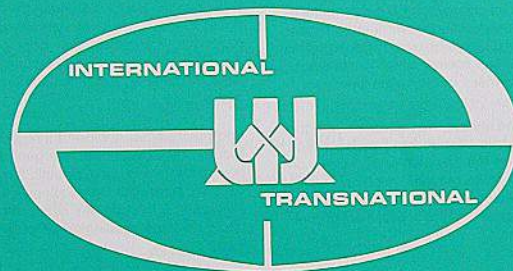


TRANSNATIONAL

ASSOCIATIONS

TRANSNATIONALES



La gestion
des associations
II

Association Management
II

1989 - n° 1

The review of international
associations and meetings

Revue bimestrielle Jan-Févr. 1989
Bureau de dépôt: Bruxelles X

La revue des associations et
des réunions internationales

TRANSNATIONAL ASSOCIATIONS TRAN/NATIONALES

41th year
bimestrielle 1989

Revue
Revue bimestrielle 1989

41^e année

This publication, produced by the LIAI, appears six times a year.

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.

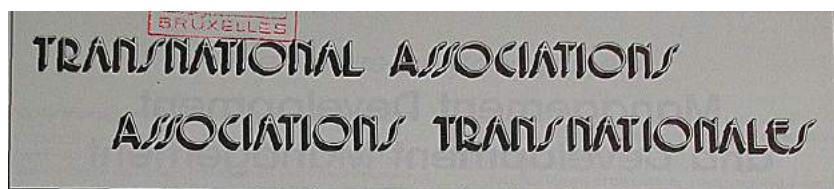
Cette publication, éditée par l'UAI, se présente à ses lecteurs sous la forme d'une revue de période bimestrielle.

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 PUAI, 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.

Les colonnes de la revue sont ouvertes à la fois aux responsables d'associations, chercheurs, spécialistes des matières associatives, dont les articles n'expriment pas nécessairement le point de vue de l'éditeur.

UNION DES ASSOCIATIONS INTERNATIONALES UNION OF INTERNATIONAL ASSOCIATIONS EXECUTIVE COUNCIL COMITE DE DIRECTION Président: President: F.A. CASADIO, (ITALIE). Directeur de la Società Italiana per la Organizzazione Internazionale Vice-presidents: Rafael CALDERA (Venezuela) Ancien président de l'Union Interparlementaire. S.A. SAXENA (India) Former Director of the International Coöperative Alliance. Auguste VANISTENDAELE (Belgique) Secrétaire général de Coopération et solidarité. Trésorier général: Treasurer General: Paul E. HIERNAUX (Belgique) Président honoraire de l'Association des chambres de commerce et d'industrie européennes (EURO-CHAMBRES). Secrétaire général: Secretary-General: Jacques RAEYMAECKERS (Belgique) Ambassadeur honoraire.	Membres: F.W.G. BAKER (U.K.) Executive Secretary, International Council of Scientific Unions. Christian DE LAET (Canada) Institut Gamma Montréal Robert FENAU (Belgique) Ambassadeur honoraire Johan GALTUNG (Norway) Professor of Peace Studies, University of Hawaii. Vladimir HERCIK (Tchécoslovaquie) Ancien haut fonctionnaire de l'Unesco. Marcel MERLE (France) Professeur à l'Université de Paris 1. Gregori MOROZOV (URSS) Maître émérite des sciences de l'Institut de l'économie mondiale, Académie des sciences de l'URSS. Pierre PESCATORE (Luxembourg) Ancien juge à la Cour de justice des Communautés européennes Andrew E. RICE (U.S.A.) Former Executive Secretary of the Society for International Development.	Members: Cyril RITCHIE (Ireland) President, Federation of Semi-Official and Private Institutions established in Geneva. Myriam SCHREIBER (Belgique) Vice-présidente de la Fédération abolitionniste internationale. Albert TEVOEDJRE (Benin) Secrétaire général de l'Association mondiale de prospective sociale. REPRESENTATIONS PERMANENTES DE L'UAI UAI REPRESENTATIVES Organisation des Nations Unies: New York: Andrew RICE Genève: Cyril RITCHIE UNESCO: Vladimir HERCIK Paris: Maryvonne STEPHAN
--	---	---



1989 - N° 1

SOMMAIRE

CONTENTS

Rédaction / Editorial
 Jacques RAEYMAECKERS
 Robert FENALUX
 Geneviève DEVILLE
 Anthony J.N. JUDGE
 Ghislaine de CONINCK
 Paul GHILS
 Myriam SCHREIBER

Published by/Publié par:
 Union of International Associations (UIA)
 (founded 1910)
 ISSN-0020-6059

Editorial and Administration:
 Rue Washington 40, 1050 Brussels (Belgium)
 Tel (02) 640 18 08 - 640 41 09
 Tx 65080 INAC B

Editeur responsable :
 Jacques Raeymaeckers
 Rue Washington 40, 1050 Bruxelles
 (Belgique)
 Tél. (02) 640 18 08 - 640 41 09

Subscription rate: BF 1.300, or equivalent
 per year (6 issues) + postage BF 270.

Abonnement : FB 1.300 ou équivalent, par an
 (6 numéros) ++ Frais de port FB 270.

Method of payment:
Mode de paiement à utiliser:

Bruxelles: Compte-chèque postal n° 000-
 0034699-70 ou Compte n° 210-0508283-55 à
 la Générale de Banque, 253, avenue Louise,
 1050 Bruxelles.

London: Account n° 04552334. National
 Westminster Bank Ltd., 1 Princes street.

Genève: Compte courant n° 472.043.30 Q à
 l'Union des Banques Suisses.

Paris: par virement compte n° 545150-04200
 au Crédit du Nord, 6-8, boulevard Hauss-
 mann, Paris 75009.

Copyright © 1989 by Union of International
 Associations. All rights reserved. No part of
 this work may be reproduced or copied in any
 form or by any means - graphic, electronic,
 or mechanical, including photocopying, rec-
 ording, taping, or information and retrieval
 systems — without written permission of the
 Secretary General, Union of International
 Associations.

ISSN-0020-4928

La gestion des associations (2ème partie)
Association Management (2d Part)

**Management Development and Development Management
 for Voluntary Organizations**, by Piers Campbell

2

The Control and Culture in which PVOs/NGOs Manage,

by Thomas W. Dichter

13

Delivery of Management Services and Training, by Ian Yates

19

(S')évaluer. Formation à l'é(auto)évaluation, par Paul Willot

22

PVOs and Strategic Planning

29

Business Ventures for Nonprofit Organizations

31

Associations africaines : INADES-Formation

32

Electronic Networks and Democracy in Latin America,

by Mario Padrón

34

Décret du gouvernement du Québec relatif aux OING

36

Vie associative / Association News

37

Bibliographie-Bibliography

45

**Geographical Distribution of International Meetings by
 Continent, Country and City in 1987 / Répartition géogra-
 phique des réunions internationales par continents, pays et
 villes en 1987**

46

**Yearbook of International Organizations : Changes of
 Address, 25th edition, 1988/89**

49

ERRATUM

Dans l'éditorial du numéro précédent («UIA et les
 droits de l'homme», par Jacques Raeymaekers) il fal-
 lait lire (deuxième colonne premier alinéa septième

Management Development and Development Management for Voluntary Organizations

by Piers Campbell*

Introduction

Effective management is now accepted as one of the primary factors determining the success of development programmes and, during the last few years, significant resources have been allocated to programmes designed to improve the management capacity of governmental, intergovernmental, non-governmental and community organizations.

This trend has been accompanied by a considerable increase in the importance of non-governmental organizations (NGOs) in development (1). Their ability to run effective, low-cost programmes is widely recognized and consequently NGOs have become a major channel for development assistance funds.

The number of NGOs is steadily increasing throughout the world and many administer large-scale programmes. Faced with limited resources and heavy demands on their services, NGO managers do not always have the necessary expertise or time to develop sound management practices. Although the importance of management is generally accepted, there is, at present, no consensus concerning the nature of NGO management principles and practices.

Aims and Structure

The main purpose of this paper is to explore the various influences on the management of NGOs engaged in develop-

ment. It is divided into five parts. Part One looks at the nature of management, partly to justify the importance of management for NGOs and partly to clarify some of the basic concepts. It is argued that all organizations, whatever their functions, have management processes, structures and systems. Each individual organization, however, has its own specific organizational culture (including a management philosophy), which determines the choice of management tools, techniques and administrative procedures.

There are three schools of thought in the current debate concerning the factors that should be determining NGO management principles. The first assumes that NGOs are organizations like any other and hence argues that NGOs should give priority to introducing the well-established management principles and practices that already exist in the commercial sector. The second sees the context of the NGO's activities as the critical factor and therefore believes that development management principles should strongly influence the management of NGOs. The third focusses on the nature of NGOs as non-profit-making, voluntary organizations which have — or should have — their own management principles. These three approaches are discussed in Parts Two, Three and Four respectively and in the final section, a tentative model for analysing the factors influencing NGO management principles is presented.

At this stage, clarification of the terms in the title may be helpful. "Development Management" refers to the management of development — development as a process, as a programme, as an intervention. "Management development", on the other hand, relates to activities designed to improve the management capacity of an organization and of its executives. Both management development (improving organizational effectiveness) are analysed in more detail in a separate paper entitled "Management programmes and Services for NGOs". The terms "voluntary organization" and "nongovernmental organization" are discussed at the beginning of Part Four.

* Coordinator, NGO Management Network, c/o ICVA, 13 rue Gautier, 1201 Genève.

This paper is based on an earlier paper entitled "The Management of NGOs: An Overview" which was presented at the South-East Asian seminar on "NGO Management Development and Training" held in Tagatay City, the Philippines on 18-23 January 1987. The comments and suggestions of the following people are gratefully acknowledged: Cees van Dam, Thomas Dichter, Alan Fowler, Martin de Graaf, David Korten, Irene Rodgers, David Syme and Alan Taylor.

The Nature of Management

Does Management Have Any Relevance for NGOs?

NGOs have traditionally regarded the idea of management with considerable suspicion. There are a variety of reasons. Most of the current management ideas have emerged from the commercial sector and hence have a "for-profit" connotation. At the same time, management is equated with the "employers" in the traditional industrial context and is sometimes considered to be a set of techniques to justify hierarchical authority. In the same context, management is associated with efficiency and productivity whereas many social development agencies have traditionally emphasized "good works" and "commitment" as more important values. Finally, management is often seen as an imposition by the North on the South, or by the donors on the recipient organizations.

NGOs' suspicions towards management are based on a number of misconceptions about the nature of management, which themselves stem from the mistaken idea that management is alien to NGOs.

Management is Essential to All Organizations

There is nothing intrinsically good or bad — or alien — about management. It simply defines a function or a process that any organization needs, if it is to be effective. This applies to all organizations, from the small cooperative to the transnational corporation.

There are many definitions of management. Some are based on the traditional concept of "working with, and through, others in order to achieve the organization's goals and objectives". A more recent definition is "a process of mobilizing resources towards a given purpose" (2).

Some specialists prefer to define the essential tasks or functions of management referring, for example, to the importance of integrating the organization in society, defining the organization's purpose and strategy, obtaining the resources and implementing the standard management functions in order to ensure the desired outputs and results.

These tasks or functions are essential to all organizations, whether they are commercial or non-profit-making, small or large, operational or funding. Even the smallest, unstructured organization (or project) needs to plan ahead, to share out responsibilities, to have some form of leadership, to involve people and to evaluate its activities.

Organizational Culture

Although management itself is essential to all organizations, this does not mean that all management principles, tools and techniques are necessarily relevant to each organization.

Organizations tend to have a dominant "organizational culture" which strongly influences the way that the organization is run (3). The organizational culture is rarely articulated or defined but it determines or - should determine — the structure, systems, tools and techniques for the organization.

There are many factors that affect the organizational culture: the purpose and values of the organization; the cultural environment; the different forces that have power in, and over, the organization (constituency, donors, constitutional bodies, staff, target groups); size; and the organization's history and origins.

Management Skills and Techniques

The importance of the concept of organizational culture can be seen in the distinction between skills and techniques. The traditional management functions are commonly defined as: planning, organizing, directing, staffing, controlling, and evaluating. These are, however, fairly abstract and it is more useful to think in terms of the skills required by managers to exercise these functions. Examples of the most important skills are:

- * Planning
- * Problem-solving
- * Decision-making
- * Conflict resolution
- * Leadership and delegation
- * Team-building
- * Communication
- * Organization
- * Monitoring and evaluation
- * Needs Assessment
- * Time management
- * Supervisory skills
- * Writing skills
- * Financial management
- * Staff development
- * Change management
- * Project management
- * Recruitment

NGOs would add to this list the skills relating to fund-raising, donor relations and the participation of target groups in their programmes.

These skills are required by most managers, irrespective of the type of organization. The implementation of the skills, however, require a set of tools and techniques that are greatly influenced by the organization's values, purpose and activities.

The distinction between skills and techniques is crucial. The planning skill should not be rejected by an NGO simply because one particular system (for example, "Management by Objectives") turns out to be inappropriate for its needs. Conflict resolution is required in most organizations but many of the existing techniques in the North (for example, confrontation) are unacceptable in other cultures. There are dozens of different problem-solving models and theories on leadership, all of which have originated from very specific cultural and organizational situations.

In the past, the development of management skills has been regarded simply as a question of the transfer of techniques. This misconception explains the failure of many management programmes for organizations with different cultural environments and values.

Structures, Systems and Procedures

The distinction between skills and techniques can be applied to other aspects of management. Every organization has structures, systems and procedures. The choice of any particular structure or system, however, should depend on the function and nature of the organization.

