport NY 14450, USA. T. (1 716) 383 8330. Tx 6714921 IMC UW. Fax (1 716) 383 8442.
B82566	International Society of Radiology (ISR)	Pres: Prof Tubiana, Institut Gustave Roussy, Rue Camille Desmoulins, F-94805 Villejuif CEDEX, France. T. (33) 45 59 49 09.
BB2570	International Society of Sugar Cane Technologists (ISSCT)	SG-Treas: Prof Yose Paulo Stuppiello, Departamento Tecnico Rural-Esalo, Avenida Padua Dias, Número 11n Caixa Postal 09, Piracicaba SP 13400, Brazil. T. (55) 32 46 56. Tx. 4830 DGI IA.
B82947	Medical Women's International Association (MWIA)	SG: Dr Carolyn Motzel, Herbert-Lewin-Strasse 5, Lindenthal, D-5000 Köln 41, Germany FR. T. (49 221) 400 42 35.
B83109	Association of National Olympic Committees (ANOC)	SG: Marian Renke, c/o Cantalejos 8, Portal 3, 2e A, E-28035 Madrid, Spain. Tx (52) 22 652.
883449	World Academy of Art and Science (WAAS)	Exec Sec: Frances Van Sant, Solna Kyrkvag 11, S-171 84 Solna, Sweden.
883463	World Association for the Advancement of Veterinary Parasitology (WAAVP)	Sec-Treas: Dr V J Theodorides, SmithKline Beckman, Applebrook Center 1600 Paoli Pike, West Chester PN 19380, USA.

REF	NAME.....	ADDRESS.....
BB3561	World Muslim Congress (WMC)	SG and Headquarters: Or Khalid Khan, 9/A Block 7 Gulshan-e-Iqbal University Road, Karachi 47, Pakistan. T. 460712 - 410057. C. 'AHBAS' Karachi. Tx 24318 UMMAT PK.
BB3584	World Student Christian Federation (USCF)	Co-Secretary General: Chris Ledger, Ecumenical Centre, 5 route des Morillons, Grand-Saconnex, CH-1218 Genève, Switzerland. T. (41 22) 98 89 53. C. FUACE.
BB3952	World Bridge Federation (WBF)	Pres: J Ortiz-Patino, route de Vandoeuvres 56, CH-1253 Genève, Switzerland. C- Worldbridge. Tx 22887.
BB4080	International Association of Dentistry for Children (IADC)	Hon Sec: Prof A H Brook, London Hospital Medical College, Turner Street, London E1 2AD, UK. T. (44 1) 377 7000 Ext 2199.
6B4125	International Water Resources Association (IWRA)	SG: Glenn E Stout, 208 North Romine, University of Illinois, Urbana IL 61801 USA. T. (1 217) 333 6275. Tx 5101011969 U TELECOM URUD.
BB4259	International Bank Note Society (IBNS)	SG: Milan Alusic, PO Box 1642, Racine WI 53401, USA.
BB4416	International Council for Adult Education (ICAE)	SG: Dr Budd L Hall, 720 Bathurst Street, Suite 500, Toronto ON M5R 2R4 Canada. T. (1 416) 588 1211. C. INTERCAE TORONTO, Tx 06 986766 TOR.
BB6855	international Association of Dento-Maxillo-Facial Radiology (IADMR)	Contact: Prof Robert P Langlais, Dental Diagnostic Sc UTHSC Dental School 7703 Curt Floyd Drive, San Antonio TX 78284, USA.
BB9722	International Society of Postmasters (ISP)	Last known address: Montreal, Canada.
BB9945	International Surfing Committee (ISC)	Pres: Dr Gary F R Filosa, Surfhouse, Box 2042, Miami Beach FL 33140, USA. T. (1 305) 832 4420.
CC0070	Asian and Australasian Society of Neurological Surgeons	Sec: Dr Leigh Atkinson. Alexandra, 201 Wickham Terrace, Brisbane 4001, Australia. T. (61 7) 839 3393.
CC0145	international Society of Hypnosis (ISH)	Pres: Dr David R Collison, Robb Stanley, Department of Psychiatry, University of Melbourne, Austin Hospital, Heidelberg 3084, Australia.
HC0147	Association of International Libraries (AIL)	Acting Pres: Laura Alpern, International Labour Office, Library 4 route des Morillons, CH-1211 Genève 22, Switzer and T. (41 22) 99 79 52. C. Interlab Geneva. Tx 22 271.
EC0175	Atlantic Association of Young Political Leaders (AAYPL)	Secretariat: 1000 Connecticut Ave NW, Suite 208, Washington DC 20036, USA.
CC0198	Commonwealth Games Federation	Hon Sec: D M Dixon, Knightsbridge House, 197 Knightsbridge, London SW7 1RZ, UK. T. (44 1) 225 555. Tx 919156 ELFLON G. Fax (44 1) 225 5197.
FC0271	Christian Movement for Peace (CMP)	SG: Ms Maria Hartl, Secretariat européen. Rue Stévin 92, B-1040 Bruxelles, Belgium. T. (32 2) 230 84 99.
CC0437	International School for Cancer Care	Dir: Paul A Sturgess, 44 Ladbroke Road, London W11 3NW, UK. T. (44 1) 727 4808.
CC0850	International Society for Animal Blood Group Research (ISABR)	Sec: K Bell, Dept Physiology and Phvumucology, University of Queensland, St Lucia, Brisbane 4067, Australia.
CC1235	International Association for the Study of Ancient Mosaics	Sec-Treas: Ms J Christophe, 3 rue Michelet, F-75006 Paris, France.
CC1238	International Association for the Study of Clays	SG: Dr A J Herbillon, c/o Centre de Pedagogie Biologique, 17 rue Notre Dame des Pauvres, Boite Postale 5, F-54501 Vandoeuvre-lès-Nancy, France. T. (33 8) 351 08 60.
CC1252	International Association of Applied Linguistics	SG: Marc Spoelers, Labo Pedagogiek. Rijksuniversiteit. Henri Dunantlaan 1, B-9000 Gent, Belgium.
CC1441	International Cable Protection Committee (ICPC)	Sec: J W Health, Holborn Centre, Room 419 120 Holborn, London EC1M 2TE, UK. T. (44 1) 936 27 70. Tx. 886963 BTI.
CC1525	International Commission for Optics (ICO)	SG: Prof J C Dainty, Blackettlab, Imperial College, London SW7 2BZ, UK. T. (44 1) 589 5111 • (44 1) 589 6975 - (44 1) 589 6842. Tx 261503. Fax (44 1) 584 7596.
CC1561	International Commission on Illumination	Exec Sec: Dr Janos Schanda, Kegelgasse 27 PO Box 169, A-1033 Wien, Austria. T. (43 222) 357 71 98. Tx. 115468 bevwna.
EC1568	International Commission on Radiological Protection (ICRP)	Scientific Sec: Dr H Smith, PO Box 35 Didcot OX11 0RJ, UK. T. (44 235) 83 39 29 - (44 235) 32 201. Tx 838897 ICRP G.
CC1696	International Congress on Fracture (ICF)	Founder-Life Pres: Prof Takeo Yokobori c/o Inst for Fracture and Safety, Doya Bldg - Apt 802, 17-18 - 1 chôme - Kamisugi, Sendai 980, Japan.
CC1759	International Council of the Aeronautical Sciences (ICAS)	4 Hamilton Place, London W1V 0BQ, UK.
CC1772	International Credit Insurance Association (ICIA)	Sec-Treas: K Oppenheimer, postfach 16, CH-7018 Flims-Waldhaus, Switzerland. T. (41 8 ) 39 36 39. Tx 851902- Fax (41 81) 39 36 28.
CC1778	World Organization of General Systems and Cybernetics (WOGSC)	Exec Dir: Prof R Vallée, 2 rue de Veuille, F-75015 Paris, France. T. (33 1) 45 33 62 46.