NGO Management Principles and Practices

So far, it has been argued that, firstly, management is essentially a set of functions that all organizations require. In a sense, management can also be seen as a process and it cannot, therefore, be dismissed as being irrelevant to the needs of NGOs. Secondly, each organization tends to have a dominant organizational culture that strongly influences its

choice of structure, management tools and techniques, and administrative systems.

The following sections discuss three schools of thought concerning the development of NGO management principles and practices. The first argues that NGOs should be managed on the basis of organizational principles developed by the commercial sector.

Development theorists and practitioners may take a slightly different view in the belief that the context of the organization's work must be the primary influence on its management principles. Hence, development NGOs should take into account development management principle when they set up their management systems.

The third approach focusses on the nature of the NGO as a non-profit-making, voluntary organization that has its roots in community action. It is argued that the NGO is a very different type of organization to the commercial or governmental type, and hence that new and specific management models are required for NGOs.

Universal Management Principles?

Dominance of Commercial Management Principles

One of the key issues in management today is that the dominant management principles (and hence the main ideas on structure, management tools and techniques, and administrative systems) have emerged from the western commercial/industrial sector. It is clear from the arguments in the first part of this paper that these concepts may be inappropriate to the needs of organizations which are not commercially-orientated or which work in different cultural situations.

"Nuts and Bolts" of Management

However, many specialists believe that the "nonprofit versus commercial" issue is largely irrelevant as management principles should apply to all organizations whatever their nature and functions.

In an article entitled "Some Muddles in the Management Models Used by PVOs/NGOs", Tom Dichter disagrees with the view that development management is different from any other type of management and he argues that *"the basic principles of development are increasingly clear. In fact, not surprisingly they resemble the basic principles of good management everywhere and anywhere"* (4).

In a forthcoming paper "Development Management: Plain or Fancy? Sorting out Some Muddles" (5), he defends the need for "blueprint" management in certain situations and reiterates the importance of returning to basic management practices. Four functions of management are identified: specialist knowledge; planning; analysis, and maintenance (keeping organizations on track by maintaining relationships, personnel systems, information systems, and so on). Dichter concludes that "nuts-and-bolts" management is the priority need for many NGOs involved in development.

New Ideas in Management

Other management specialists, although accepting the need for basic organizational systems, believe that traditional management concepts, developed in the nineteen fifties and sixties (but still prevalent in many organizations), may

be inappropriate to NGOs. However, there are a wide variety of new theories and concepts which are very relevant to NGOs. Four examples are given below. The purpose is not to make a comprehensive survey but rather to illustrate current thinking in this area.

In Search of Excellence

For example, many of the eight basic principles identified by Thomas Peters and Robert Waterman in their book "In Search of Excellence: Lessons from America's Best-Run Companies"⁶ are very close to NGO philosophy:

- * "Bias for action"
- * "Staying close to the customer" (target groups in local communities)
- * "Autonomy and entrepreneurship" (encourage units within the organization to think independently and creatively)
- * "Productivity through people" (respect for the individual)
- * "Hands on, values driven" (insistence that the manager keeps closely in touch with the organization's essential activities and values)
- * "Sticking to the knitting" (keep to activities that the organization knows best)
- * "Simple form, lean staff" (simple structure and few staff)
- * "Simultaneous loose-tight properties" (combination of decentralization of responsibility and centralization of the basic values and purpose).

Strategic Management

David Korten believes that the dominant management model in the industrial era has been predominantly based on bureaucratic organizational forms. The successful modern company, however, has become a strategic organization. In his article "The Strategic Organization for People-Centred Development", he argues that *"the most important task of top management in a strategic organization is not the making of strategic decisions, but rather the development and maintenance of a total institutional capacity for strategic action"* (7).

He then traces the change in the management styles systems and social role of companies, which is leading to a people-centred synthesis of management theory and practice.

In the second part of the article, he describes similar changes in development management thinking and he argues for the de-bureaucratization of public (government) agencies and for a fundamental re-alignment in the relationships between the development agency and its clients in order to ensure the empowerment of the latter.

Participatory Management

Participatory management concepts are fairly well-known in the commercial sector. Staff are involved in the planning and control of their work activities, especially in setting goals, making decisions, solving problems, and developing and implementing change.

Participation can be done on an individual basis but is most effectively carried out in groups, hence team-building is often emphasized. There is a lot of evidence that participatory

management leads to improved performance, higher productivity and greater staff satisfaction. The best-known example in industry is the quality circle.

Problem-Solving Teams

An extension of the theory on participatory management is the current emphasis on the development of creative, problem-solving teams which are seen by many today as being the key to successful management. In a world of rapid change, the ability to identify and resolve problems has become crucial and it is agreed that problem-solving, together with many other management functions, is best done in teams (that can, if necessary, cut across departmental lines). Teams tend to produce better ideas. They are a useful tool for dealing with problems involved in organizational change and they generate greater commitment among the staff. This approach is particularly relevant to NGOs and may be one of the key factors in developing successful multicultural organizations.

Development Management

The second general approach to the management of NGOs focusses on the context of the organization's activities. The argument is based on the theory that development organizations should start by analysing the management implications of their development programmes and, from these, determine the management principles and practices for the organization.

The main aim of this section is to outline six examples of recent research on development management and then to make a very preliminary analysis of some of the management implications for NGOs.

A Learning Organization

In "Community Organization and Rural Development: A Learning Process Approach" (8), David Korten argues that development programmes must be based on a learning approach rather than on a bureaucratic blueprint design. He starts by observing that effective community-controlled social organizations are now widely seen as important if not essential instruments if the rural poor are to give meaningful expression to their views, mobilize their own resources in self-help action and enforce their demands on the broader national, political and economic systems.

In reality, however, donor commitment to these principles is rarely transferred into effective action and the prevailing "blueprint" approach to development programming with its emphasis on detailed pre-planning and time-bounded projects is an important impediment to success.

From an analysis of a number of successful Asian programmes, Korten identifies, as the crucial factor, the high degree of "fit" (or matching) between three aspects: programme design, beneficiary needs, and the capacity of the assisting organization. In other words, the successful programme emerges out of a learning approach in which villagers and programme personnel share their knowledge and resources to create the programme.

Development organizations should, therefore, have the capacity for responsive and anticipatory adaptation. They should learn and develop from error, plan with the people, and link knowledge with action.

Development Professionals

A similar approach is discussed by Robert Chambers in his book "*Rural Development : Putting the Last First*" (9). The central theme is that rural poverty is often unseen or misperceived by outsiders, who are themselves neither rural nor poor. The outsiders, including researchers, administrators, and field workers, rarely appreciate the richness and validity of rural people's knowledge or the hidden nature of rural poverty.

Chambers argues for a new professionalism based on fundamental "reversals" in the outsiders learning, values and behaviour. The new professionals should be explorers and multi-disciplinarians who ask the question "Who will benefit and who will lose from their choices and actions?"

Many of his suggestions for practical action concern learning styles and management. He identifies six approaches to enable professionals to learn from the rural people and argues for a participatory as opposed to an authoritarian style of management. Reversals in the learning process are only a starting point and he outlines three other necessary reversals in management : improved communication between senior staff and subordinates; incentives for substantial periods of continuous service by development personnel in poor and remote areas; and, enabling and empowering the poor.

Intermediary Role

Most NGOs are intermediaries, they are external to the rural community and their programmes should be considered as interventions in an on-going development process.

In "Development Management: Essential Concepts and Principles", Alan Fowler analyses some of the management implications of this role (10).

- * The NGO does not own the project and hence the most important actors in the project are neither within, nor controlled by, the NGO. This implies that NGO project staff should possess substantial facilitation skills.
- * Many other factors that determine the success of the project are outside the control of the NGO : climate, disease,

prices, availability of materials, and communication systems. These elements clearly limit NGOs' ability to carry out effective long-term planning. The management implications suggest, firstly, more autonomy for the field in decision-making and, secondly, a problem-solving mode rather than a predictive "blueprint" mode of management.

- * A project is invariably a small part in the overall development process, hence it is difficult to predict the undesired consequences of any intervention. In addition, the people concerned will not — or cannot — devote substantial amounts of their time to the project. This calls for effective planning and control based on a perspective of the overall — and continually-changing development reality. It suggests the importance of having the ability (and the systems) for detecting the need for changes and the right to put such changes into operation during the life of the project.
- * The time-scales of the project and of the human development process may be incompatible, and the project may, therefore, be forced along at a pace that cannot, in the long run, be self-sustaining.

Participatory Development

"Participatory development is more difficult to design and implement than development managed from above by administrators. It requires more social learning, risk taking, coordination skills and patience". In their monograph entitled "Managing Rural Development with Small Farmer Participation", Coralie Bryant and Louise White propose three core strategies for increasing small farmer participation in rural development: institutional development, social learning and collective action⁽¹¹⁾.

(They suggest a wide range of practical strategies both at the field and senior management levels, for example:

- * Improve listening and communication skills
- * Build on the natural interests and primary goals of the peasants
- * Find ways to ensure that participation is seen as a benefit in itself, rather than purely as a cost
- * Design projects so that they are "small" and "simple"
- * Work through local organizations, preferably existing ones
 - if there are none, build new ones
- * Assign or train staff to facilitate community development
- * Gain resource commitments from local groups
- * Design ways to protect or buffer local projects from the local elite who would otherwise co-opt its benefits.

NGOs in Africa

In one of the chapters of his book *"No Shortcuts to Progress: African Development Management in Perspective"*, Goran Hyden argues the case for an expanded role for African NGOs in development. ⁽¹²⁾ He also analyses the informal organizations, which he calls *"Limited Local Organization"* (LLOs). These organizations are established for a simple purpose and closed down once the task is completed - and another organization may be created for a different task. In these situations, the challenge is to find ways of handing on management experience and capabilities.

Hyden emphasizes the importance of institution-building and management development and in a later chapter, he

calls for *"new management training methods that enable managers to become more effective in the African environment, and place particular emphasis on methods that facilitate learning from experience and creative problem-solving"*.

Third Generation NGOs

In a recent paper entitled "Micro-Policy Reform : the role of Private Voluntary Development Agencies"⁽¹³⁾, David Korten argues that they have been, or are, three generations of NGOs:

- * Generation One : Relief and welfare in response to emergency situations
- * Generation Two : Small-scale local development based on the theory that sustainable improvements at the level of the poor depend on increasing their ability to meet their own needs with their own resources
- * Generation Three: Sustainable systems development

Generation Three NGOs base themselves on the realization that sustaining village self-development depends on systems of linked public and private organizations which can integrate local initiatives into a supportive national development system.

These NGOs are increasingly playing a catalytic or facilitating role in bringing about policy and structural change through collaboration between government and a wide range of private and public institutions. Korten suggests that strategic competence, although useful for the first and second generation NGOs, is essential for the third generation.

Management Implications for NGOs

It is still too early to make a comprehensive analysis of the management implications of recent research on development management. It is, however, very clear that there is a need for substantial changes in the management structures and systems of NGOs as well as in the skills that NGO executives should possess. A few suggestions are given below.

Management Skills

The importance of the facilitation skill at the field level is emphasized in many development management texts. The facilitator's main task is to help the group define its own needs and to formulate its own programmes to address those needs. S/he should possess expert knowledge, both in the subject matter and in programme management, but this knowledge is only provided when, and if, the group requires it. Facilitators clearly require excellent communication and group process skills, including active listening and conflict resolution, they should also be experts in coordination and coalition-building.

Field staff clearly require other skills, for example, team building, problem-solving, planning and negotiating. Many of these skills are also essential to staff members at other levels in the organization,

Strategic management skills are frequently mentioned: the ability to help communities develop and plan their own programmes in the context of an unpredictable environment and the ability to develop organizational strategies that are appropriate, effective, and that have a long-term impact.

Management Structures, Systems and Procedures

The development of skills is very important but significant change in the organization will only be achieved if there are new attitudes, structures, systems and procedures within the organization. Strategic management, for example, require a re-orientation of attitudes and systems within the organization which David Korten terms *"the development and maintenance of a total institutional capacity for strategic action"*. (14)

Emphasis on social learning, empowerment and participation implies decentralized decision-making processes which themselves require a focus on problem-solving modes rather than blueprint management. Programme and project plans have to be flexible and to be seen as part of a long-term process towards change.

Policy Issues

Such developments in the internal management systems will require substantial changes in the policy of the organization. At the very minimum, they require the clear articulation of the organization's values and purpose and the commitment of the staff to these values.

The policy implications of recent development management theory include:

- a commitment to development as an empowerment process;
- an emphasis on social learning;
- priority to establishing and strengthening community groups and organizations as representatives of the poor;
- and a focus on long-term flexible programmes rather than the traditional project approach.

Ngos as Voluntary Organizations

Introduction

The third approach to NGO management is based on the view that NGOs are different from companies or governmental organizations. NGOs are non-profit-making, voluntary organizations that normally originate as community initiatives, staffed, at least in the beginning, by volunteers.

It was pointed out in part One that many NGO executives reject the concept of management because they believe — mistakenly — that it only concerns commercial or governmental organizations. This view is rapidly disappearing and there is now a strong body of opinion within NGO management development circles that argues that NGOs need to develop their own set of management principles and practices (15).

For example, Charles Handy, who has written extensively on the management of commercial organizations¹⁶, has called for a new theory of governance or of management of voluntary organizations : *"we have some glimmer of that theory. It will view organizations as networks rather than machines, as sets of coalitions and alliances rather than departments. Authority will come from below, from the people over whom it is exercised, not from above. Accountability and responsibility will be important words. The organizers will be the servants of the organization, not its masters"* (17).

What is an NGO?

By definition, a non-governmental organization covers a variety of very different organizations ranging from trade unions, religious institutions, foundations, political parties, sports organizations, community groups to development organizations.

This paper focusses on a particular category of NGO, sometimes called voluntary agency⁽¹⁸⁾, whose main activities are development and relief programmes. Mario Padrón makes the distinction between three forms within this category of NGO : grass-roots organizations ; non-governmental development organizations (indigenous NGOs) ; and international development co-operation institutions (including international funding and operational NGOs) (19).

The management issues that are described below are taken from international and indigenous NGOs (20), which operate development programmes. Virtually all the issues, however, are relevant to relief and social welfare agencies, both in the North and South.

Organizational Characteristics of NGOs

The following characteristics are often mentioned when analysing NGOs in comparison to other types of organizations:

- * They are non-profit-making and are voluntary in the sense that they are non-statutory bodies
- * They may be staffed, wholly or partly, by volunteers
- * They are formed by individuals (or other NGOs)
- * Their staff often join the organization for ideological reasons and have a strong commitment to social development
- * NGOs pride themselves on being action orientated, flexible, innovative, rapid and close to local communities
- * They often play an intermediary role : on the one side, they provide programmes and services to the community and, on the other side, they have to seek funding for their programmes from external sources (the general public, foundations and governments).

These characteristics generate a wide range of management issues and problems which are discussed in the following paragraphs (21).

Priority to Management

For reasons outlined in Part One, NGOs rarely give priority to management programmes and few executives receive a basic management education or training in management skills.

Some NGOs reject the prevalent management models but fail to replace them with coherent systems of their own. This can sometimes be seen in an ideological rejection of basic management skills (for example, budgeting) and in a feeling that management is an external requirement rather than an effective tool for running organizations.

Organizational Culture

Many NGOs either lack a coherent organizational culture or have adopted one that is not consistent with their values and programmes. This leads to the use of structures, management tools and techniques, and administrative systems that are not appropriate to the organization.

Disagreement over the organization's purpose and values may be the cause of many problems in this area. For instance, differences in the overall view of development (welfare, modernisation, empowerment (22) can generate

major conflicts over the way that the organization is run. Some NGO managers adopt paternalistic or authoritarian management styles which may be incompatible with their development principles or with the aspirations of the staff. Another example is the frequent conflict within the organization over life styles.

Strategic Planning

The lack of strategic or institutional planning is perhaps one of the most visible management problems facing NGOs. The reasons for this problem are worth considering in some detail.

- * NGOs pride themselves on being flexible, rapid and innovative and there is a general misconception that strategic planning prevents flexibility and rapid response.
- * As funding is limited, some NGOs are pressurized into becoming opportunistic and into accepting any project that can be financed irrespective of whether the project falls within the organization's priorities and/or competence.
- * As the funding sources are invariably uncertain and as the factors governing the success of the programme are often beyond the NGO's control, strategic planning is difficult and NGOs tend to use this excuse to avoid planning altogether.
- * Many NGOs are — or have been — engaged in emergency programmes and hence tend to emphasize rapid response rather than analysis, research and long-term planning. This has almost generated within the NGO community an organizational "pseudo-culture" of crisis management, which is not appropriate to the needs of established organizations whether they focus on emergency or development programmes.

It is clear that the root causes of the problem stem from internal resistance to planning as much as to a lack of the relevant skills. The results are well-known and can affect every part of the organization. There is often a lack of clarity about the organization's purpose and strategy and, where there is clarity, there may not be agreement, let alone commitment, by all those concerned. The programme may not be successful, either because they do not address the real needs of the target groups, or because the effects of the external environment had not been anticipated, or simply because the organization lacked the capacity to deliver the programme.

Participation of the Target Groups

Many NGOs emphasize the importance of the target groups participating in the planning, management, and evaluation of the programmes. They also stress the development of local institutional capacity to continue the programmes in the long term.

This concern, however, is not always translated into effective action, partly due to a lack of skills and partly due to an unwillingness to give up power and responsibility, especially in the decision-making process. This contradiction generates management problems within the organization and is the classic example of how NGOs' management practice can be contradictory to their rhetoric.

Organization and Structure

Inefficient structure and poor management systems can often be found in NGOs. These may be caused by a lack of clarity about the purpose and goals and/or by a tendency to structure activities around strong individuals rather than

around the functions of the organization. Problems in this area can be seen in unclear roles and responsibilities for the staff members, weak administrative procedures and poor communication systems.

Some NGOs have tried to eliminate structure altogether. However, as an analysis of radical groups in the United Kingdom has clearly shown (23), power and control in such groups is often held by informal elites or activists who are not accountable to anyone. A structure remains, however hidden it may be.

Financing

Most NGOs depend on external financing either from the general public, their constituencies or institutional donors (governments, foundations and other NGOs). In a sense, therefore, NGOs can be seen as the intermediaries between the donors and the target groups, the NGO role as intermediary, together with the dependence on external financing, causes a wide range of inter-related problems:

- * There may be a lack of consistency between what the NGO actually does and what it says it does. The NGO may be unwilling to change its fund-raising strategy because of the possible danger of losing its constituency. This problem often leads to tensions between the programme (operational) and the fund-raising staff (who may be working on the basis of two different sets of development values).
- * It is generally believed that the money available for NGO emergency and development programmes is strictly limited and hence that NGOs have to compete for existing funds (this is not necessarily a problem but it definitely is an issue that needs to be considered).
- * Donors, directly or indirectly, tend to try to influence NGO priorities. Thus, NGOs are caught between the need for funds and their desire to maintain the focus and integrity of their programmes.
- * Donors may impose inappropriate management systems on the NGO and on the local communities. The donors certainly have widely different and very complicated financial reporting requirements and NGOs, therefore, have to devote a large percentage of their time on fund-raising and reporting.
- * Funding uncertainties hinder the preparation of long-term plans.
- * The NGO may receive too much or too little money — either may cause difficulties.

Financial Management

The financial management problems faced by NGOs are due to a wide range of factors. NGOs' commitment to flexibility and rapid action may override basic financial management practices. In particular, pressures from the field may force NGO managers to ignore the grant terms (hence they may use funds given for one project for a different purpose). In addition, long-term financial planning is often difficult (uncertain grants, restrictive donor conditions, slow cash flow) and donors are unwilling to contribute to the core budget, hence forcing NGOs into "creative" budgeting and over-reliance on "profitable" projects.

NGOs are often committed to giving field offices and local projects some flexibility and responsibility for decisions on the disbursement of funds. This may hinder effective financial control. Finally, the recruitment of financial specialists and the establishment of sound financial systems may be a low priority.

Control and Accountability

The members of the NGO and the elected board are legally responsible for the organization and its programmes. But, in reality, there are many other sources of power : the donors, the staff and the target groups (and other outside bodies, for example, ecclesiastical authorities or political parties). The conflicting interests are difficult to resolve and the resulting management problems affect the allocation of resources, the organizational structure and the image of the NGO. NGOs need to develop a strategy for dealing with outside pressures and for clarifying the issue of accountability. Clearly NGOs are accountable to the donor for the utilization of the funds but they are equally accountable to the target groups for the "outcomes" of the programme interventions.

Human Resource Management

NGOs tend to attract committed personnel who join the organization for ideological rather than financial reasons. NGOs also have very limited financial resources and are often unwilling to give priority to human resource development. Some of the resulting complications include:

- * Many NGOs experience difficulties in recruiting and retaining competent managers at relatively low salary levels (due to a lack of funds or to a commitment to low salaries). This results in a high turnover of staff and, in many countries, problems in keeping staff after they have been trained.
- * The manager's commitment is often to the ideals of the organization and not to the staff, hence career structures and staff development programmes are comparatively rare.
- * Personnel systems (salaries, benefits, terms and conditions, etc.) are often inadequate or arbitrary. For example, the salary scale is often a source of conflict due to disagreement on such issues as how the organization should reward responsibility, length of service, specialist expertise, family responsibilities, etc.
- * Recruitment is often haphazard and is based on personal or family contacts.
- * NGOs have a high propensity for internal conflict, between : field and headquarters staff ; staff with experience and those with "paper" qualifications; programme (operational) and support (for example, fund-raising) staff ; ideologically committed and the technicians; volunteers and professionals (employees).

Many of the causes of the conflict are due to the ideological commitment of the staff. One of the results is a preoccupation with the process (how people work together) rather than with the content (what they are doing). Conflict is rarely managed. The tendency is either to suppress or avoid it until a crisis occurs.

Crosscultural Issues

NGOs tend to be either mono-cultural organizations with field offices and projects in countries with a different culture or to be multi-cultural organizations. Each brings its own cross-cultural management problems (24). The type of questions raised by NGO managers concern the adaptation of western management models, values and practices to fit local realities. A lot has been written on training staff to work in different cultural situations but very little on how to manage multi-cultural organizations. Culture is, or should be, a major factor determining the organizational culture and management style of the organization.

Monitoring and Evaluation

The problems relating to management controls, monitoring and evaluation are similar to those associated with planning. NGOs tend to lack adequate control systems; criteria for measuring performance and long-term impact; and the ability to make changes during the implementation phase or at the end of the activity. This is partly due to lack of an institutional memory and a high turnover of staff, and partly due to an unwillingness to put time and resources into developing, and applying, the necessary skills and systems. Even when evaluations are carried out, their recommendations are often ignored.

Headquarters-Field Office Relations

Relations between the headquarters and the field office can present serious management problems, this is due to a variety of factors: communication problems; different development values between the staff concerned ; the issue of decentralization of decision-making; and the question of disengagement of expatriate staff.

Management of Growth and Change

NGOs can expand quite dramatically, particularly in the early years. Growth brings a wide variety of management problems. For example, NGOs may suffer from the "founder's trap" : the founder is often unwilling to surrender control of all aspects of the organization as it grows. This can lead to a crisis which results either in the founder being forced to leave or in a split in the organization. The basic issue is the transition from a charismatic founder-based style to a more open, participatory style based on standard management systems.

Other Issues

Additional problem areas include: collaboration with other agencies working in the same field ; introduction of modern technology; relations with governments (for example : dealing with government pressures and political interference and compliance with government regulation) ; and relations between the staff and the governing board.

Conclusion

Eight tentative conclusions can be drawn at this stage:

1. The root of many of the problems is a negative attitude towards management, which is partly due to a lack of knowledge about the benefits that effective management can bring to the organization. As a result, NGO managers are often unwilling to devote time and resources to developing the necessary management systems and skills.
2. Skills training should not be seen as the only solution since improvements in structure and systems need different types of management interventions which have been described in a separate paper entitled "Management Programmes and Services for NGOs".
3. Many of the NGO strengths (commitment, flexibility, rapid response, innovation, close contacts with local communities) can also result in management weaknesses. The challenge is to find creative solutions that will improve NGOs' management capacity while maintaining their traditional strengths. This also implies that NGOs should define their own criteria for measuring management and organizational effectiveness.
4. Many of the problems stem from a lack of clarity about the organization's purpose, long-term goals, and pro-

- gramme principles. This argues for an emphasis on strategic planning and related skills.
5. The management implications of the intermediary role of NGOs need to be explored in more detail. NGOs have to develop the capacity to work more effectively both with the target groups and with the donors. In addition, the external environment of the NGO is often ignored. NGOs should develop strategies and skills for influencing and controlling external factor affecting the organization (25).
 6. Human resource development should be a major priority for many NGOs particularly focussing on equitable and effective personnel systems and conflict management skills.
 7. NGOs need to adopt more imaginative ways of financing their activities, through the creation of reserves, access to credit and loans, and long-term programme funding (26).
 8. Finally, the importance of organizational learning processes cannot be over-emphasized to enable NGOs adapt their programmes and organizations to changing realities.

Major Influences on Ngo Management

The Three Approaches are Complementary

The three different approaches that have been described in the preceding sections are evidently not mutually exclusive. Those who stress the importance of empowerment and participatory development are not arguing that basic organizational systems can be ignored. In the same way, the call for "nuts-and-bolts" management does not preclude the introduction of development management principles.

In fact, the three approaches are essentially complementary. NGOs need to develop basic organizational systems and skills. They can use many of the management theories and concepts that have emerged from the commercial sector. They have to possess the capacity to run effective development programmes. Finally, they should be identifying specific management principles which are appropriate to the nature of their organization.

A Fourth Element: the Cultural Environment

The cultural influences on management were briefly discussed in Part Four and, although a detailed analysis is out

side the scope of this paper, it is clear that the environment in which the NGO operates should be an important factor in determining its management practices.

This adds an additional element to the major influences on NGO management principles, which can, therefore, be summarised as:

1. Basic principles of running organizations
2. Principles pertaining to the management of voluntary organizations
3. Development management principles
4. Cultural environment factors.

Two of these elements (development management and cultural environment) concern the context of the NGO's activities and the remaining two (voluntary organizations and basic principles) relate to the organization itself. From a different perspective, the basic principles and the cultural environment affect all organizations and development NGOs need to add development management and voluntary organization principles. These concepts can be represented in the following diagram:

Contextual Factors		Organizational Factors
Development NGOs	DEVELOPMENT MANAGEMENT	VOLUNTARY ORGANIZATIONS
All Organizations	CULTURAL ENVIRONMENT	BASIC PRINCIPLES

Conclusion:**The Need for a Balanced Approach**

In conclusion, NGOs need to take into consideration, more or less simultaneously, all four elements when they are designing, or adapting, their management principles and practices. It may be tempting to start with one — for example, basic organizational principles — and then adapt to the other elements. There is, however, a very real danger that, by doing so, an organizational culture is created which resists the adaptation to the other factors.