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		SG: Christian Darbellay, Feuerbachstrasse 2, D-4000 Düsseldorf 1, Germany FR. T. (49 211) 31 67 82.
CC1890	International Federation of Clinical Chemistry (IFCC)	Sec: Christian Darbellay, Feuerbachstrasse 2, D-4000
CC1960	International Federation of Multiple Sclerosis Societies (IFMSS)	Oulu, SF-90220 Oulu 22, Finland. SG: Joseph M Aguayo, 3/9 Heddon Street, Suite 22, London W1R
CC2076	International Genetics Federation	Exec Sec: Françoise Pettier, Spoorstraat 38, DK-1815 BK Alkmaar, Denmark.
CC2205	International League of Antiquarian Booksellers (ILAB)	Sec: Prof Peter R Day, Cook College, Rutgers University New Brunswick NJ 08903, USA. T. (1 201) 932 8165. Fax (1 201)
CC2319	International Organization for Transportation by Rope	SG: Konrad Meuschel, Hauptstrasse 19A D-5340 Bad Honnef 1 Germany FR.
BC2363	International Association for the Child's Right to Play (IFA)	Sec:Treas of North American Continental Section (OITAF/NACS): Chris Stoddaro, NSAA, PO Box 2883, Springfield MA 01101, USA. T. (413) 781 4132.
CC2378	International Primatological Society (IPS)	Pres: Nick Balmforth, 54 Dawlish Avenue, Weeping Cross Stafford ST17 0EU, UK.
CC2390	International Radiation Protection Association (IRPA)	SG: Dr Gisela Epple, Monell Chemical Senses Center 3500 Market Street, Philadelphia PA 19104, USA.
CC2426	International Rubber Study Group (IRSG)	
CC2451	international Association of Libraries and Museums of the Performing Arts	Paris, France. SG: John Carr, 7 Albemarle Street, London W1X 3HF UK. T (44 1) 629 1603. C. Rubiat, London. Tx 8951293 Rubber G.
CC2454	International Senior Citizens Association (ISCA)	SG: Alexander Schouvaloff, Curator of Theatre Museum, 1E Tavistock Street, London WC2E 7PA, UK. T. (44 1) 836 7891.
PC2461	International Shopfitting Organization (ISO)	Secretariat: 1102 S Crenshaw, Suite 403, Los Angeles CA 90019, USA. T. (213) 857 6479.
CC2650	International Union Against the Venereal Diseases and the Treponematoses (IUVDT)	Sec: Oswald Malz, Schmelzbergstrasse 56, Postfach 134, CH-8044 Zurich, Switzerland. T. (41 1) 47 35 40. Tx 816207 vsm ch.
CC2677	International Union for Vacuum Science, Technique and Applications (IUVSTA)	SG: Dr M A Waugh, General Infirmary, Great George Street, Leeds LS1 3EX, UK. T. (44 532) 432799.
CC2701	International Union of Building Societies and Savings Associations (IUBSSA)	SG: Dr Theodore E Madey, Surface Science Division, National Bureau of Standards, Gaithersburg MO 20899, USA. T. (1 301) 975 2535. Tx 197674 NBS UT.
CC2768	International Union of Pure and Applied Physics (IUPAP)	SG: Mark Boleat, 3 Savile Row, London W1X 1AF, UK. T. (44 1) 437 0655. Tx 245 38 BSA G. Fax (44 1) 734 6416.
DC3081	Pan Pacific and South-East Asia Women's Association (PFSEAWA)	SG: Prof Jan S Nilsson, Gothenburg University, Vasaparken, S-411 24 Göteborg, Sweden. T. (46 31) 182754. Tx CHALBIB 2369.
FC3241	Society of Indexers	Pres: Rinko Yamazaki, 2-20-2 Higashi Nakano, Nakano-ku, Tokyo 164, Japan. T. (81 3) 3611490.
FC3331	Transplantation Society	Sec: Ms C Troughton, 16 Green Road, Birchington, Kent CT7 9JZ, UK. T. (44 483) 41 15. Sec (Eastern): Prof R F M Wood, Professional Surgical Unit, King George V Bulding, St Bartholomew's Hospital, West Smithfield, London ECU 7BE, UK.
CC3462	World Association for Public Opinion Research (WAPOR)	SG: José Mawet, UIM, Stade Louis II - Entrée H, MC-98000 Monaco, Monaco! T. (33) 93 50 12 60. Tx 469215. Fax (33) 93 50 22 94.
BC3511	World Evangelical Fellowship (WEF)	Exec Sec: Everett C Ladd, Roper Center, PO Box 440, Storrs CT 06268-0440, USA. T. (1 203) 486 4440.
DC3532	World Federation of Parasitologists (WFP)	SG: Dr David M Howard, 1 Sophia Road, 07-09 Peace Centre, Singapore 0922, Singapore. T. (65) 339 7900.
CC3569	World Packaging Organization (WPO)	Sec: Dr F van Knapen, National Institute of Public Health and Environmental Hygiene, Postbus 1, NL-3720 BA Bilthoven, Netherlands. T. (31 30) 74 21 06.
CC3615	Young Lawyer's International Association	SG: Pierre J Louis, 42 av de Versailles, F-75016 Paris, France. T. (33) 42 88 29 74. Tx 64S838F.
CC3918	International Union of Pharmacology (IUPHAR)	SG: Emmanuel Hayaux du Tilly, 69 ave Victor Hugo, F-75783 Papis CEDEX 14 France. T. (33 1) 45 01 93 50. Tx 65079 Aljia b.
CC4038	Commonwealth Library Association (COMLA)	SG: Prof T Godfraind, Univ Catholique de Louvain Lab de Pharmacologie, Avenue E Mounier 73, B-1200 Bruxelles, Belgium. T. (32 2) 764 5350. Fax (32 2) 764 5322.
CC4111	International Federation of Institutes for Advanced Study (IFIAS)	Exec Sec: Ms J Swaby, PO Box 40, Mandeville, Jamaica. T. (1 809) 962 0703. C. COMLA, Tx 6575 SANCO JA. Dir: Prof Ian Burton, 39 Spadina Rd, Toronto ONT M5R 2S9, Canada. T. (1 416) 926 7570.

REF NAME .....

CC4154 World Association for Social Psychiatry (WASP)

CC4378 Muslim World League (MWL)

CC4451 International Association of Astacology (IAA)

CC4465 World Blue Chain: for the Protection of Animals and Nature

CC5129 International Association of Sound Archives (IASA)

HC5215 International Society for Ecological Modelling (ISEM)

CC5997 French-Language Society for Electroencephalography and Clinical Neurophysiology

CC6082 International Islamic Federation of Student Organizations (IIFSO)

CC6229 International Federation of Health Record Organizations (IFHRO)

CC7500 International Council of French-Speaking Radio and Television

CC7900 International Surfing League (ISL)

CC8203 Mobility International

DC9129 International Society of Biorheology

CC9756 International Federation of Festival Organizations

DD0040 Regional Council on Human Rights in Asia

DD0106 European Caravan Federation (ECF)

DD0118 European Association of Professional Secretaries (EAPS)

ED0177 Pan American Basketball Confederation

DD0209 Caribbean Consumers' Association

FD0269 Christian Family Movement

DD0274 International Association of Dry Cargo Shipowners

DD0277 Scandinavian Society of Forest Economics

DD028Z Nordic Council of the Deaf

DD0305 Nordic Association for Study and Vocational Guidance

DD0329 African Union of Building Societies and Housing Finance Institutions

DD0331 African Association for Biological Nitrogen Fixation

DO0332 Nordic Telecommunications Association

DD0334 Nordic Council of Actors

DD0368 Nordic Federation of Heart and Lung Associations

DD0391 European Federation of Societies for ORL, Head and

H00395 European Tax Confederation

DD0418 European Community of Cooks

ADDRESS.....

Contact: 1518 Sinaloa Drive, Santa Barbara CA 93108, USA. I. (1 805) 969 1376.

Headquarters: Rabita, PO Box 538, Makkah, Saudi Arabia.

Sec-Treas: Jay V Huner, Center for Small Farm Research, Southern University, Baton Rouge LA 70813, USA.

Pres: Dr Robert Lemal, Ave de Visé 39, B-1170 Bruxelles, Belgium. T. (32 2) 673 52 30.

SG: Jean Claude Hayoz. Radio DRS - Studio Bern, Phonothek, Schwartorstrasse 21, CH-3000 Bern 14. Switzerland. T. (41 31) 46 91 11. Tx 91 18 33. Fax (41 31) 46 95 20.

Exec Officer: Prof S E Joergensen, Lanngkaer Vaenge 9, DK-3500 Vaeloese, Denmark.

SG: Dr Simone Garrel, Hôpital des Sablons, BP 217, F-38043 Grenoble CEDEX, France. T. (33) 76 42 45 36.

SG: Dr Sayyid Mohammad Syeed, Intl Inst of Islamic Thought, PO Box 448, Herndon VA 22070, USA. T. (1 703) 471 1133. Tx 901153 IIIT WASH. Fax (1 703) 471 1211.

Sec-Treas: Ms Ulli Hoffmann, Ostpreussenstrasse 89, D-8000 München 81, Germany FR.

SG: René Schenker, 23 Gourgasstrasse, CP 234, CH-1211 Genève 8, Switzerland. T. (41 22) 28 12 11 - (41 22) 28 13 69. Tx 28274 (CIRT CH).

Secretariat: Surfhouse, Box 2042, Miami Beach FL 33140, USA. T. (1 305) 832 4420.

SG: Anthony Lumley, 228 Borough High Street, London SE1 1JX, UK. T. (44 1) 403 5688.

SG: Prof Peter Gaetgens, Department of Physiology, Freie Universität Berlin, Arnimallee 22, D-1000 Berlin (West) 33, Germany FR. T. (49 30) 838 25 17.