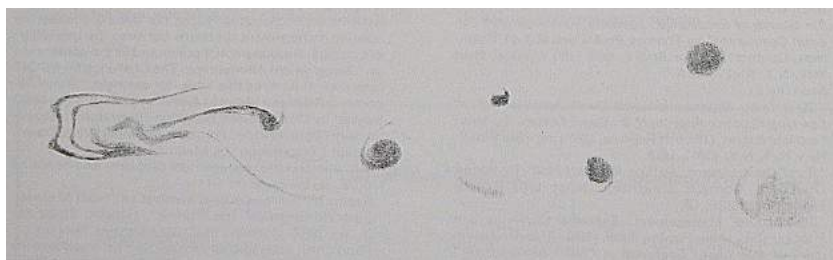
There is a considerable amount of information on each of the four elements but this information is scattered and not easily accessible. In addition, there is a lack of detailed knowledge about the actual practices and experiences of NGO managers, although some research projects have recently been initiated. (27)

This paper has outlined the four major influences on the management of NGOs. It is hoped that this preliminary discussion will lead to more detailed analysis and research so that a coherent set of principles and practices can be developed for NGO managers.

NOTES

1. See, for example, a paper by Tim Brodhead entitled "NGOs: In One Year, Out the Other" presented at the conference on "Development Alternatives: The Challenge for NGOs" (London, March 1987) — to be published in "World Development". Contact: World Development, Suite 501, 1717 Massachusetts Avenue, N.W., Washington, D.C. 20036, USA
2. "The Strategic Organization for People Centred Development" by David Korten, 1984. Contact: ASPA, 1120 G. St., N.W., Washington, D.C. 20005, USA.
3. Two books by Charles Handy discuss organizational culture in detail: "Understanding Organizations" (published by Penguin Books Ltd.) and "The Gods of Management" (Pan Books Ltd.).
4. "Some Muddles in the Management Models Used by PVOs/NGOs" by Thomas Dichter in "NGO Management" N. 4. Contact: NGO Management Network.
5. "Development Management: Plain or Fancy? Sorting Out some Muddles in the Models" by Thomas Dichter. To be published by Technoserve. Contact: Thomas Dichter, Technoserve, 148 East Avenue, Norwalk, CT 06851-5721, USA.
6. "In Search of Excellence: Lessons from America's Best-run Companies" by Thomas Peters and Robert Waterman. Contact: Warner Books, 666 Fifth Avenue, New York, N.Y. 10022, USA.
7. See note 2.
8. "Community Organization and Rural Development: A Learning Process Approach" by David Korten. Contact: Ford foundation, Office of Reports, 320 East 43rd Street, New York, N.Y. 10017, USA.
9. "Rural Development: Putting the Last First" by Robert Chambers. Contact: Longmans, Burnt Mill, Harlow, Essex CM20 23E, UK.
10. "Development Management: Essential Concepts and Principles" by Alan Fowler, April 1986. A revised summary of this paper appeared in "NGO Management" No. 5. Contact: NGO Management Network.
11. "Managing Rural Development with Small Farmer Participation" by Coralie Bryant and Louise White. Contact: Kumarian Press, 29 Bishop Road, West Hartford, CT 06119, USA.
12. "No Shortcuts to Progress: African Development Management in Perspective" by Goran Hyden. Contact: Heinemann Educational Books, 22 Bedford Square, London WC1B 3HH, UK.
13. "Micro-Policy Reform: the Role of Private Voluntary Development Agencies" by David Korten. Contact: NAS-PAA, 1120 G. Street, N.W., suite 520, Washington, D.C. 20005, USA.
14. See note 2.
15. See, for example,
 - "What a Way to Run a Railroad: An Analysis of Radical Failure" by Charles Landry and Others. Contact: Comedia Publishing Group, 9 Poland Street, London, W1V 3DG, UK.
 - "The Management Needs of Private Voluntary Organizations" by C. Stark Biddle. Contact: C. Stark Biddle, Beaver Meadow Farm, Shrewsbury, VT. 05738, USA.
16. See note 3.
17. "Organizations in Search of a Theory" by Charles Handy in "MDU Bulletin", May 1983. Contact: Management Development Unit, National Council of Voluntary Organizations, 26 Bedford Square, London WC1B 3HU, UK.
18. See "Definitions of Non-Governmental Organization, Voluntary Agency and Related Terms", International Council of Voluntary Agencies, 1984. Contact: ICVA, 13 rue Gautier, 1201 Geneva, Switzerland.
19. "Nongovernmental Development Organization: From Development Aid to Development Co-operation" by Mario Padrón. Paper presented at the conference on "Development Alternatives" (see note 1).
20. This paper does not cover relationships between international and indigenous NGOs, nor does it analyse the specific management problems between the two different groups. Several papers presented at the conference on "Development Alternatives: The Challenge for NGOs" (see note 1) covered this topic, for example, "Some Aspects or Relations between North and South in the NGO Sector" by Charles Elliott and "Non-Governmental Development Organizations: From Development Aid to Development Co-operation" by Mario Padrón.
21. Information on the management problems and needs of NGOs can be found in:
 - Report on an international seminar on "NGO Management Development and Training", Geneva, 25-28 February 1986. Contact: NGO Management Network.
 - Report on a sub-regional seminar for East and Southern Africa on "NGO Management Development and Training", Nairobi, 6-12 April 1986. Contact: NGO Management Network.
 - Paper presented by Voluntary Organizations in Community Enterprise (VOICE), Zimbabwe to the Nairobi seminar (above), included a report on a consultation on staff development and management of NGOs in Zimbabwe. Contact: VOICE, P.O. Box 8465, Causeway, Zimbabwe.
 - "The Management Needs of Private Voluntary Organizations" by C. Stark Biddle (see note 15 and *Transnational Associations*, 6/88, 331-332).
 - "US and Canadian PVOs as Transnational Development Institutions" by Brian Smith in "Private Voluntary

-
- Organizations as Agents of Development" edited by Robert Gorman. Contact: Westview Press, 5500 Central Avenue, Boulder, Colorado 80301, USA.
- "Report on a meeting of Geneva-based NGOs to discuss management issues", Geneva, 26 May 1986. Contact: NGO Management Network.
 - "Management of Voluntary Agencies : Some Issues" by the Society for Participatory Research in Asia. Contact : PRIA, 45 Sainik Farm, Khanpur, New Delhi 110 062, India.
 - "Organizing for Development" by David Brown. Contact: Institute for Development Research, 710 Commonwealth Avenue, Boston, Massachusetts, USA.
 - Several reports by Bina Swadaya, including "Services and Programmes in Indonesia relating to NGO Management and Training". Contact: Emmanuel Haryadi, Training Division, Bina Swadaya, 11/7 Jolen Gunning Sahari, Tromol Post 456, Jakarta, Pusat, Indonesia.
22. These are discussed in Charles Elliott's paper "Some Aspects of Relations Between North and South in the NGO Sector (see note 20).
 23. "What a Way to Run a Railroad" (note 15).
 24. See, for example:
 - "Culture and Management Development" by Geert Hofstede, International Labour Organization. Contact: Management Development Branch, ILO, 1211 Geneva 22, Switzerland.
 - "No Shortcuts to Progress: African Development Management in Perspective" by Goran Hyden (see note 12).
 - "Management at GrassRoots Level for Integrated Rural Development in Africa with Special Reference to Churches" by Alan Fowler, University of Nairobi, Kenya. Contact : Institute of Development Studies, University of Nairobi, P.O. Box 30197, Nairobi, Kenya.
 25. See, for example, the forthcoming article entitled "Context, Constraint or Control : Zimbabwean NGOs and their Environment" by Martin de Graaf to be published in "Development Policy Review". Contact: Overseas Development Institute, Regents College, Regents Park, London NW1 4NS, UK.
 26. See, for example, "Comment aider une association et ses programmes de développement à devenir financièrement Autonomes" (How to help an association and its development programmes to become financially self-reliant) by Fernand Vincent. Contact: Innovations et Réseaux pour le Développement, rue Varembe 3, 1202 Geneva, Switzerland.
 27. Alan Fowler is currently carrying out postgraduate research into manager behaviour and participants' perceptions in NGO rural development. Contact: Alan Fowler, CDP/Matrix, P.O. Box 59343, Nairobi, Kenya.



Delivery of Management Services and Training

by Ian Yates*

This paper is directed to an audience of representatives of international agencies concerned with how management development and training services are delivered at national levels (or below).

The paper focusses principally on the form or structure through which services are to be developed and delivered. This was the main concern of those of us who designed the agenda. Many other issues in the delivery of services are deliberately omitted. However a few attitudinal and methodological points of possible current relevance are touched upon first.

Some Points about Attitude or 'Approach'

Briefly some points about the approach we take to developing management and training services.

- * This paper assumes we are concerned with developing local capacities to deliver management and training services. This means the power to decide what will or will not be delivered, and how, and when, etc., must lie with local people/agencies. International agencies can then play the role of consultants with the freedom that lack of power provides.
- * When in the position of sharing in the initiation of local services we should place highest priority on seeking out (even just paying attention to) the local people, structures, methods, materials, processes, etc. which are currently or potentially available. The base of such services has to be strongly local if they are to be relevant, and have any chance of survival and growth.
- * It is suggested that the approach to be taken to both the method of creating and developing such services, and also to the content and methodology of such services, should be that of the 'development' not the 'transfer' of skills and knowledge.

Some Methodological Points

The following are a somewhat random selection of comments about delivery of such services based on actual experience at national levels.

* International Council on Social Welfare (ICSW). This paper was presented at the International seminar on "NGO Management and Training: Recent Experience and Future Priorities", 25-26 Feb. 1986, Geneva.

* People are frequently reluctant to accept their peers in the NGO sector, however skilled or knowledgeable, as trainers or consultants. They prefer 'experts' to be higher status or position, or from outside the field (e.g. academics, from business or government, professionals), or from outside the country.

* You will almost always find local people who are good on the content of any subject of training or consultancy. However they may not have skills or experience in training or consultancy methods. Both aspects are necessary. (Sound content in lecture format rarely makes good training).

* Similarly there are always local resource materials and methods relevant to your content and these are essential tools. The problem is they are often not in a form that can be used easily (i.e. known about by you, written, etc.). Time and money has to be invested in finding these and transferring them into useable form. Frequently such material only exists in oral form.

* Formal training needs follow-up through technical assistance in the work context for optimum effectiveness. It also benefits by being based, in part at least, around case studies brought from the work situation by trainers.

* 'Peer consultation groups' seem to be an effective alternative to training courses, and perhaps even to formal consultancies. These involve groups of NGO personnel from the same 'level' (e.g. a group of agency directors, or a group of development workers, or book-keepers). The group works together over a period of time, a few hours a week (say), identifying both their learning issues and their resources people and materials in collaboration with training unit personnel. Such groups can arise out of other forms of inter-agency collaboration.

* When services of this nature are first created there may be a large demand for formal training courses. Caution needs to be exercised in assuming this level of demand will continue. First there is an inevitable 'backlog' effect initially. Secondly people rapidly learn that training is not quite the 'key to wisdom' that its promoters often claim.

Structures for Delivery of Management Services

This is the main concern of this paper. However, the following is only an outline of the factors and issues.

There are four main approaches to the delivery of management services for NGOs in the context of 'development' work.

1. Trainees go 'North' to receive learning at academic institutions or special centres created for this purpose. They

then return to implement what has been learnt and teach others by example and report.

2. International agencies send experts 'South' to run training courses, either organized directly by them, or on their behalf by a local agency. Local people may be involved as trainers but the key resource people are external as is the material and design.

3. International agencies initiate the creation of local management service and/or training capacity — an organization, a 'unit', or less formal arrangements. The aim is to develop local facilities, resource people, materials, etc.

4. Local/national agencies identify the need for, and initiate such services. In seeking collaborators in the process of creating and developing it they will involve other locals, they will look for agencies in similar countries for their experience and assistance ('South-South' exchange, or TCDC), and they may also seek assistance from internationals.

The first of these approaches undoubtedly has value as a supplement and addition to local services, for a few people. However, as a once dominant model it has created a lot of damage, the nature of and reasons for will not be discussed here. This approach is not dealt with further.

The second approach is still common. It also has some value for specific purposes, as a supplement, in the context of sufficient local services. It is preferable that external 'experts' be used at the request of local services. Neither this nor the first approach however contribute substantially, if at all, to the development of locally based services — which is the focus of this paper (Indeed it can be shown that the pursuit of these approaches has delayed and inhibited that objective).

The third and fourth approaches now seem to be gaining dominance.

There are, of course, significant differences between them. Some of the issues related to this difference have been touched upon in other presentations by us for this seminar. It will only be proposed here that the fourth is the desirable objective, to which initiatives of the third kind should also be directed to achieving.

Of course, the reality is that the dividing lines between all these approaches are not as clear-cut or absolute as the above implies. In regard to the third and fourth approaches it is obvious that particular initiatives may, in reality, contain degrees of both, rather than an either/or situation. Also instances of the third, communicated elsewhere, can and do give rise to examples of the fourth. However, the distinction is worth making in terms of some of the key issues raised by ICSW in this seminar.

Those issues are again highlighted by the following quote from an ICSW national member:

"We have seen, even more vividly recently, that there is very little sense of what partnership means between donors and local NGOs.