SG: Prof Armando Moreno, 17351 Sunset Blvd. Pacific Palisades CA 90272, USA- T. (213) 459 6694. Tx 510 600 2463 HALSEY, IA.

SG: José U Diokno Station Mesa, PO Box 417, Manila 2806, Philippines. T. (63 2) 721 82 33.

SG: W R Innés, PO Box 1, Langport, Somerset TA10 9HP, UK.

Head Office: EAPS, Maison de l'Europe, Hôtel de Coulanges, 35-37 rue des Francs-Bourgeois, F-75004 Paris, France.

SG: Eduardo Airal di Rivarola, Estadio Nacional, Puerta 4, Oficina 10, Lima, Peru.

Exec Officer: Loretta D Philip, 77A New Gate Street, PO Box 747, St Johns, Antigua-Barbuda. T. (1 809 46) 24 173.

Co-Pres: Cecilia Samaniego. Apartado Postal 2818, Caracas 1010-A, Venezuela. T. (58 2) 77 23 70.

Secrétariat: 16 Grosvenor Place, London SW1X 7HH, UK. T. (44 1) 235 4934. Tx 296 214 TRANSI G.

Chairman: Karl-Gustaf Löfgren, Skogshögskolan, S-90 183 Umeå, Sweden.

Chairman: Anders Andersson, Postfack 200, S-793 00 Leksand, Sweden.

; Contact: Casper Syskind, Niels Ebbesenvej 1A, DK-1911 København V, Denmark.

Contact: Mark Boleat, c/o IUBSSA, 3 Savile Row, London W1X 1AF, UK. T. (44 1) 437 0655. Tx 245 38 BSA G. Fax (44 1) 734 6416.

i Chairman: Prof Alaa El Din, Soils and Water Research Institute, Agricultural Research Center, Giza, Egypt.

Sec: Aina Mortensen. Røllsvej 37, DK-2000 Frederiksberg, Denmark. T. (45 1) 88 00 55.

Pres: Inger Lise Eid, c/o Norsk Balletforbund, Wesselsgatan 8, N-0165 Oslo 1, Norway. T. (47 2) 41 33 04.

Secretary: Anne Bækken, Postboks 4375 Torshov, N-0402 Oslo 4, Norway. T. (47 2) 22 24 50.

Pres: Prof Charles W Smith, 27 High Petergate, York YO1 2HB, UK. T. (44 904) 24007.

Pres: Jan T Warnaar, Dechenstrasse 14, Postfach 1340, D-5300 Bonn 1, Germany FR. T. (49 228) 631551. Tx 8869487.

SG: Bernard Jacquet, Sheraton Towers, Place Rogier 3/29, B-1210 Bruxelles, Belgium. T. (32 2) 219 34 00 Ext 3117. Tx 26887. Fax (32 2) 219 12 27.

REF	NAME.....	ADDRESS.....
DD0423	European Federation of Sea Anglers	Gen Sec: J K Crawford, 12 Larkin Gardens, St James Paisley (Renfrewshire), UK. T. (44 41) 887 0114-
DD0458	Latin American Federation of Banks and Insurance Workers	SG: Pedro Riso, Calle San Antonio 385, Ofc 801, PO Box 9458 Santiago, Chile. T. 332261.
DD0469	European Federation of Energy Management Associations (EFEM)	SG: Luc Beernaert, Kiliaanstraat 50, B-2570 Duffel, Belgium.
DD0492	Ibero-American Ports and Coasts Association	Sec: Francisco Enriquez, Calle de Antonio López 81 28026 Madrid, Spain. T. (34 1) 4766100. Tx 45022 CEDEX - 41232 UGPE.
DD0500	Afro-Asian Philosophy Association (AAPA)	Sec: Or Mona Abousenna, Fac of Education, Roxy-Heliopolis Cairo, Egypt. T. (20 2) 800531.
DD0506	Union of Associations of European Meatmeal Producers	'
DD0511	Christian European Visual Media Association (CEVMA)	[Sec] Dr E J Davids, Postbus 202, NL-3000 AE Rotterdam Netherlands. T. (31 10) 467 31 88.
DD0532	Federation of European Cancer Societies (FECS)	Secretariat: 235 Shaftesbury Avenue, London WC2H 8EL, UK. T.
DD0536	International Society on Comparative Physical Education and Sport (ISCPEs)	Pres: Dr Hernan Cortes-Funes, Jefe Seccion Oncologia Medica Hospital 1 de Octubre, Carretera de Andalucia, Km 5 500 280 41 Madrid, Spain.
DD0537	International Sport for All Federation	Contact: Prof Dr Herbert Haag, Inst f Sport u Sportwissenschaften, Universität Kiel, Olshausenstrasse 40 D-2300 Kiel, Germany FR.
DD0564	European Shock Society	SG: Naria Puig, c/o INEF - San Mateo S/N, 08950 Espugas Llobregat, Barcelona, Spain. T. (34 3) 218 48 90 - (34 3) 371 5734. Tx 54845 GCDE IJA PRAT.
DD0567	International Association of Hotel School Directors	Gen Sec: Ulf Haglund, Dept of Surgery, General Hospital, S-214 01 Malmö, Sweden.
DD0614	International Association of African Writers (IAAU)	SG: Paul Barraud, EUHOFA International, 6 place Navigation, Ouchy, CH-1000 Lausanne 6, Switzerland. T. (41 21) 27 15 21.
DD0635	European Committee for the Development of the Meuse and Meuse/Rhine Links	Sec: Adrien Huchard, Chaussée de Wavre 1373. B-1160 Bruxelles, Belgium. T. (32 2) 672 54 43.
HD0744	European Federation of Pallet and Wooden Crate Manufacturers	Pres: Baron Clerdent, Rue de Tilf 1, B-4950 Beaufays, Belgium.
DD0745	African Regional Credit Association (AFRACA)	Sec: E C Skelding Heath Street, Tamworth 879 7JK, UK. T. (44 827) 52 3377.
DD0766	European Free Trade Association (EFTA)	SG: G C Rubambey, PO 41378, Nairobi, Kenya. T. (254 2) 22 330. Tx 25490.
DD0795	European League Against Rheumatism (EULAR)	SG: Georg Reisch, 9-11 rue de Varembe, CH-1211 Genève 20, Switzerland. T. (022) 34 90 00. C. EFTASEC. Tx 22660 EFTA CH FAX 33 92 91.
HD0857	European Society for Rural Sociology (ESRS)	Exec Sec: Fred K Wyss, Promenadengasse 18, CH-8001 Zürich, Switzerland. T. (41 1) 252 46 66.
DD0890	European Union of General Practitioners	Secretariat: Howard Newby, University of Essex, Colchester C 04 350, UK.
DD0904	European Weed Research Society (EWRS)	Sec: M Hartmannbund, Verband der Aerzte Deutschlands eV, Godesberger Allee 54, Postfach 6025, D-5300 Bonn 2, Germany FR.
DD0981	French-Language Society of Nutrition and Dietetics	Sec: Dr Birgit Krauskopf, Bayer AG, PF-AT Biolog Forschung, Pflanzenschutzzentrum Monheim. D-5090 Leverkusen-Bayerwerk, Germany FR. T. (49 2173) 384548.
DD1010	Federation of European Window Manufacturers' Associations	SG: Prof Bernard Guy-Grand, Hotel Dieu de Paris, F-75181 Paris CEDEX 04, France. T. (33) 42 34 84 51.
DD1048	Inter-American Association of Industrial Property	SG: K H Herbert Bockenheimer Anlage 13. D-6000 Frankfurt (West) 1, Germany FR. T. (49 69) 55 00 60.
DD1101	Interamerican Society of Psychology (IASP)	Vice Pres: Dr Oscar Etcheverry, Haipu Número 757, Piso 5, Buenos Aires 1006, Argentina.
HD1315	Federation of European Chemical Merchants (FECC)	SG: Dr Ana Isabel Alvarez, Dept of Psychology, Box 23174 UPR Station, Rio Piedras 00931-3174, Puerto Rico. T. (809) 763 1971.
DD1541	International Research and Studies Council in Fundamental and Applied Linguistics	Permanent Office: Square Marie-Louise 49, B-1040 Bruxelles, Belgium. T. (32 2) 230 40 90. Tx Fechim b 23 167 (for fecc).
DD1636	International Committee for the History of Art	SG: Jean-Claude Corbelli, 1410 rue Stanley, Montreal PQ, Canada H3A 1P8. T. (1 514) 873 70 29. Tx 0513523 AFINTER.
HD1746	Nordic Shooting Union	Sec: Albert Châtelet, Palais Universitaire, F-67084 Strasbourg Cedex, France. T. (33 88) 35 59 40.
DD1753	Association internationale d'histoire des télécommunications et de l'informatique (AIHTI)	Pres: Unni Nicolaysen, Hauger Skolevei, N-1351 Rud, Norway.
DD1792	Andean Commission of Jurists	Exec Sec: P K Tubbs, c/o British Museum (Natural History), Cromwell Road, London SW7 5BD, UK. T. (44 1) 589 63 23.
		Exec Sec: Dr Diego García-Sayan, Los Sauces 285, San Isidro. Lima 27, Peru. T. (51 14) 407 79 07.

REF	NAME.....	ADDRESS.....
DD1802	International Enamellers Institute	SG: J D Gardom, PO Box 1, Ripley, Derby DE5 3EB, UK. T (44 773) 43 126.
DD1882	European Federation of Trade Unions for Energy, Chemical Industry and Miscellaneous Industries	SG: J L G Van Hoof, Van Putlei 79, 8-2548 Lint, Belgium. T (32 3) 455 48 24.
DD2003	International Federation of Sewing Thread Manufacturers	Secretariat: c/o Maison des Professions, 40 rue Eugène Jacquet, F-59701 Marcq en Baroeul CEDEX, France. T (33) 20 89 75 10. Tx 130743 m&iprof F. Fax (33) 20 98 56 96.
ED2005	International Federation of Small and Medium-Sized Commercial Enterprises (IFSME)	SG: L N Goris, Prinses Beatrixlaan 13, NL-2264 TE Leidschendam, Netherlands.
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BD2013	International Federation of Sports Medicine	SG: Dr Eduardo de Rose, Felipe Becker 95 91330 Porto Alegre, Brazil. T. (55 512) 34 80 83. Tx 1055 UFRS BR.
DD2034	International Federation of Tourist Centres	Secretariat: Brennerstrasse 30, A-4820 Bd Ischl, Austria. T. (43 6132) 3554.
BD2052	International Federation of Fertility Societies (IFES)	Pres: Kurt Semm MD, Department of Obstetrics and Gynecology, University of Kiel and Michaelis Midwifery School, Michaelisstrasse 16, D-2300 Kiel, Germany FR. T. (49 431) 597 21 00.
DD2162	European Association for the Flexible Packaging Industry	General Secretariat, The Hague: Dr J E G le Jeune, Copes van Cattenburgh 79, 2585 EW Den Haag, Netherlands. T. (31 70) 60 38 37. Tx 31684.
DD2406	International Red Locust Control Organization for Central and Southern Africa (IRLCO-CSA)	Dir: Dr S M Moobala, PO Box 240252, Ndola, Zambia. T. (260 26) 3685. Tx LOCUST ZA 30072.
DD2440	International Association for Vegetation Science (IAVS)	Contact: Dr J Moravec, Inst of Botany, Czechoslovak Acad of Sciences, 252 43 Pruhonice, Czechoslovakia. T. 73 96 21.
DD2573	Permanent Congress of Trade Union Unity of Latin American Workers	Secretariat: Apartado Postal 32-269, Mexico DF 1, Mexico.
DD2629	Latin American Confederation of Cooperative Workers	SG: Francisco Verano, Avenida 19 13-A12, Piso 13, Edif UCONAL, PO Box 35940, Bogota, Colombia. T. 283 5837 - 283 5957. Tx 44982 CXDBO CO.
HD2652	European Gas Research Group	Sec: Dr Leen Noordzij, Wilmersdorf 50, Postbus 137, 7300 AC Apeldoorn, Netherlands. T. (31 55) 49 49 49.
DD2756	World Association for Psychosocial Rehabilitation (WAPRI)	Pres: Dr Oliver Wilson, Bangour Village Hosp, Broxburn, West Lothian EH52 6LW, UK.
DD2761	UNIPEDE - International Union of Producers and Distributors of Electrical Energy	SG: Georges Lucenet, 39 av de Friedland, F-75008 Paris, France. T. (33 1) 47 64 55 48. Tx Unipede 62409. Fax (33 1) 47 64 37 08.
DD2798	European Committee of Forging and Stamping Industries	Sec: A Macchia, EUROFORGE, c/o Syn nat Estampage. 9 rue Pierre Le Grand, F-75008 Paris, France. T. (33) 47 66 47 61. Tx 280900 fedemec. Fax (33) 45 63 59 86.
HD2812	West African Weed Science Society (WAWSS)	Secretariat: Int Inst Tropical Agriculture, Oyo Road, PMB 5320, Ibadan, Nigeria.
DD2814	Pan American League Against Rheumatism (PANLAR)	SG: Dr Geraldo Gomes de Freitas, Rua das Ninfas 84, 50 070 Recife PE, Brazil.
FD2935	Liberal Movement for a United Europe	SG: Pierre Cabuy, Chaussée de la Hulpe, B-1170 Bruxelles, Belgium.
DD2978	Nordic Association of Journalists' Unions	Secretariat: c/o Svenska Journalistförbundet, Vasagatan 50, S-111 20 Stockholm, Sweden. T. (46 8) 14 59 70.
DD2982	Nordic Concrete Federation (NCA)	Contact: c/o Svenska Betongföreningen, S-10044 Stockholm, Sweden.
HD3012	Latin American Confederation of Communication Workers	SG: Carlos Juarez, PO 4456, Caracas 1010-A, Venezuela. T. (58 2) 818871.
DD3027	Organization of African Unity (OAU)	SG: Ide Oumarou, PO Box 3243, Addis Ababa, Ethiopia. T. (251 1) 15 77 00. Tx 21046.
DD3051	European Association of Industrial Measurements	Head Office: c/o ANIE, Via Algardi 2, I-20148 Milano, Italy.
FD3064	European Committee for Building Technical Equipment	SG: M Serpette CEETB, 5 rue Hamelin, F-75116 Paris, France. T. (33 1) 47 27 97 49. Tx 620993 felec.
HD3149	World Union of Pythagorean Organizations (WUPO)	Dir: Ronald J Strong, 17 Longfield Lutton Nr Cornwood, Ivybridge PL21 9SN, UK. 837 462.
OD3190	European Society of Associations Executives (ESAE)	Exec Dir: Willi Lampert, ESAE, 17 rue Pierres du Niton, CH-1207 Genève, Switzerland. f. (41 22) 35 47 69. Tx 27080 novg ch. Fax (41 22) 35 47 51.
DD3197	Scandinavian Simulation Society (SIMS)	Contact: Kaj Juslin, Technical Research Center, VTT/SAH, SF-02150 Espoo, Finland. T. (358 0) 456 64 22.
HD3201	Scandinavian Society of Forensic Medicine (SSFME)	Pres: Lennart Rammer, Statens Rättsläkarstation, S-581 85 Linköping, Sweden. T. (46 13) 139596.
DD3251	Weed Science Society for Eastern Africa (USSEA)	Secrétariat: Dr W Mikiaka, Univ Dept Crop Science, PO Box 29053, Nairobi, Kenya.
DD3363	Union of Resistance Veterans for a United Europe	Secrétariat: 1 av du Président Wilson, F-75016 Paris, France.
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REF	NAME.....	ADDRESS.....
DD3355	European Sports Press Union	SG: Mick Michels, Herdebeek 140, B-1711 Itterbeck, Belgium T. (32 2) 738 60 40. Tx (46) 25 425.
HD3437	Women's International Cultural Federation	Belgium.
DD3479	World Billiards Union	Pres: A de Hagemeister, 62 rue de Rome, F-75008 Paris,
DD3520	World Federation of Diamond Bourses (WFOB)	Admin: Alfred Zehr, 16B avenue de la Gare CH-2013 Colombier, Switzerland. T. (41 38) 41 22 26.
FD3558	World Movement for United Prayer	SG: Mr Ph Blondin, Pelikaanstraat 62, 2018 Antwerpen Belgium. T. (32 3) 233 98 10.
JD3568	World Wide Organization for Child Care, Health and Hygiene Among Jews (World OSE Union)	Last known address: Raglan, New Zealand.
DD3620	European Committee of Associations of Manufacturers of Internal Combustion Engines	Contact: c/o Association OSE in Israel, PO Box 4194 Tel Aviv, Israel.
CD3650	International Science Writers Association (ISWA)	Sec: M A Geurtsen, c/o Groep Fabriken van Verbranningsmotoren, FME, Bredewater 20. Postbus 190, 2700 Zoetermeer, Netherlands. T. (31 79) 53 13 65. Tx 32157 FME/NL.
DD3658	Association for Childhood Education International (ACEI)	Last known address: Montréal, Canada.
DD3872	European Committee of Private Hospitals	Exec Dir: A Gilson Brown, 11141 Georgia Avenue, Suite 200, Wheaton MD 20902, USA. T. (301) 942 2443.
FD3889	European Socialist Movement	Dir: H Anrys, Avenue Franklin Roosevelt 81, B-1050 Bruxelles, Belgium. T. (32 2) 384 90 80 - (32 2) 384 88 53.
DD3931	South American Athletics Officials Association	SG: Bernard Hontanier, 54 rue des Entrepreneurs, F-75015 Paris, France.
ED3943	European Coordination Bureau of International Youth Organizations (ECBO)	Pres: Juan Carlos Sandoval, Calle 22 No 160 Urb Corpac, San Borja, Lima 41, Peru. T. (51 14) 41 07 96. C. Consudatle. Tx 20221 PE IPD.
DD3953	International Animated Film Association	SG: Jo Uyttendaele Rue du Marteau 19, B-1040 Bruxelles, Belgium. T. (32 2) 217 56 32.
ED3960	Port Management Association of West and Central Africa (PMAWCA)	Gen Sec: Ms Nicole Salmon, La Roselière, Beau-Rivage, F-74320 Servier, France.
DD4G99	International Society for the Study of the Origin of Life (ISSOL)	SG: Pap Njanko Nije, 12 Park Lane, Apapa, Box 1113, Lagos, Nigeria. T. (234 1) 877977 - 871278 - 874108. C. PORTMANASS.
DD4243	Panathlon International	Sec: Dr D L Vincenzi, Ms 239-11, Nasa-Ames, Research Centre, Moffett Field, CA 94035 California, USA.
DD4256	International Union for the Study of Social Insects (IUSSI)	SG: Giorgi Bazzali, Villa Porticciolo, Via Giovanni Maggio 4, I - 16035 Rapallo, Italy. T. (39 18) 56 52 95. Tx 272 366 PANINT.
DD4289	Association for Social Anthropology in Oceania (ASAO)	Sec: Dr H H W Velthuis, Laboratory of Comparative Physiology, University of Utrecht, Jan van Galenstraat 40, NL-3572 LA Utrecht, Netherlands. T. (31 30) 73 34 08.
DD4308	Economic Community of Central African States (ECCAS)	SG: Juliana Flinn, Dept of Soc and Anth, Univ of Arkansas at Little Rock, 2301 S University, Little Rock AR 72204, USA. T. (1 501) 669 3173.
DD4327	International Committee on Systematic Bacteriology (ICSB)	SG: Prof Lunda-Bululu, CEEAC, BP 2112, Libreville, Gabon. T. (241) 73 35 47.
DD4336	Asian Baptist Federation (ABF)	Exec Sec: Dr M Goodfellow, Dept of Microbiology, Univ of Newcastle Medical School, Newcastle-upon-Tyne NE2 4HH, UK. T. (44 91) 328511.
DD4352	Nordic Wood Preservation Council (NWPC)	Sec: Rev Edwin I Lopez, 935B Quezon Blvd. Quezon City, Philippines. T. (63 2) 96 96 48 - (63 2) 99 42 39.
DD4356	Convention of National Societies of Electrical Engineers of Western Europe (EUREL)	Chairman: Tero Kangas, Finnish Wood Preserving Asn, Mannerheimintie YOO 87, SF-00100 Helsinki, Finland.
HD4560	Latin American Federation of Manufacturers of Phonograms and Videograms	Sec: Dipl Ing Ernst Dünner, c/o SEV, Postfach, CH-8034 Zurich, Switzerland. T. (41 1) 3849111. Tx 56047.
DD4627	International Committee for the Indians of the Americas (Incomindios)	Secretariat: 1 Avenida Beira Mar No 406 GR 609 Centro CEP 20205 Rio de Janeiro RJ, Brazil. T. (55 21) 220 47 42. Tx c/o 213 1314 WEA Br (Warner Discos).
DD4632	Joint Council of Nordic Federations of Industry	Contact: Incomindios Schweiz, Liebruetstrasse 44, CH-4303 Kaiseraugst, Switzerland.
DD4640	Association of Physiologists	Contact: c/o Norges Industriforbund, Drammensveien 40, PO Box 2435 Solli. N-0202 Oslo 2, Norway. T. (47 2) 43 70 00. C. Industriforbund. Tx 71434 norm n. Fax (47 2) 55 01 08.
DD4650	Association of French Teachers in Africa (AFTA)	Contact: Prof Hughes Monod, Lab physiologie du travail, CHU Pitié-Salpêtrière 91 boulevard de l'Hôpital, F-75634 Paris CEDEX 13, France. T. (33) 45 86 22 34.
004661	Pan African Federation of Agricultural Trade Unions (PAFATU)	Pres: Younis Elamin, Dept of French Faculty of Arts, Univ of Khartoum, PO Box 321, Khartoum, Sudan, Secretariat: c/o GTUWAIE, 31 Mansour Street, Bab el Louk, Cairo, Egypt.