'Strengthening local NGOs' is becoming as popular as funding 'income generating projects' — and with equal destructiveness. External NGOs actually write proposals to 'strengthen local NGOs' without forming a partnership with the appropriate local NGO. They not only get the idea, but they flesh it out, put it in a proposal, submit it to donors, and then (perhaps) begin to draw local NGOs into the project. They talk about strengthening local NGOs and then use an approach that is inconsistent with the goal.

If they are really interested in strengthening local NGOs, they should involve the local NGOs from the inception, through the fleshing out of the idea, the proposal writing, and the search for funding. The local NGOs should 'own' the project from its earliest stages, and the design should be theirs" (In this regard it should be noted that consultation with locally based expatriate staff of internationals has nothing to do with involving local NGOs — it can be the reverse).

We now turn attention to the issue of what might be the vehicle of management and training services. The background paper for this seminar pointed out three possible alternatives a training institute, an independent NGO, or a national coordinating body. We shall look briefly at each of these, with the addition of three alternative forms of 'independent NGO', which we call (i) the single NGO, (ii) the consortia-initiated and owned NGO, and (iii) the donor-initiated and owned NGO.

1. Training Institutes

These include both 'academic type' bodies, and a few specially created training institutes with a development orientation. There is undoubtedly a need for the extension of these bodies to better meet the needs of NGOs. This can include the introduction of short courses, vacation courses, part-time courses, and consultancy.

However, we question the priority that should be given to this possible vehicle. Such institutes have to be examined carefully as to the degree that they are dominated by foreign trained staff (local or expatriate), utilize external sources, models and standards, whether they are restricted to the capital city in their delivery, what knowledge base they have about NGOs and local development contexts, their bias towards 'professionalism', etc.

Training institutes are one source of local resource people. However experience shows this source has to be approached with caution. The staff often take a too theoretical approach, have a 'teacher-pupil' method, and are not in touch with the NGO situation or needs.

2. Single Independent NGOs

In fact, there are probably at least two versions of this vehicle.

The first is the 'entrepreneurial' — a specialist management service or training NGO established by a group of individuals. Such bodies can bring innovation and diversity to the field, and if they are good and the market is there they will survive and may prosper.

The issue in terms of supporting these in any direct way is whose needs and interests they will serve: Survival may force them to direct their efforts to the directions desired by external donors, or governments, for whom they become agents. What happens to access to services by those NGOs which cannot afford the market rate, or whose needs differ from those for which donors or government are willing to provide subsidies?

The second version is the NGO which has another main purpose for its existence but has developed a management service or training unit or capacity for its own needs. It can expand this to also provide for other agencies. This can be an attractive choice, especially in a situation where developing a different approach is going to require a lot of effort and resources.

The issues to be watched here are, however, similar to the first version. To the degree that the NGO's management service capacity expands beyond its own needs and resource base, it may then become dependent on support from funders. Whose needs will it serve? However, this vehicle needs to be kept as an option, especially if there are several such NGOs with different sets of expertise, which can be linked into a network of services.

The Consortia-Initiated and Owned NGO

This is the specialist management service and training agency created by a group of local NGOs, and controlled by them. The 'owner' NGOs are in a position to specify the needs to be met (theirs), and the methods to be used. Over time this method may find favour among NGOs in the same sector who have common needs and contexts, and can meet these better jointly. Several of these 'mutual aid' agencies could be linked in a national network to provide a comprehensive set of services for the whole NGO field. In order for this to develop, the NGO sector in the country would need to be fairly extensive and developed, which is frequently not the case at present.

If such a body were being established for the whole NGO sector, it seems likely that one of the following conditions would apply:

- (i) no national coordinating body for NGOs exists — this may be the first step towards one;
- (ii) a national council does exist, as the overall 'umbrella' for an NGO sector which has a variety of sectoral and special purpose 'consortia' bodies (for population group agencies and/or service areas). This new agency becomes another such body within the national council umbrella — in which case this form of 3. is a special case of 5. below; or
- (iii) a national council exists but is out of touch, for whatever reason, with its members' needs. In this case, the new agency is likely to be the focus or part of efforts to change the national council.

The Donor-Initiated and Owned NGO

This third version of the 'independent NGO' vehicle seems to have started arriving. Such an agency may not always appear to be so on the surface, since there are good reasons to create the impression of another auspice, close to 3. or 2. above. However, initiation will be due to the existence of donor funds which 'would be available to and/or channelled through such a body if it were created'. And ownership will not necessarily be formal (in fact unlikely to be so), but will exist in fact through funding sanction.

The creation of donor agents, or of new "consortia" in this manner is not likely to be conducive to the purpose outlined as the aim of this paper. This could only eventuate through a long and disruptive process of at least covert conflict of interests. Not to be too harsh, it should be said that this alternative will be embarked on by some with all good intentions, and with an effort to elicit the 'participation and commitment' of local NGOs.

However, when new structures are created by inducement and cut across existing mandates, disruption and conflict will be an inevitable consequence.

5. National Coordinating Bodies

ICSW's bias in favour of this vehicle for delivery of management and training services will be obvious, so it is clearly acknowledged. The bias has sound reasons. The merits of some of the alternatives have also been recognized.

The location of a management and training services unit within a national council has a number of positive features to recommend it. These include:

- * National coordinating bodies (national councils) are locally owned and controlled. They are usually representative of the whole or the vast majority of the NGO social development sector, and frequently also include government agencies an important ingredient in many countries. The services are therefore located in an accountable context. (The balance of ownership or influence among different parts of the NGO sector may be less than desirable in some cases. That an alternative body would be better balanced is not always obvious. In any case, that issue needs to be resolved when it exists because its effects are wider than on just these services).
- * At least some, and often well developed mechanisms of collaboration already exist in a national council. These mechanisms can be employed to ensure that management services are collaboratively developed to meet the needs of a diversity of NGO members in the most appropriate forms.
- * The service develops and operates in an environment in which social development needs and responses are being monitored and discussed across the whole spectrum of NGO activity. It will be well placed to identify and respond to changing and emerging needs.
- * The service will help strengthen the role and function of the national council, both as an additional joint activity of importance, and through the influence of its services upon the management quality of the council itself.
- * There is a greater chance of the service becoming more self-reliant in a shorter period, both because its costs are lower operating within an existing infrastructure, and because the national council has a broad constituency and can sell the need for ongoing support for an important membership service to both its members and its other funding sources.
- * A council's national network provides the ready means to ensure that services are offered throughout the country, not just in the capital (Some councils are too capital focussed, but many have strong networks of their own, and almost all have a broad member network).
- * National councils have a variety of international links because they are national coordinating bodies. These provide possible access to funds, to exchange programmes, and to information exchange about management services.

This list could be continued, but the general point is made. Added to these factors should be the information that a number of national councils are now running such services, that most councils have stated their desire or intention to do so, and that most of these have done so in response to their own member NGOs' expressed wishes that such services be created — in the council. (All 14 national councils involved in ICSW's 'Strengthening Projects', for example, are either providing such services or are in the midst of introducing them).

National councils do not have to create management service 'units', or even their own programme of training courses and consultancy. If their members decide so, the council can function as the auspices and coordinator for a national network of such services provided by different agencies and means — including by internationals. (Unfortunately, the latter are often the most reluctant to cooperate in this.)

A combination of some services located in a national council, and the council acting as the facilitator of a national network, would seem an optimum approach in many countries. It is difficult to see what substantive reasons there could be for objection to such an approach.

The Contexts and Culture in which PVOs/NGOs Manage

by Thomas W. Dichter

This paper attempts to place discussions of NGO management within present NGO culture and to trace the changes which have led us to our present state^{**}. Its objective is to sort out some muddles which have surfaced in the growing field of "development management". The muddles exist for many reasons, not least being that so much is now written about "management" that the word itself has come to stand for far too much.

The basic thrust driving the development management movement is this: the NGO sector has to improve its work; has to achieve more impact on the poor. If it is going to evolve and meet the challenge, it's going to have to grapple with the matter of how development projects are managed as well as with how NGOs themselves are managed.

Where does this new emphasis and interest come from? Why now? To answer these important questions, a brief foray into the history and structure of the NGO sector is essential as a first step.

The Historical Context

NGOs of a voluntary and nonprofit character which are oriented to relief and development in the third world, either directly (through their project implementation) or indirectly (through their financial assistance to local groups and institutions as well as local NGOs), have grown rapidly. The 24 member nations of the OECD now channel approximately 15 % of their bilateral aid through NGOs. The number of organizations involved is about 2500. The dollar amount of aid which is under the control of this sector is somewhere around 4 billion dollars. While still not staggering figures, it is clear that the NGO responsibility is now substantial.

This growing piece of the action has basically crept up on the NGO world almost unnoticed. After all, the NGO sector in no way formally existed 40 years ago. And until the 1970s it existed very informally still, comprised of large numbers of volunteers and part-time people. At best, NGOs were then very much a side line of the development game. While looked at kindly (especially for their relief work) by "mainstream" professionals such as the UN, World Bank and major bilateral agencies, the sector was still privately considered with some degree of condescension, and not taken terribly seriously.

But this has changed and of late NGOs have begun to become an industry, a term we take seriously implying significant changes in quality, kind and culture for NGOs.

First of all, there is a growing selfconsciousness within the NGO sector. That has translated among other things, into associations and consortia, of which we now have a handful of large ones.

The sector also takes itself more seriously. With age, and more money, better communication, and via a growing and increasingly shared vocabulary within the sector, a culture has evolved, which like cultures everywhere, feeds back identity and meaning to its members. It has become politically more savvy and flexes its muscles more with the major actors.

Major actors are, in turn, taking NGOs more seriously so that we are now seeing what some are calling a ground swell of interest in NGOs as potential central actors in future development assistance. The multilaterals and bilaterals, having taken 15 years to come to the conclusion, now almost all agree that they have no comparative advantage in direct project implementation. Besides channelling more development assistance money through the NGO sector, the structures of some of the major actors are being altered to accommodate a new relationship with the private voluntary, nongovernmental sector. This means that NGOs will both bear more responsibility and also receive a larger piece of the development pie.

For example, the UNDP this year has declared a major effort to involve NGOs in its work and set up a department to deal with them. The World Bank's NGO/World Bank Committee has taken on a somewhat higher profile. The OECD has been prolific in its writing on the NGO potential, and now seeks their counsel. The major foundations have been studying the NGO role more. The World Bank has even come to this Advisory Committee to discuss the role of the NGOs in influencing its work, and under its new president is calling for a greater role. Universities and university affiliated research institutes also are moving towards NGOs. One example is the "PVO initiative" of the The Helen Kellogg Institute for International Studies at Notre Dame.

^{*} Technical paper prepared for 12/2/87 Meeting of Advisory Committee on Voluntary Foreign Aid (U.S.A.).
© Thomas W. Dichter, Technoserve.

^{**} The term NGO will be used in this paper to refer to both PVOs (Private voluntary organizations) in the U.S., NGOs in Europe, and other "northern" countries, and to a limited extent to "indigenous NGOs" as well. When only the United States is being discussed, the conventional term PVO will be used. The term includes those organizations which are nonprofit, voluntary and work in the international arena, regardless of sector. Except where noted, it includes both "social development" oriented NGOs, relief, refugee and food-aid NGOs, and enterprise oriented NGOs.

Even as the "mainstream" reaches out to NGOs, they themselves are experiencing changes in their own demographic profile changes that again suggest how NGOs are fast becoming an industry. Many founders of the older NGOs (especially those which began as relief organizations) are retiring. They are being replaced by a generation which in many instances has spent its whole working life in this line of work. In the case of newer NGOs, those of small and medium size which were founded in the 1960s, 70s and later, the cohort which runs them, and middle level staff especially, are now coming into their 40s and 50s. They have matured within the sector and made it their profession. For them as job holders the stakes are more complex as they approach middle age.

From people who came together out of a rather simple sense of shared feeling for the poor, with relatively pure ideals of concern for others and an optimism about their power to make a difference, many have become "professionals" with an evolved sense of expertise and a professional language and identity, and along with that, a stake in their jobs and organizations.

We now call ourselves "development professionals", or "development practitioners". We have trade associations. We hold meetings, fora, attend "high level symposia", publish in journals of development, travel on planes (often "business class") seem generally less uncomfortable staying in decent hotels, do a lot of networking, hire fundraising consultants and public relations firms, engage in sophisticated direct mail campaigns, lobby the U.S. Congress, and so forth. These are the normal habits of an industry or trade. But it is also normal to become self-protective ; to want to perpetuate an industry. We are getting self-protective. We are loathe to let outsiders in on all our inside information. We do not want to be too closely examined by the public. We speak about how we are one of the few professions in the world whose long term goal is to go out of business, but clearly too much is already at stake, and we see no instances of that happening voluntarily. On the contrary we see many new organizations entering the industry (e.g. a steady rise in the number of U.S. PVOs registered with AID (U.S. Agency for International Development), many of which are brand new organizations).

Not just our identities, our companies, our jobs, our mortgages are at stake now, but our reputation. We act often, as sociologist Peter Blau has put it in a study of a large bureaucracy, more "to protect the record" than to serve our clients. (Peter M. Blau, *The Dynamics of bureaucracy*, Chicago, Univ. of Chicago Press, 1955). We compete for contracts, against each other, and we join together to face our critics with one voice. We are not only behaving like ordinary humans, but we are, in short behaving like professionals in other fields.

The great seminal thinkers in the study of institutions and organization would not call this "bad" but rather quite predictable, if not inevitable. Max Weber would say we are changing from a calling to a profession or vocation and in the process becoming somewhat bureaucratized (Weber believed that one of the great cultural historical phenomena in the west was the continuous advance of bureaucratic organization. By impersonalizing the organization there can be regularization, the routinization of things. Productivity, Weber argued, is related to that phenomenon).