REF	NAME.....	ADDRESS.....
DD4779	International Association of institutes of Navigation (IAIN)	SG: Prof Günther Zade, c/o WMU, Citadellsvägen 29, PO Box 500, S-201 24 Malmö, Sweden. T. 040 700 50. Tx 8305018 WMU.
DD4827	European Association of Development Research and Training Institutes (EADI)	Secretariat: 10 rue Ruchemont, PO Box 136, CH-1211 Genève 21, Switzerland.
HD4871	International Association of Industrial Accident Boards and Commissions (IAIABC)	Exec Dir: J T Noblin, PO Box 13449, Jackson MS 39236 USA T. (1 601) 366 4582.
DD5151	Latin American and Caribbean Federation of National Associations of Cargo	<hr/> Caixa Postal 9315/01000 São Paulo SP, Brazil. T. (55 11) 563 0944 3Secretariat: Ms Perla de Riviero, Casilta de Correo 2321, Asuncion, Paraguay. Tx 305 806 SPIRO PY. SG: Dr Geoffrey B West, 22 Burgh Heath Road, Epsom KT17 4LS UK.
DD5246	European Histamine Research Society	
HD5291	International Reference Organization in Forensic Medicine (INFORM)	Editor: Dr William G Eckert, PO Box 8282, Wichita KS 67208 USA. T. (316) 685 7612.
DD5323	International Association for World Tourism	SG: L De Bruyne, 73 rue d'Ecosse, B-1060 Bruxelles, Belgium T. (32 2) 538 71 66.
HD5391	European Association for the Study of Safety Problems in the Production and Use of Propellant Powders (EASPP)	Contact: c/o CEFIC, Avenue Louise 250, Bte 71, B-1050 Bruxelles, Belgium. T. (32 2) 640 20 95. Tx 62444 CEFICB. Fax 640.19.81.
DD5392	International Council for Education of the Visually Handicapped (ICEVH)	Pres: William G Brohier, 4 Taman Jesselton, 10450 Penang Malaysia T. (60 4) 369699. C. COMBLIND PENANG. Tx MA40439 CBMSFR. Fax (60 4) 369357.
DD5539	International Association for Analytical Psychology (IAAP)	Pres: Dr Hans Dieckmann, Schutzallee 118, D-1000 Berlin (West) 37, Germany FR.
HD5579	Working Group for the Promotion of Tourism in the Danube Region	Secretariat: Tourist Cmsn of the Danube Countries, Margaretenstrasse 1, A-1041 Wien, Austria. T. (43 222) 58866. Tx 114696.
DD5590	West African Bankers' Association (WABA)	SG: Hallany Kouassi Guy, Bishop Building, 13 Lamina Sankoh Street, P M B 218, Freetown, Sierra Leone. T. (232 22) 24485 - 24486. Tx 3368 WATCH-SL.
DD5625	ASEAN Law Association (ALA)	SG: Prof Dr Komar Kantaatmadja, c/o MKK, Wisma Metropolitan II Lantai 14, Jalan Jenderal Sudirman, Jakarta SELATAN, Indonesia.
DD5815	International Federation of Time-keepers	SG: Ernesto Sciomeri, Via Flaminia Nuova 290. 00191 Roma, Italy. T. (39 6) 39 95 58. C. Federerones, Tiziano 70, Rome.
DD5961	European Organization for the Promotion of New Techniques and Methods in Building (EUROBUILD)	SG: M Vandekerckhove, Domaine de St Paul, Boîte Postale 1, F-78470 Saint-Rémy-les-Chevreuse, France. T. (33) 30 52 92 00. Tx FEDEBAT 695 527 F.
DD6230	Nordic Union of Hotel, Café and Restaurant workers	Pres: Jorma Kallio, Toinen lima 3, PL 327, SF-00531 Helsinki, Finland. T. (358 0) 77561.
DD6350	International Agency for Rural Industrialization (INARI)	Dir Gen: Dr O O Okorie, 58 rue Bocco Agegee Lom-Nava, BP 2809, Lomé, Togo. T. (228) 21 72 68.
HD6433	African Organization of Supreme Audit Institutions (AFROSAI)	Contact: c/o Auditor General, PO Box 91, Khartoum, Sudan.
DD6439	Association of African Tax Administrators (AATA)	Chairman: Farouk Moursy Metwally c/o ECA, PO Box 3001, Addis Ababa, Ethiopia. T. (33 1) 44 72 C. UNECA ET. Tx 00. C. 21029 UNECA ET.
DD6515	Road Engineering Association of Asia and Australasia (REAAA)	Hon SG: Lee Wan Hoi, 1a Jalan Setiapuspa, Medan Damansara, 50490 Kuala Lumpur, Malaysia. T. (60 3) 919011. Tx TEKNO MA
DD6533	European Incoherent Scatter Scientific Association (EISCAT)	Headquarters: Box 812, S-981 28 Kiruna, Sweden.
DD6640	Confederaciones Sudamericana de Tenis (COSAT)	Secretariat: Avda San Juan 1315/17, 1148 Buenos Aires, Argentina. T. (54 1) 26 15 69 • (54 1) 26 46 96 - (54 1) 27 01 01. Tx 17336 ARGENAR.
DD6690	Commonwealth Professional Associations	Chairman: Dr Maurice Goldsmith, c/o Commonwealth Lawyers Assn, The Law Society, 113 Chancery Lane, London WC2A 1PL, UK. T. (44 1) 242 1222. C. INTERPRET, LONDON WC2. Tx 261203. Fax (44 1) 405 9522.
DD6710	International Music Critics	Pres: Albert de Sutler, Avenue Charles Woeste 140, B-1090 Bruxelles, Belgium.
DD6729	Latin American Association of Environmental Mutagens, Carcinogens and Teratogens	Pres: Dr Fernando Dulout, c/o Inst Multidisciplinario Biología Celular, CC 403, 1900 La Plata, Argentina.
DD6784	International Council for Research in Agroforestry	Dir: Dr B Lundgren, Gikiru. Limiru Road, Nairobi, Kenya. T. (254 2) 521450. C. ICRAF. Tx 22048.
DD7008	International Olympic Academy (IDA)	SG: Otto Szymiczek, 4 rue Kapsali, 10674 Athina, Greece. T. (30 1) 721 16 66 - (30 1) 74 92 36 (30 1) 72 06 17.
DD7302	African Bar Association	Deputy Sec Gen: Barry D Brighton, PO Box 2595, Harare, Zimbabwe.
DD7373	Asian Coalition of Human Rights Organizations	<b>Last known address: Manila, Philippines.</b>

REF	NAME.....	ADDRESS.....
DD7400	European Association for the Study of Science and Technology (EASST)	Sec-Treas: Elisabeth Crawford, Groupe d'études et de recherche sur la science, 10 rue Monsieur-le-Prince F-75006 Paris, France.
HD7403	Middle East Solidarity Council (MESC)	SG: Dr Fethi Tevetoglu, Bakanliklar PK 250, Ankara, Turkey.
DD7877	International Association of Medical Prosthesis Manufacturers	Secretariat: 38 rue de Lisbonne, F-75008 Paris, France.
ED7995	Nordic Theater Committee (NTC)	Contact: Vesterbrogade 26, 3, DK-1620 København V, Denmark. T. (45 1) 22 45 55.
DD8078	International Democrat Union (IDU)	Exec Sec: Scott Hamilton, 48 Westminster Palace Gardens, Artillery Row, London SW1P 3RR, UK. T. (44 1) 222 0847 Tx 8955242 IDU G. Fax (44 1) 222 1459.
DD8200	Society for Low Temperature Biology (SLTB)	Sec: Ms S Mathias, PAFRA Ltd, Biopreservation Division 150 Science Park, Cambridge CB4 4GG, UK.
DD8402	International Union of Esperantist Philologists (IUEP)	Pres: Violin Ojjanov, kv Emil Markov, PK 66, BG-104 Sofia Bulgaria.
ED8471	International Commission for the History of the French Revolution	Pres: Prof Michel Vovelle, Le Méridien de Paris F 10-1 34 rue Dareau, F-75014 Paris, France. T. (33 1) 45 81 60 90.
DD8490	European Federation for Medicinal Chemistry (EFMC)	Sec: Dr J C Emmett, Smith Kline and French Research, Welwyn, AL6 9AR, UK. T. (44 707) 325111.
DD8546	Committee for International Cooperation between Cotton Associations (CICCA)	Sec: J A C Read, 620 Cotton Exchange Bldg, Liverpool L3 9LH UK. T. (44 51) 236 6041. Tx 627849 COTTEX.
DD8992	Central American Energy Commission	Contact: J Obiols, Avenida 10-25, Numeroo 14 A, Zona 14, Apartado Postal 1237, Guatemala, Guatemala. T. (502 2) 68 21
DD9059	South Pacific Association of Teacher Education (SPATE)	Exec Officer: C. Turney, Faculty of Education, University of Sydney, Sydney 2006, Australia.
DD9148	South East Asia Regional Computer Confederation (SEARCC)	SG: Robert Iau, c/o Inst of Systems Science, National Univ of Singapore, Heng Mui Keng Terrace, Kent Ridge Singapore 0511, Singapore. T. (65) 7722094. Tx RS39988. Fax (65) 7782571.
DD9186	European Coordinating Committee for Artificial Intelligence (ECCAI)	Pres: Prof Gérard Guiho, Laboratoires de Marcoussis Route de Nozay, 91460 Marcoussis, France. T. (33 64) 491 000. Tx LABMARC 692 415.
DD9194	International Association of Empirical Aesthetics	SG: Holder Höge, Universität Oflenburg, Armerlândes Heerstr 67-99, D-2900 Oldenburg, Germany FR.
DD9198	International Society of Air Safety Investigators (ISASI)	Secretariat: ISASI, Technology Trading Park, Five Export Drive, Sterling VA 22170-4421, USA.
DD9205	International Society for Prevention of Child Abuse and Neglect (ISPCAN)	Pres: Margaret A Lynch, Newcomen Centre, St Thomas Street, Guy's Hospital, London SE1 9RT, UK.
DD9214	International Society for the Interaction of Mechanics and Mathematics (ISIMM)	Pres: Prof E Kroner, Inst for Theoretical and Applied Physics, university of Stuttgart, Pfaffenwaldrug 57, D-7000 Stuttgart 80, Germany FR.
DD9333	International Federation of Women's Travel Organizations (IFWTO)	Vice Chairman Public Relations: Elizabeth Parris, PO Box HM 2132, Hamilton HMJX, Bermuda. T. (809) 292 2680.
DD9561	Nordic Group for Forest Tree Breeding	Chairman: Jon Dietrichson, NISK, Postboks 61, N-1432 As NLH, Norway. T. (02) 94 90 60.
CD9606	International Association for the Study of Popular Music (IASPM)	Exec Sec: Dr Phil Peter Wicke, Berliner Strasse 87, DDR-1100 Berlin, German DR.
DD9648	Association of the European Independent Informatics Industry (EIII)	Registered Office: Av Montjoie 243, 8-1180 Bruxelles, Belgium.
HD9820	World Christian Anti-Communist Association (UCACA)	Contact: Samuel S C Wu, 24 Lane 286, Sec 1, Chien-kuo South Rd, Taipei, Taiwan of China.
DD9932	European Committee of Foundry Materials and Products	SG: A F Lahrem, Lyonerstrasse 18, D-600 Frankfurt-Main, Germany FR. T. (49 69) 66 03 413. Tx 411321.
EE0022	Pacific Regional Branch of the International Council on Archives (PARBICA)	SG: Ken Scadden, c/o National Archives, PO Box 6148, Te Aro, Wellington, New Zealand.
EE0038	All India Women's Conference (AIWC)	Secretariat: Mala Pal, 38 ch Pont-Céard, CH-1290 Versoix, Switzerland.
EE0051	Andean Institute of Popular Arts	Secretariat: Calle Diego de Atienza y Avenida América Apartado Aéreo 477 ó 555, Quito, Ecuador. T. (593 2) 56 30 967
EE0062	British Association of Former United Nations Civil Servants (BAFUNCS London)	Chairman: A J A Elliott, c/o United Nations, 3 Whitehall Court, London SW1A 2EL, UK.
EE0070	Institute of African Tropical Ophthalmology	Secretariat: Timbine Ambadigue, Boulevard du Peuple, PO Box 248, Samako, Mali. T. 22 27 22.
EE0077	Eastern Mediterranean Hand Society	Contact: Or Wael H Fahmy, 13 Messaha Street, Dokki-Giza-AR, Egypt.
EE0078	Scandinavian Society for Surgery of the Hand	Secretariat: Dr Troels Barfred, Dept of Orthopedics, Odense Sygehus, 5000 Odense C, Denmark.