Others have seen the evolution of professional organization more negatively. For Thorstein Veblen, for example, a need for "*individuous distinction*" moved new professionals at the turn of the century in America. In Veblen's view, new professionals wanted to separate themselves from the rising tide of the masses and hence stressed the specialness of their own fields and expertise.

More recently, sociologist Burton Bledstein traced what he called "*the culture of professionalism*" in the United States from its origins in the 1880s. His comments seem to strike a chord when we think about our own evolution as development "practitioners".

Bledstein talks of the development of a protective vocabulary, with its veil of expertise, its specialness, its "attempt to define a coherent system of necessary knowledge" which in turn, results in the creation of professional courses of study, schools and institutes, and international societies. He also reminds us of the tendency to construct symbols around the burgeoning profession, including the lifestyle of the practitioner, and finally the tendency to "*cultivate an atmosphere of constant crisis emergency in which practitioners both created work for themselves and reinforced their authority...*" (p.100, in Burton J. Bledstein, *The Culture of Professionalism* Norton, N.Y. 1976).

The Nature of our Dilemma

Against this background of the "industrialization" of the NGO sector and the rise of a new professional development culture — with its budding self-consciousness and tentative confidence — there are of course many skeptics. These skeptics, largely outside our community, but a few within, argue that the so-called ground swell of interest and faith in the NGOs for the future is nothing but rhetoric, a sop that is just one notch up on the scale of condescension. They say that the major actors still see most NGOs as not very professional, not very serious, as adversaries of the public sector, and most important, as without any real empirically demonstrated impact of any scale. Some of these critics rightly lament the fact that there is very little data for the NGOs have been loathe to spend any time collecting it and others have only begun to do comparative studies.

Other critics speculate that even if NGOs are being taken seriously, their structural limits mitigate very forcefully against them being able to take on the huge challenge being posed by the big players. These critics say that NGOs do good development work, when they are good, because they are small, because they are rapid, because they are flexible, because they are voluntary, because they are nonprofit. But, that is also why they cannot replicate widely ; why they cannot reach large numbers.

Still others have postulated that those very advantages of NGOs are not as real as has been thought.

We, as NGOs, are therefore caught in a complex bind. Some segments of the NGO world, especially the social development NGOs, cling to our putative advantages as if to a religion. Yet at the same time many are in fact moving away from them in the thrust towards "industrialization" or "professionalization".

The heart of the dilemma is that our advantages are also disadvantages. We are being asked to take on more, to deliver more, to have greater impact. That is both seductive to our sense of importance as a "profession" and in keeping with our original founding "culture." It seems to hold the promise of our being able to help more people and, given our new identity as a forceful and seemingly sought after community, we are now desirous of more clout and a larger role.

But we also, many of us, have come so to believe in our special characteristics as the key to our effectiveness that we do not want to compromise them. Yet we at the same time, occasionally see through those characteristics and recognize that they may stand in our own way.

After years of being a minor guest at the wedding, we are now standing in the bride's (or bridegroom's) spot in front of the altar. And we are both ready for it, reluctantly, and in sig-

nificant ways not at all ready for it, and quite afraid. As bride, we are less virginal than we have projected ourselves to be, and as groom very worried about whether we'll be able to perform.

We are quite ambivalent. We are not sure we want to be here at all. Can we have our cake and eat it too? So far we seem to be trying to do both (have new clout and status and keep our old identity).

"Management" as the Magic Solution

Into this picture now comes development management. For the answer to all these dilemmas, we seem to have collectively decided, is "management". But interestingly, we have been careful not to define the term very closely, and by leaving it loose and defining it in myriad ways, management has come to take on the status of a magic bullet. Because we seem to want some kind of magic technical fix for this dilemma, rather than something more prosaic and limited, we seem to need at this point to load the magic with our needs of all kinds, all at once.

Hence in the last few years, we have seen and heard the call for something called "development management". Many papers have been written on the subject, and by and large, most are calling for a "new kind of management", one that is specially geared to our kind of work, one that is participatory, strategic, problem solving and so forth (Some of these concepts are selectively borrowed from the corporate sector).

Piers Campbell reviews the literature quite thoroughly in a recent paper* and this author has also recently discussed the subject. But to give the reader who has not had the chance to read those papers some idea of the dimensions of what is being included in the concept of development management, a few excerpts are in order here.

Cambell quotes from a monograph called "Managing Rural Development with Small Farmer Participation" by Bryant and White.

"Participatory development is more difficult to design and implement than development managed from above by administrators. It requires more social learning, risk-taking, coordination skills, and patience."

This seems on the face of it to ring true, but what does it mean?

First it implies that participatory management and "management from above" are two different things, with one being fairly clearly better than the other. Let us for the moment put aside the question of the evaluative claims regarding these different management concepts. A more immediate and in some ways larger problem is that when it comes to figuring out how to do it, the "practical strategies" we are offered are these:

"Improve listening skills..."

"Build on the natural interests of the peasants..."

"Find ways to ensure that participation is seen as a benefit..."

and so forth.

Such approaches, like Mom and Apple Pie, cannot be argued against.

But they do not help us much in the field, for they are not at all practical strategies, but a continuation of the same theoretical ideal. Not only don't they help the practitioner to know how to do these things, but there is no empirical evidence to suggest that this is indeed the most effective route to take in reaching the goal of empowering poor people.

Likewise, others offer prescriptions which are tremendously attractive. David Korten's work has been very helpful in getting NGOs in development to think about where they

want to go to have greater impact. Yet his concepts of development management are still very far removed from the level of practical application. In Korten's terminology of development management "strategic action" and the development of strategic capacities are the keys: As he says in his paper on micro-policy reform, attitudes within NGOs should be re-oriented to *"the development and maintenance of a total institutional capacity for strategic action"*.

The point here is not so much to point to missing links in the different positions being put forth on development management but to ask why we embrace these tenets in the first place. Perhaps by embracing these ambitious tenets, it becomes possible to believe that we can keep our old character and our special qualities and at the same time become heavy actors in the development business. It makes it possible to do this without having to get down to the business of actually defining exactly what we mean.

As humans we have needs which are universal. One is to make things as neat as we can to make order out of chaos.

When we talk about using a problem solving mode of management rather than a predictive blueprint mode this helps us feel good. We say that a participatory development management is more difficult than "management from above". This helps to continue the separate identity we want to maintain as NGOs and also plays into our subtle need to be seen as having our own proprietary kind of process, special to our trade and profession.

The values of democracy, of concern for people, of a desire to see the lives of poor and oppressed people changed so that the benefits which we so cherish may be theirs as well, embrace in quite an effective way, the underlying motifs of our shared culture as development practitioners. They reflect back to us in effect give back to us our cherished original values of service that made us at one time a calling.

Thus Charles Handy, calling for a new theory of management of voluntary organizations, talks about how *"authority will come from below, from the people over whom it is exercised, not from above"* (p.13 in Cambell).

In a similar way, Korten, discussing a very effective NGO in Bangladesh (BRAC), makes recommendations about a rural development program for landless peasants, suggesting that the strategy to pursue is one which is based on the assumption of all the technical and managerial functions of the peasant associations by the members themselves. The perspective is a horizontal (as opposed to a hierarchical vertical one) and the structure is one in which there would be a *"low level of differentiation of leadership roles"*. (David Korten, *BRAC Strategy for the 1990s, Observations and Recommendations*, 2/6/87)

These values of empowerment are central to the culture of the NGO sector. Therefore it is totally natural that they permeate the present discussion of development management.

But in the field, on the ground, the practitioner operates on a level which does not lend itself to a direct translation of ideal to action. Cultural ideals and tactics for action are different realms. The one can inform the other, but they are not in a straight-line relationship to each other. In fact, in the field, directly translating these tenets into action is very difficult, if not, in some sectors of development, impossible.

Some would argue, as this author does, that management, in its most generic, most plain definition, refers to the process of organizing resources, human and otherwise, so that intended things get done. While a part of management involves deciding on what should get done and setting out a course of action to get those things done, that part of management is not the whole thing — it is only the beginning. The lengthy, subtle process of carrying out the actions, over time, of sustaining the organization of action, overtime, is in

* See papers by Piers Campbell in this issue.

fact the hard part. It continues to be neglected. Yet this is the bulk of the work in the field, at the grass roots project or program level. The irony therefore, is that by insisting that we front-load all of management with our particularistic cultural system we avoid coming to terms with any really useable notions about how to do the really hard part of our work more effectively.

The calls for participatory management, for authority from below, for a kind of strategy which envisions a directly engendered empowerment of people, are calls for such grand solutions that they are almost Utopian. Laudable, of course, but staggering: we are talking about changes in mentalities, in political structure, about making bureaucracies less so, about making governments more enlightened, about making people less venal, about making communities in which kindness and fellowfeeling are the norm, rather than the exception. And, we are asking, in some instances insisting, that these changes come FIRST, or at least get started first, before the project work itself is really carried out.

In effect the prevailing development culture is translating into development management its desire to see major social transformation in our own lifetime. It is basically a revolutionary rather than an evolutionary mind set. And in setting this up it is subject to an accusation of being relatively impractical, if not in fact, sequentially wrong. The basic presumption in the core of development management thinking that empowerment, through participatory management should come first, after which development will take place on the economic plane, is, as yet, not corroborated by development experience.

The fascinating paradox here is that as staggering as these prospects are, putting them forward as the keys to management in development amounts to taking shortcuts. In not grappling with the details, with the tremendous complexity of the day to day battle on the ground of development, in not helping us to better deal, albeit more strategically, with that level of reality, we avoid getting on with the job.

And the tension in the difficulty we are having with development management is that actual field practice, as well as recent history in development suggests that the process is much more evolutionary and organic than the more radical social transformation. It is not so much transformation that takes place in reality as slow change, and that change is, like most, not easy to trace — it is for example, almost always unpredictable (as Albert Hirschman with his concept of the "hiding hand" in development which results in "unintended consequences" reminds us), certainly not unidirectional and it is not, always and everywhere, change for the better.

As for day to day practice of development, any slogger with a few years under his belt in the field, will tell you over a beer that the game is one of constant compromise, of backbiting, politicking deal-making, slim pickin's for tangible results, one step forward two steps back, hard going, cajoling others, and tremendous efforts to communicate the simplest things to people.

And even when participatory management seems to work, the changes that do occur are often ones which disappoint the instigators of change. People who have been encouraged to speak out, encouraged to understand their situation, encouraged to articulate their needs, helped to think strategically about their place in their world, sometimes turn into leaders, who in their turn, become authoritarian, and push others around. But more important, more often than not they are left without anything concrete into which, over which, or through which to apply their learning all dressed up and no place to go.

This is not an argument to say we should not try, but an argument for recognizing what seems to come first in the sequence, and for basing our management on realities that years of field experience have, or should have taught us.

Very often, the more lasting change seems to come from paying attention, even rather narrowly, to the business at hand — getting a clinic running, or putting a cooperative on a sound business basis, the more physical and economic needs of the people seem to engender changes in peoples' sense of themselves, without too much attention paid to a lot of what we are hearing now about development management.

Indeed the management of the clinic or the coop may well be rather much like management from above, which, so long as it is competent, and allows for a process through which the membership or the employees or the community are heard, gets the job done, without too much clamor about what kind of management it is.

Again some thinkers in organizational theory, can be called on to help us make sense. S.N. Eisenstadt has said of Max Weber that Weber noted the constant and continuous tension between constrictive and liberating aspects of institutions and social organization.

This tension is normal. We cannot get around it. It may put things into better perspective if we can see the two sides of the tension in our own NGO sector in the following way:

One side of the tension is our desire for the NGO sector to be liberating, by making out of development management a magic bullet which will directly render poor people in the third world empowered.

The other side is the reality that organizations, both ours and those in the developing world which we are trying to help, are also by their very nature constrictive and that management cannot be management if it too, is not in part constrictive.

Michel Crozier, putting the issue of organizations into the perspective of power relationships (which is also, the way in which we often talk about the empowerment goals of development) says:

"A realistic appraisal of power relationships and power problems, can only be made when one has realized that there are no shortcuts. One must face at the same time, the problem of the rational achievement of goals and that of the human means..."

(Michel Crozier, *The Bureaucratic Phenomenon*, Chicago, University of Chicago Press, 1964.)

These two things are in tension and each set of determinants — the achievement of goals, and the human means, establishes the others' limits.

In other words, it is quite unlikely and unrealistic to expect that in development management we can somehow break away from the boundedness that is inevitably imposed by any set of rational goals.

The minute we start to think about a set of goals, we are already locked into a tension that includes both the need to manage the achievement of them (through some kind of structured organization) and the fact that the human means, the only means at hand, wants it to be freer and liberated from the structure.

The Consequent Difficulties That NGOs Face Regarding Management

The general unwillingness to acknowledge the tension between the Utopian aspects in the present call for development management and the constrictive nature of management in the plain every day organization has had some interesting consequences for NGOs.

At present, among most U.S. PVOs, prevalent management models of the ordinary old school are pretty much rejected as not applying to us: we take refuge in our voluntary character, our status as nonprofit, our commitment to social development. Against this backdrop, described in detail above, basic management skills, "plain" management, is seen as antithetical to our very being—some would even go so far as to say that it takes the character out of the voluntary organization.

However, as pointed out above, the community is flexing its muscle right now and wants to achieve greater clout and impact and answer the call for a greater role in development. So there is a recognition that something is needed in the way of management.

As a result we are now seeing the rise of an *intérêt* among U.S. PVOs to tackle management. By and large, the curriculum that is desired is one based primarily on group process types of skills.

These are team-building, problem solving, facilitation skills, active listening skills, conflict resolution, coalition building skills.

While these are necessary for many organizations, I call them fancy management. They are useful skills, but to an extent there is a danger that by seeking these kinds of skills, NGO managers are neglecting the plain ones. These are the ones which are more prosaic and come in more old fashion packages. They are less sexy: planning, budgeting, maintenance, administration, recruiting and personnel policy, and so forth—the things needed to "run an organization", as opposed to orienting the organization.

We should not forget, that as voluntary organizations or non-governmental organizations, we are still organizations.

In taking refuge in the first part of our description and neglecting the running of the second, we are able to turn our backs with disdain on the positive aspects of bureaucracy and traditional kinds of skills that go into "running an organization". Bureaucracy does of course have a function. It enables things to get done in routine fashion. Authority and hierarchy are not antithetical to progress or even to strategic organization. Indeed, the concept of strategic organization, of people-centered management may even at times be fostered by structured, well-organized, clearly hierarchical organizations.

What are the kinds of problems — of the prosaic sort — that we need to deal with?

We need to clearly articulate, as organizations, what our mission is. We need, as organizations to select, to choose a target, an approach, a sector or sectors, in which we say we are going to work. To do that is much the same as corporations periodically reminding themselves what business they are in.

We need to pay attention to the kinds of skills needed to be able to carry out the mission. That is to say, we need to recruit people who have those skills. Recruiting is a management function that has been grossly neglected by NGOs — in part because of that culture which has focussed too much on the "voluntary" in the term PVO, as if we did not have to be as strict in hiring people because what was really needed was a good heart, the right values, and an appropriate lifestyle.

We need to be better stewards of our money. It is after all not our money. Indeed here is one area where we do indeed have a particular characteristic as voluntary, non profit organizations, that is fundamentally different from the private or corporate sector. We have historically had a free ride from our donors. This is one of the few businesses where "suc-

cess" is not defined in terms of money — either by how it is spent, or how it comes in. In fact, we have never really had a stringent accountability imposed on us by any kinds of donors. Mostly what has been asked for is that we tell a good story.

As a partial result, we have not developed a budgeting process and in fact have been culturally anti-budget for the most part.

We need to stop worrying so much about whether or not our flexibility will be compromised by blueprint approaches to our internal management. The fact is, many NGOs have been so flexible to the point where they have no core at all and are completely supply driven. It is these sorts of habits which lead to conflicts over values, purpose, even life styles in organizations. Where the organization has not paid attention to defining its purpose, to setting up systems, to routinizing certain things, conflicts arise.

We need to recognize that blueprints can be helpful. An engineer or a builder will tell you that there is nothing either magical, or devilish about blueprints. They enable you to begin. And they are ineffect made to be changed. But at least you have something started and a good sense of where it is you are going.

While we are becoming an industry, the fact is we haven't matured as one. We have not yet derived new and creative funding sources. We are still, in this country, driven very much by AID, which is our fault, not AID'S. We compete too much with each other, do not really employ rigorous management internally, and yet take refuge in saying that we are different since we are voluntary and socially conscious and have a higher set of goals. In fact, we have already lost many of those characteristics.

To get them back, we need to learn again what our true purpose is, to be truly people-oriented, and that means painful choices. It means, saying no, among other things, it means careful management of scarce resources, it means judicious decisions made about attending conferences and meetings. And it means undertaking rigorous, hard looks at our work to see what really works over the long term and why it does or does not. We have by and large avoided both research and data of this kind thus far.

One of the things that has changed us has been the AID relationship. There are some 180 PVOs registered with AID. We say how much we disdain that and we complain about the bureaucracy, the red tape, the procedure, the rapid changes in personnel at AID, and the like. But in fact we are extremely drawn to what has in fact been a very open, generally even-handed, and undemanding process of granting us very large amounts of money. The test is that we have consistently protected our turf when ever it comes to an expected cut-off of aid money from the government. Why, because we know that for the most part, it is the easiest money to get. The cost of obtaining one dollar from USAID is cheaper than any other dollar we can get.

We have not come to terms with this seductive relationship and faced the contradiction inherent in our continuing to want to maintain our identity as separate and special.

In the main, we, as NGOs are in a turbulent environment. As much as there is the challenge for us to play a larger and more serious role, the truth is we are remarkably vulnerable. If NGOs do not begin paying attention to these kinds of basics, we are going to go through a bigger "shake out" than we have already seen.

Even more important today, is the danger that exists in the tendency for us as Northern NGOs to want to teach development management to the Southern NGOs. The latter are far more numerous, far more naturally positioned to be in "the development business". We have a tremendous responsibility to influence how they manage development in their own backyards.

A recent study of the management needs of Indonesian NGOs written by Britisher Alain J. Taylor, is a reminder of how tempting it is to avoid the basics of management. Taylor says there are between 400 and 2700 development oriented NGOs in Indonesia. In the course of the study a 57 item questionnaire was administered to many of these NGOs to get at their perceptions of what their most pressing management needs were. The larger NGOs seemed to be interested most in planning, scheduling and managing their time better. The smaller ones want greater clarity, less ambiguity and less conflict in their organizations and wanted to learn to motivate people better.

These are very similar to the kinds of things that U.S. PVOs are now talking about when they seek management training. And these things are important.

But it is interesting to note that in the Indonesian case, when an outside consulting organization took a look at the same community of NGOs they came up with a significantly different set of priorities, much more basic and plain than the ones the Indonesians perceived themselves to need.

The outside study, done by DAI, reported a wide range of internal organizational and administrative problems. The report stated:

"Nearly all of the Indonesian NGOs have weak accounting systems, inexperienced staff, high turnover, low job security, weak management and administrative systems.

Few understand the principles of effective proposal writing, and fewer still have developed adequate systems to assure high quality".

Moreover, observers say that one of the biggest problems is that very few Indonesian NGOs have been able to break away from the habit of "chasing projects".

The problems cited by the consultants are more basic and can be dealt with by "plainer" sorts of management, while the problems cited by the Indonesians themselves, are in some sense, more sophisticated kinds of problems, needing what I call, "fancy" management. We are not saying that only the plain are needed, but that there is a sensible balance to things and that has been ignored.

In short, what is needed here is the full range of management, starting with figuring out what the goals of the organization are. To do that means a focus. Once that focus is established, chasing projects becomes potentially a non problem. But after that sense of corporate purpose is established, then the non sexy stuff comes in and it is relatively plain old management in the most generic sense: accounting systems, administrative procedures, establishing a management information system so that the managers can make intelligent decisions, which is what tends to control for quality, learning how to recruit good people, maintain physical assets, and keep better control of limited financial resources, leading to more efficient use of those. All of these things, once in place, lead almost automatically to the second level of problems ; the ones that the Indonesians themselves said were their first priorities : solving ambiguity, conflict, motivational problems and managing time better.

(Alan J. Taylor, NGO Management Development in Indonesia: Discussion Paper and Proposals" (8/11/86))



(S')évaluer

Formation à l'(auto)évaluation

par Paul Willot

"En forêt, aucun chemin n'est droit. Il contourne souvent un arbre, une montagne, un rocher, un cours d'eau. A chacun de ces obstacles, il faut s'arrêter, réfléchir et orienter le sens de la marche pour atteindre le lieu-dit..."



PHOTO : WORLD NEIGHBORS

*"Cet article de Paul Willot * **, consultant en sciences sociales du développement, spécialiste et praticien de l'animation rurale, constitue une présentation succincte et synthétique du concept de l'auto-évaluation, concept auquel les promoteurs d'actions de développement accordent, avec raison, ces dernières années, une place et une importance sans cesse croissantes.*

L'équipe chargée de la réalisation d'un projet sur le terrain en est l'âme, bien évidemment, et il n'est guère réaliste de dissocier l'évaluation et l'action. Le menuisier n'attend pas l'évaluateur pour ajuster son outil si le copeau est trop épais : il talonne son rabot et redresse la lame. Auto-évaluation donc, car il s'agit d'associer à l'évaluation tous ceux qui participent au programme: des bénéficiaires de l'action au niveau local, aux cadres de direction, en passant bien sûr par les échelons intermédiaires chargés de son exécution. Les acteurs mêmes de l'action doivent être en mesure de juger ce qu'ils font par rapport à leurs propres objectifs.

* Extrait de NIANGORAN BOUAH (G). L'univers AKAN des poids à peser l'or et aimablement communiqué par l'équipe du GRAAP de Bobo-Dioulasso (Burkina Faso).

** rue Gabrielle Chatelain 31 B-5030 Vedrin-Belgique -
Tél.: 32(81)214985 - Téléc: s/c 64369 SHER B.

La première partie de cet article présente les principales caractéristiques d'une évaluation:

1. une activité;
2. quatre notions;
3. quatre jugements;
4. quatre étapes;
5. évaluation extérieure ou auto-évaluation.

La deuxième partie précise les caractéristiques d'une auto-évaluation animée:

6. peut-on être juge et partie?
7. rôle de l'animateur;
8. rôle du groupe critique;
9. rôle des partenaires;
10. les niveaux d'une auto-évaluation;
11. type court ou type long;
12. contre-indications;
13. évaluation permanente;
14. conclusions.

En quelques lignes, cet article pose le choix entre:

EVALUATION ET AUTOEVALUATION

Il vous aidera à déterminer votre choix ... si vous avez le choix.

1. UN POINT COMMUN : UNE ACTIVITE

Vingt maraîchers se groupent pour commercialiser leurs produits .

Un village crée une pharmacie.

Un quartier creuse un puis.

Des croyants se réunissent pour prier auprès des malades.

Des musulmans construisent leur mosquée,

Un centre d'animation aide les maraîchers.

L'animation encadre le village ou le quartier.

L'APICA conseille le centre d'animation.

Le CESAO forme à l'animation.

Le GRAAP élabore du matériel pédagogique d'animation pour les équipes du terrain.

Tous ont un point commun : ils ont une activité pour répondre à un problème qu'ils ressentent.

L'ACTIVITE est le point de départ indispensable à toute évaluation.

2. QUATRE NOTIONS INDISPENSABLES POUR EVALUER

Par rapport à cette activité, 4 éléments sont importants:

- | | |
|----------------------------------|---------------|
| 1. Pourquoi je veux la faire: | LES OBJECTIFS |
| 2. Comment je la fais: | LES METHODES |
| 3. Avec quoi je la fais: | LES MOYENS |
| 4. Qu'est-ce que j'en ai obtenu: | LES RESULTATS |

QU'EST-CE QU'UN OBJECTIF?

L'objectif d'une activité est la raison pour laquelle nous faisons cette activité. C'est ce qu'on cherche à atteindre.

Trouver les objectifs d'une activité c'est répondre à la question POURQUOI nous faisons cette activité.

Nous pouvons préciser l'objectif en posant les questions suivantes:

- quelle est la population privilégiée?
- qu'aura-t-elle acquise à la fin de l'activité?
- quand cette activité se terminera-t-elle?

QU'EST CE QU'UN MOYEN?

Les moyens d'une activité, c'est ce qu'elle utilise. Nous trouverons les moyens en répondant à la question AVEC QUOI?

Nous avons trois sortes de moyens:

- les moyens humains;
- les moyens matériels;
- les moyens financiers.

QU'EST-CE QU'UNE METHODE?

La méthode utilisée pendant une activité c'est la façon dont on combine les moyens pour atteindre les objectifs.

Ce sont les chemins utilisés.

On trouve les méthodes en répondant à la question COMMENT?

Nous avons deux sortes de méthodes:

- les méthodes pédagogiques;
- les méthodes techniques.

Nous pouvons décrire correctement un projet en décrivant ses MOYENS, ses METHODES, ses OBJECTIFS et la façon dont ils s'enchaînent.

MOYENS	METHODES	OBJECTIFS
--------	----------	-----------

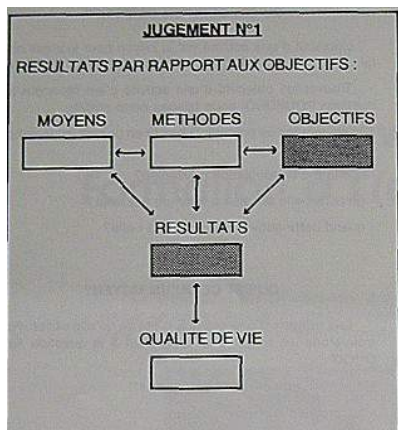
QU'EST-CE QU'UN RESULTAT?

Les résultats d'une activité, c'est tout ce qui est produit par cette activité.

QUE CES RESULTATS SOIENT ATTENDUS OU NON

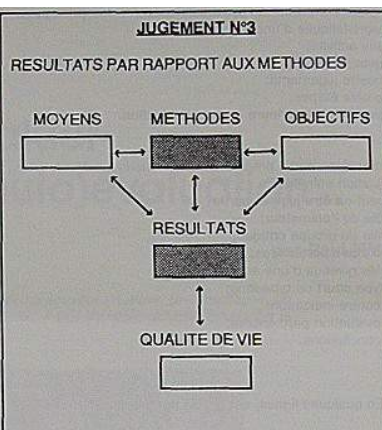
3. QUATRE JUGEMENTS

EVALUER, c'est JUGER sur la base d'observations précises (qualificatives et quantitatives)



Est-ce que les résultats observés sont conformes aux objectifs?