REF	NAME.....	ADDRESS.....
EE0085	German Speaking Society for Hand Surgery	Secretariat: Prof Dr Dieter Buck-Gramcko, Klinik für Handchirurgie und Plastische Chirurgie des Berufsgen Unfallkrankenhauses, Bergedorfer Strasse 10, 2050 Hamburg 80, Germany FR.
EE00S6	Western Pacific Society for Surgery of the Hand	Secretariat: Dr R W Pho, Univeristy Department, Orthopaedic Surgery, Singapore General Hospital, Singapore 0316.
EE0154	Association of National Organizations of Fishing Enterprises of the EEC	Contact: Postfach 290403, D-2850 Bremerhaven 29, Germany FR T. (49 471) 72022.
EE0170	European Committee for the Defence of Refugees and Immigrants	Secretariat: PO Box 42, F-04300 Forcalquier, France.
EE0171	Association of the Ice Cream Industries of the EEC	SG: Barbara Dufrene, EUROGLACES 51-53 rue Fondary, F-75015 Paris France. T. (33 1) 45 79 80 75. Tx 205 705. Fax (33 1) 45 79 61 29.
EE0188	International Commission on Measurements. Theory and Application in Geomorphology	SG: Efrain Paesky, c/o OAS, 1889 F St, NW 510-8, Washington DC 20006, USA. T. (1 202) 789 37 06.
EE0201	International Commission on Astrophysics	Chairman: Prof S Hayakawa, Dept of Astrophys, Nagoya Univ Chikusa-ku, Nagoya 464, Japan.
EE0224	International Bodsyrfing Federation (IBF)	Sec: Baron von Schoonmaker, Surfhouse, Box 2042, Miami Beach FL 33140, USA. T. (1 305) 832 4420.
EE0225	United Nations Staff Union	Pres: Anna Frangipani Campino, c/o UN, Room S-525, New York NY 10017, USA. T. (1 212) 754 70 76.
EE0239	Central Bureau of Compensation	Dir: J Fayt, BCC, 49 A Avenue Fonsny, Section 31, B-1060 Bruxelles Belgium. T. (32 2) 537 67 24 - (32 2) 525 30 15 Tx. 62 768 BUCOHP B.
EE0245	International Professional Surfthlon Federation (IPSF)	Sec: Jonathan Russel Brynn. Surfhouse, Box 2042, Miami Beach FL 33140, USA. T. (1 305) 832 4420.
EE0246	International Surfthlon Federation (ISF)	Pres: Lord Bastin, Surfhouse, Box 2042, Miami Beach FL 33140, USA. T. (1 305) 832 4420.
EE0346	South American Commission for Peace, Regional Security and Democracy	SG: Juan Somavia, Casilla 16637, Correo 9, Santiago, Chile. T. (56 2) 231 43 87 - (56 2) 232 83 29. Tx 340 412 pb vtr ck jor compaz.
EE0399	International Bibliographic Commission	Sec: Michael Keul, Institut de Recherche et d'Histoire des Textes, 40 avenue d'Iéna, F-75016 Paris, France.
EE0401	International Union of Former Students of the Sisters of St Dorothy	Contact: Salita S Onofrio 38, I-00165 Roma, Italy.
EE0402	International Commission for the History of International Relations	SG: Prof Brunello Vigezzi, Università degli Studi di Milano, Centro per gli Studi di Politica Estera e Opinione Pubblica, Via Chiaravalle 7, I-20122 Milano, Italy.
EE0473	Centre for UN Reform Education (CURE)	Secretariat: Charles Guettel, 420 Sand Creek Road, 1-229 Albany NY 12205, USA. T. (1 518) 438 80 78.
EE0513	Coordinating Committee for Textile Salvage in the EEC	Pres: Claude Beaumont, Ets Léonce Bloch S A, 22bis rue de l'Ourcq, F-75019 Paris, France. T. (33) 206 21 56.
EE0515	Commission for the Anthropological and Ethnological Study of Peace	Chairman: Robert A Rubinstein, Dept of Anthropology, Northwestern University, Evanston 111 60201, USA.
EE0555	Commission on Museums and Cultural Heritage	Dir: Dr M K Gautam, Institute Kern, Leiden University, Witte Singel 25, P08 9515, 2300 RA Leiden, Netherlands.
EE0561	Commission on Anthropology of Women	Chairman: Prof Leela Dube, D-504 Purvasha, Plot no 13, Mayur Vihar Group Housing Complex, Delhi 110092, India.
UE0632	South American Basketball Confederation	Secretariat: Av Ppal de las Mercedes, Edif ACO, 5 piso, Apartado 47970, Caracas 1041-A, Venezuela. C CONSURBASQUET CARACAS Tx 24 598 vessel vc - attn consubasquel.
EE0676	European Community of Wholesale Beer Trade Associations of Member Countries of the EEC	SG: Irion, c/o Fédération nationale des boissons, 49 rue de Glacière, F-75013 Paris, France.
EE0820	Asian and Australasian Fracture Group (AFG)	Technology, Meguroku, Tokyo, Japan.
CE1034	Institute of Mathematical Statistics (IMS)	Exec Sec: Prof Peter Purdue, Dept of Operations Research, Naval Postgraduate School, Monterey CA 93943, USA.
EE1114	International Commission on Very Low Temperature Physics	Sec: Prof A F Andreev, Inst for Physical Problems, USSR Academy of Sciences, ul Kosygina 2, GSP-1, 117973 Moskva V-334, USSR.
EE1250	Nordic Institute in Aaland	Secretariat: Siälvstyrelsesgården, Postbox 60, SF-22101 Mariehamn, Finland. T. (35 89) 28 15 00. Tx 13302.
EE1390	Association of Retired United Nations Officials in Mexico (AFNU Mexico DF)	Pres: Rebeca Manrique de Lara, Présidente Masaryk 29, 1214 Polanco-Chapultepec, 06600 Mexico DF, Mexico.
EE1400	Association of Former International Civil Servants in Chile (AFICS Santiago)	Pres: Guillermo Gómez, Edificio Naciones Unidas, Avenida Dag Hammarskjöld, Casilla 179 D, Santiago, Chile.
EE1566	International Commission on Physics Education (ICPE)	Sec: Prof J Barojas Weber, Dept of Fisica, Univ Autonoma Metropolitana, Iztapalapa, PO Box 55 534, 09340 Mexico DF, Mexico. T. (1 905) 686 35 19 • (1 905) 686 03 22 Ext 175.

REF	NAME.....	ADDRESS.....
EE1570	International Trade Union Committee for Peace and Disarmament (Dublin Committee)	Secretariat: c/o UFTU, Vinohradska 10, 1247 Praha 2, USSR.
EE1626	European Association of Basketball Coaches	Secretariat: Jorge Juan 82, no 1, E-28009 Madrid, Spain.
EE1810	International Commission on Plasma Physics	Sec: Prof K F Alexander, Zentralinst für Elektronenphysik der Akademie der Wissenschaften der DDR, Hausvogteiplatz 5-7, 1088 Berlin, German DR.
EE2088	International Group for Pharmaceutical Distribution in the Countries of the European Community	SG: Klaus-Michael Schäfer, Savignystr 42 D-6000 Frankfurt-Main 1, Germany FR. T. (49 69) 74 04 44. Tx 413 484 bpg d.
EE2310	International Commission on Food and Fluid Intake	Chairman: Dr S C Woods, Department of Psychology, NI-25 University of Washington, Seattle WA 98195, USA.
EE2454	Animals without Frontiers	Sec-Treas: Christine Gossiaux, Rue Falder 57, B-1050 Bruxelles, Belgium. T. (32 2) 427 31 64.
EE2525	Ecumenical Association for Church and Society (EACS)	SG: M Lenders, Av d'Auderghem 23, B-1040 Bruxelles Belgium T. (32 2) 733 11 31.
EE2584	Independent Commission on International Humanitarian Issues (ICHI)	
EE2664	European Pharmaceutical Students' Committee (ESC)	SG: Zia Rizvi, 47bis avenue Blanc, CH-1202 Genève, Switzerland, f. (41 22) 31 64 00.
EE2668	Inter-Association Commission on Tsunami	Contact: Pharmaceutical Group of EC, Square Ambiorix 13, B-1040 Bruxelles, Belgium.
EE2702	International Union of Catholic Esperantists	Sec: Prof E Bernard, Observatoire Royal, Ave Circulaire 3, B-1180 Bruxelles, Belgium.
EE2748	Union of International and European Civil Servants (UIECS)	US Rep: Alberta S Casey, PO Box 626, La Jolla CA 92035, USA. T. (1 619) 453 5570.
EE2800	Standing Committee for International Cooperation within the Field of Non-Destructive Testing	Pres: Jean Brandenbourger, rue Stévin 214, 8-1040 Bruxelles, Belgium. T. (32 2) 733 78 34.
EE2814	NATO Allied Long Lines Agency (ALLA)	Chairman: G M Van Dijk, Kasteel 5, NL-6852 CM Huissen, Netherlands.
EE2885	Latin American Odontological Federation	Headquarters: NATO Military Committee, Int Military Staff, NATO, B-1110 Bruxelles, Belgium. T. (32 2) 241 00 40 - (32 2) 241 44 00 - (32 2) 241 44 90. Tx. 23867.
EE2906	NATO Allied Communications and Computer Security Agency (ACCSA)	Sec: Dr M H Villegas Melia, c/o Fed Odontológica Colombiana, Calle 71 No 11-10 Of 1101, Apartado Aéreo 52925, Bogotá, Colombia.
EE2921	Liaison Committee of Agricultural Engineers for the EEC Countries	Headquarters: c/o NATO, B-1110 Bruxelles, Belgium. T. (32 2) 241 00 40 - (32 2) 241 44 00 - (32 2) 241 44 90. Tx. 23867.
EE3020	NATO Electronic Warfare Advisory Committee (NEWAC)	Secretariat: Alain Marliere, 24 rue de Champles, B-1301 Bierges, Belgium.
EE3219	International Commission on Physics for Development (ICPD)	Headquarters: c/o NATO, B-1110 Bruxelles, Belgium. T. (32 2) 241 00 40 - (32 2) 241 44 00 - (32 2) 241 44 90. Tx. 23867.
EE3287	Association of European Chambers of Commerce and Industry	Sec: Prof J Gyulaay, Inst of Physics, Technical University, H-1525 Budapest, Hungary.
EE3344	Union of Associations of Pasta Manufacturers of the EEC	SG: Hans Joachim von Bülow, rue Archimède 5, B-1040 Bruxelles, Belgium. T. (32 2) 735 10 92 - (32 2) 735 14 93. Tx 25315 CHAMCE 8. FAX 735 22 23.
EE3367	Association of National Trade Groups Wood and Derived Products in Countries of the EEC	SG: Serge Mouzay, 23 rue d'Artois, F-75008 Paris, France. T. (33) 45 63 95 44. Tx 42 641351 bsngd.
EE3370	International Bod/boardng Federation (IBF)	Sec: Bent-Ove Feldung, Bredgade 41, DK-1260 København K, Denmark. T. (47 1) 14 37 11. Fax (47 1) 61 933.
EE3380	International Sailsurfing Federation (ISF)	Sec: Lisa Kant, Surfhouse, Box 2042, Miami Beach FL 33140, USA. T. (1 305) 832 4420.
EE3397	International Committee on Food Microbiology and Hygiene (ICPMH)	Sec: John Hune Surf House, Box 2042, Miami Beach FL 33140, USA.
EE3441	Women's International Zionist Organisation (WIZO)	SG: Prof N Skovgaard, c/o Inst Hygiene Microbiology, Royal Veterinary and Agric Univ, 132 Bulowsej, DK-1870 Frederiksberg C, Denmark. T. 1 351 788.
EE3450	Southern Africa Labour Commission (SALC)	SG: Dolly Faitelson, Blvd David Hamelech 38, PO Box 33159, Tel Aviv 61331, Israel. T. (972 3) 257321. C. ISRAWIZO TELAVIV.
EE3633	Union of EEC Rice Growers	Contact: Dr B C Gondwe, Lusaka MULPOC, PO Box 30647, Lusaka, Zambia.
EE3637	Federation of National Organizations of EEC Fish Wholesalers, Importers and Exporters	Secretariat: Palazzo dell'agricoltura, Piazza Zumaglini, Vercelli, Italy. T. (39) 38 31.
EE3669	Union of the Water Supply Associations from Countries of the European Communities	Sec: M J Debrates, 1 Green Street, Grosvenor Square, London W1Y 3RG, UK. T. (44 1) 629 06 55.
EE4191	Joint Industry Council (JIC)	SG: F Rillaerts Chaussée de Waterloo 255, Boite 6, B-1060 Bruxelles, Belgium. T. (32 2) 537 43 02.
		Chairman: Richard J Newman, c/o IACVB, PO BOX 758, Champaign IL 61820 USA. T. (1 217) 359 8881. Tx 910 245 0151. Fax (1 217) 398 5923.

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EE4431	Committee of Former UNESCO Staff Members (CAP-UNESCO Paris)	Pres: André Chakour, c/o UNESCO Staff Asn, Bureau Miollis SZ-73/SZ-74, 7 Place de Fontenoy, F-75007 Paris, France.
EE4533	European Community Biologists' Association (ECBA)	Sec: Prof L Horst Grimme, Fachbereich 2 (Biologie/Chemie) Stoffwechselphysiologie und Biochemie der Pflanzen, Universität Bremen, Leobener Strasse, 0-2800 Bremen 33, Germany FR.
EE5009	Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in Case of Illicit Appropriation	Contact: M J Thiel, Div Cultural Heritage, UNESCO, Place de Fontenoy 7, F-75700 Paris, France. T. (33) 45 63 10 00, c. Unesco. Tx 204461 Paris.
EE5115	International Society for Mine Surveying	Secretariat: Helmuth Zimmermann, c/o Bergbau AG Lippe, Postfach 11 45, D-4690 Herne, Germany FR. T. (49 2323) 15 23 82.
EE5359	Group of European Medical Research Councils	Sec: José Borrell, 1 Quai Lezay Marnesia, F-67000 Strasbourg, France. T. (33 88) 35 30 63.
UE5615	Common Market Travel Association (CMT)	Contact: J C Mutat, Treasure Tours Int, 15 rue de l'Arcade, F-75008 Paris, France.
	Women (ECICW)	Contact: Marguerite Blancke, 139 bd Brand Whitlock, B-1200 Bruxelles, Belgium. T. (32 2) 733 74 10.
EE6446	Energy Organization of the Great Lakes Countries	Secretariat: Assumani Yunusu, Boulevard de l'Uprona, BP 1912, Bajumbura, Burundi. T. 25526 - 24157. Tx 5066.
EE6506	Permanent International Committee for the Preservation of Materials in the Marine Environment	Contact: V Romanovsky, Rue Gabrielle 64, B-1180 Bruxelles, Belgium.
EE6768	International Integration Institute	Secretariat: Calle Macario Pinilla 453, Casilla Coreos 7796, La Paz, Bolivia. T. (155) 35 21 20.
UE7202	International Intersurf Federation (IWF)	Location: Surfhouse, Box 2042, Miami Beach FL 33140, USA. T. (1 305) 832 4420.
UE7203	International Tandem Surfing Federation (ITSF)	Location: Surfhouse, Box 2042, Miami Beach FL 33140, USA. T. (1 305) 832 4420.
EE7214	International Professional Tandem Surfing Federation (IPTSF)	Sec: Antonio Musa, Surfhouse, Box 2042, Miami Beach FL 33140, USA. T. (1 305) 832 4420.
EE7215	International Professional Bodyboarding Federation (IPBF)	Sec: Ms Natasha Umoren, Surfhouse, Box 2042, Miami Beach FL 33140, USA. T. (1 305) 832 4420.
EE7217	International Professional Intersurf Federation (IPWF)	Sec: Ralph Thomson, Surfhouse, Box 2042, Miami Beach FL 33140, USA. T. (1 305) 823 4420.
EE7237	Joint IUB-IUPAB Genome Structure and Expression Group	Chairman: Prof B F C Clark, Division of Biostructural Chemistry, Dept of Chemistry, Aarhus University, DK-8000 Aarhus C, Denmark.
EE7239	International Professional Sailsurfing Federation (IPSF)	
EE7250	International Professional Bodysurfing Federation (IPBF)	
EE7251	International Professional Kneeboarding Federation (IPKF)	
EE7274	International Kneeboarding Federation (IKF)	
EE7277	International Professional Standup Surfing Federation (IPSSF)	
EE7278	International Professional Surfskiing Federation (IPSF)	
EE7279	International Professional Boatsurfing Federation (IPBSF)	
EE7280	International Professional Paddleboarding Federation (IPPF)	
EE7281	International Commission for Town History	
UE7287	International Standup Surfing Federation (ISSF)	
EE7745	Association of Former Students of the European Schools	
EE9089	URSI Commission on Signals and Systems	
EE9142	International Commission on Nuclear Physics	
EE9515	International Commission on Particles and Fields	
		Sec: Ms Clementina de M Norton, Surfhouse, Box 2042, Miami Beach FL 33140, USA. T. (1 305) 832 4420.
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		Contact: J Van Bladel, URSI, c/o Observatoire Royal de Belgique, Avenue Circulaire 3, B-1180 Bruxelles, Belgium.
		Chairman: Prof H Feshbach, Center for Theoretical Phys, Mass Inst of Tech, Room 6-307, Cambridge, MA 02139, USA.
		Chairman: Prof K Strauch, Phys Dept Harvard Univ, Cambridge, MA02138, USA.
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