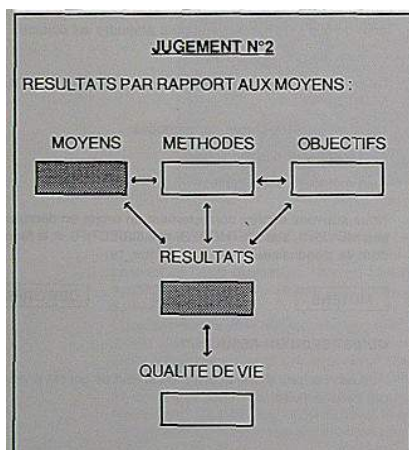
Pourquoi ?



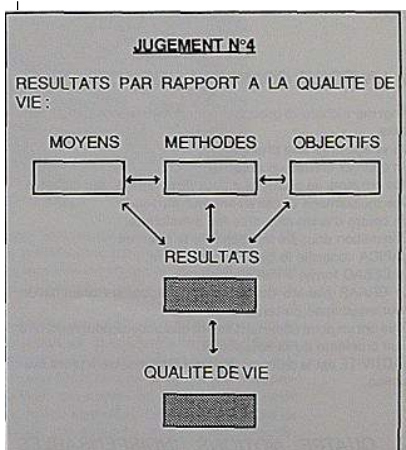
En regardant les résultats, pouvons-nous dire que les méthodes utilisées sont capables :

- d'atteindre les objectifs visés;
- de le faire au moindre coût ?

Comment ? Pourquoi ?



Est-ce que les résultats ont été acquis au moindre coût (humain, matériel, financier)? Pourquoi? Comment ?



- Est-ce que les résultats ont amélioré la qualité de la vie de la population ?
- Les objectifs étaient-ils les meilleurs ?

4. QUATRE ETAPES

- Première étape: L'ANALYSE

L'objectif de cette étape est de déterminer:

Quelles bonnes questions nous allons poser, à qui, pour savoir quoi?

Nous allons analyser minutieusement ce que nous voulons faire et comment nous allons vérifier si nous l'avons fait.

- Deuxième étape : **LE CONSTAT**

L'objectif de cette étape est de constater ce qui s'est passé. Il faut rassembler des grands paniers de **résultats** précis.

Nous cherchons à les expliquer.

- Troisième étape: **LE JUGEMENT**

JUGER : c'est dire si ce que nous avons fait est bon..... par rapport à quoi?

- Quatrième étape: **LA REDEFINITION**

Car finalement, le but de l'évaluation est la **redéfinition d'un** projet meilleur.

Pour les projets qui durent, c'est à ce moment qu'on peut préparer l'évaluation permanente.

- elle est souvent inefficace; le séjour de l'évaluateur est court et les gens jugés sont généralement peu impliqués. L'évaluation extérieure est souvent sans lendemain.

Dans l'auto-évaluation, les acteurs-mêmes de l'action jugent ce qu'ils font par rapport principalement à ce qu'ils voulaient faire.

C'EST UN ACTE RESPONSABLE ET GRAVE

Pourquoi devrions nous accepter les conseils de personnes qui n'auraient pas à en vivre les conséquences?...

5. EVALUATION EXTERIEURE OU AUTOEVALUATION

Qui va juger?

Un expert extérieur ou vous-même?

Pour trancher, il faut répondre à la question suivante

QUI JUGERA **QUOI?**

PAR RAPPORT A **QUOI?**

Dans l'évaluation extérieure, un "expert" juge du dehors ce qu'il constate; soit par rapport:

- aux objectifs de l'activité,

- à son expérience,

- à des normes extérieures.

Cette méthode est considérée comme objective parce qu'extérieure.

Mais petit à petit, nous constatons que l'évaluation extérieure a des défauts;

- elle est rarement objective ; elle est souvent le résultat de la subjectivité de l'évaluateur;

- elle fait peur parce qu'elle juge (dans les meilleures situations, ceux qui sont jugés ne mentent pas mais ne répondent qu'aux questions que l'évaluateur leur pose);

6. PEUTON ETRE JUGE ET PARTIE?

C'est une expression qu'on utilise quand on est en conflit avec quelqu'un.

Mais avec qui êtes-vous en conflit si vous voulez vous améliorer?

Vous avez besoin qu'on vous aide de trois manières:

- avec un animateur;

- avec un groupe critique;

- avec vos partenaires.

7. ROLE DE L'ANIMATEUR

Vous choisissez votre animateur.

Il joue trois rôles dans cette aventure (il s'agit bien d'une aventure):

- il vulgarise le processus d'évaluation de manière à vous permettre de le maîtriser et de le refaire;

- il anime la démarche et joue le rôle de l'œil neuf par ces questions;

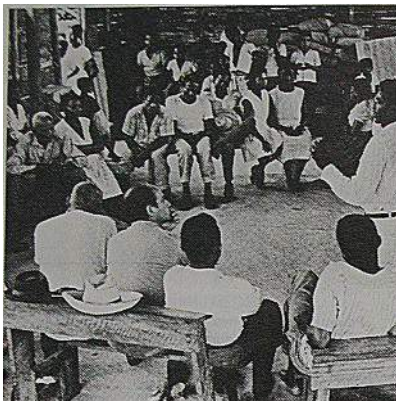
- il participe à la recherche des résultats.

Mais surtout, il renonce à être évaluateur.

IL ne juge pas, mais aide ceux qui s'évaluent, à se juger.

Il est tenu au strict secret professionnel. Il n'est pas non plus chef d'équipe.

PHOTO : World Neighbors



La population auto-évalue ses réalisations.

8. ROLE DU GROUPE CRITIQUE

Quand c'est possible, ceux qui s'évaluent choisissent 3 à 5 personnes critiques à qui ils exposent leur démarche et leurs résultats.

Cela se fait au moins deux fois au cours de l'évaluation. Mais ceux qui s'évaluent restent seuls responsables des décisions qu'ils prennent.

9. ROLE DES PARTENAIRES

Les partenaires sont ceux qui collaborent à l'activité: population, financeurs, autorités, etc...

Ils peuvent aussi collaborer à l'évaluation en:

- posant des questions;
- donnant leur avis;
- évaluant leur participation;
- collaborant à la redéfinition.

MAIS, COMME POUR LE GROUPE CRITIQUE, CEUX QUI S'ÉVALUENT SONT LES SEULS RESPONSABLES DES DÉCISIONS QU'ILS PRENNENT.

Le partenaire "POPULATION" peut être impliqué à 3 niveaux:

- niveau 1:

La population est enquêtée (surfaces, productions, motivations, mentalités, etc...). La population est OBJET.

- niveau 2:

La population auto-évalue ses réalisations. La population est SUJET.

- niveau 3:

Après auto-évaluations respectives, équipe et population concernées négocient le nouveau projet. La population est PARTENAIRE.

10. NIVEAUX D'UNE AUTOEVALUATION

L'auto-évaluation peut concerner trois niveaux:

1. le niveau des groupes de base
2. le niveau de l'encadrement des groupes de base
3. le niveau de l'équipe d'appui (projet)

L'auto-évaluation pour être féconde se déroule du niveau 1 au niveau 3.

11. TYPE COURT OU TYPE LONG

Selon l'importance et le type d'activité, ceux qui s'évaluent choisiront:

- une évaluation courte d'environ un mois, dans laquelle:

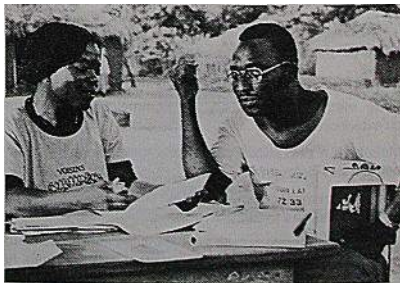
- a la première étape prend une semaine (surtout en résidence pour ne pas être dérangé);
- b la deuxième étape prend quinze jours sur le terrain;
- c la troisième et la quatrième étapes prennent une semaine résidentielle.

C'est bon, vigoureux, exténuant, décapant, mais trop rapide s'il y a 6 ou 7 activités à évaluer. Et puis, surtout, il faut stopper toute autre activité.

— une évaluation longue dans laquelle toutes les étapes sont étalées sur 12, 18 ou 24 mois.

C'est mûr, profond, mais il faut du souffle pour tenir le coup. Les activités courantes continuent. On consacre environ 1 /5 de son temps à l'évaluation.

PHOTO : World Neighbors



12. CONTRE-INDICATIONS

L'auto-évaluation exige quatre conditions:

- la première et la principale condition est la volonté du groupe de justifier, piloter ou négocier son projet et de se former à cet effet;
- la deuxième condition est la liberté suffisante pour se redéfinir;
- la troisième condition est l'honnêteté intellectuelle du groupe sans laquelle il n'est pas possible de se juger objectivement;
- la quatrième condition, et non la moindre, est la volonté de rechercher le jugement des différents partenaires du projet. Cette condition est la garantie de sa valeur de l'auto-évaluation.

L'auto-évaluation, on le voit, n'est pas la panacée.

Il est parfois nécessaire d'envoyer un "évaluateur pompier" éteindre un torchon qui brûle quelque part.

Ce n'est jamais le rôle d'un animateur d'auto-évaluation.

De même, si une équipe est déchirée, il est peu probable (mais pas impossible) qu'une auto-évaluation puisse lui rendre son homogénéité.

De même, si le financement de l'activité est en (re)négociation, l'auto-évaluation n'est pas opportune.

13. EVALUATION PERMANENTE

L'auto-évaluation n'est que le premier temps fort d'un processus d'évaluation permanente.

L'évaluation permanente, ce sont des rendez-vous que l'équipe se fixe avec elle-même pour s'assurer:

- que le cap est maintenu (OBJECTIFS);
- que la manœuvre est bonne (METHODES),
- que le carburant est suffisant (MOYENS).

Mais les dispositifs d'évaluation permanente ressemblent à un conducteur de véhicule. Il connaît sa destination. Il a étudié son itinéraire et sa carte. Il connaît son véhicule. Devant ses yeux défilent les bornes kilométriques, les poteaux indicateurs. Il surveille constamment son tableau de bord qui lui indique la vitesse, la température de l'eau, la pression de l'huile et le solde de carburant.

Dans sa certitude, il est coupé du monde. Il fonce vers une destination inutile car depuis quelques heures la ville où il se rend n'existe plus. Mais il n'écoute pas les informations venant du dehors.

Ainsi risque d'être l'évaluation permanente si on n'y prend garde.

14. FORMATION EN AUTOEVALUATION

La formation à l'auto-évaluation suit trois niveaux (cf. chapitre 10) et pour chacun d'eux trois degrés.

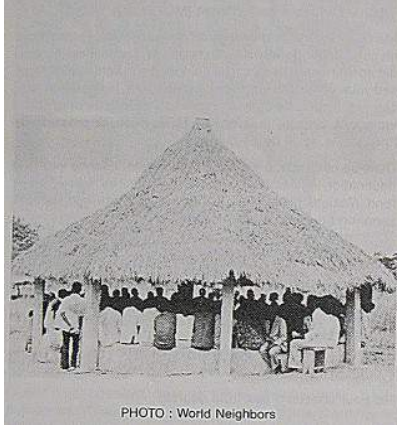
	degré		
	1ère INITIATION	2ème CONFIRMATION	3ème SPECIALISATION
1. <i>niveau des groupes de base</i>	1 0 →	2 0 →	3 0 →
2. <i>niveau de l'encadrement</i>	4 0 →	5 0 →	6 0 →
3. <i>niveau du groupe d'appui (projet)</i>	7 0 →	8 0 →	9 0 →

Toute formation commence par l'initiation à l'animation-évaluation des groupes de base.

15. CONCLUSIONS

Toute la valeur de l'auto-évaluation réside dans son triple rôle INITIATEUR:

- elle initie à la technique de l'évaluation;
- elle initie à un processus permanent;
- elle initie partout à un très vif besoin de formation permanente.



L'évaluation permanente est sans doute la forme la plus pointue de la formation.

L'AUTO EVALUATION EST UNE
TECHNIQUE D'AUTO PROMOTION

Association Villageoise au Togo ; meeting organisé pour évaluer les performances des membres de l'équipe locale chargée de l'exécution du programme.

*Management Resources
for Private Voluntary Organizations in the United States*

PVO's and Strategic Planning*

By definition, strategic planning is a dynamic, ongoing process of determining the path an organization wants to take to achieve a vision of its future. It is based on the environment the organization is in and the mission it has adopted. It is the basis upon which an organization designs its ongoing programs and operations.

Strategic planning is not just a static document of little practical use to the operations of an organization. Rather, it is part of a dynamic process of strategic management within a flexible work environment and a participatory work scheme. Strategic planning should be part of a balanced organizational operation with structures and processes that not only are flexible to meet changing requirements but that provide a general framework, direction, and discipline in which progress towards a goal can take place. Strategic planning is the method of figuring out what is going on and choosing the way the organization prefers to react so that individual managers and employees can then direct their energies toward effectively doing their work.

Does // work in PVO's?

Why hasn't strategic planning taken hold in many PVO's? In part the answer is because many view planning as:

- too cooperate
- cold, bureaucratic, non people-oriented
- static — too time-consuming
- keeping an organization from the work that has to be done

impossible to do because the organization must react to currently unknown needs and conditions outside the organization.

The first three reasons may become true if the organization chooses to operate in a centralized, control-oriented fashion. The last three reasons are arguable when looking at the results of many efforts that are done in a "shoot-from-the-hip" fashion.

* Reprinted from the *IMPACT*, 6/1988, Private Agencies Collaborating Together, New York.

There are alternative ways to look at how organizations function. One approach which is very applicable to organizations working in a significantly changing environment is called "continuous improvement." It is possible to theoretically describe the activities of an organization as alternating between action and analysis, illustrated by this diagram.

How it could work

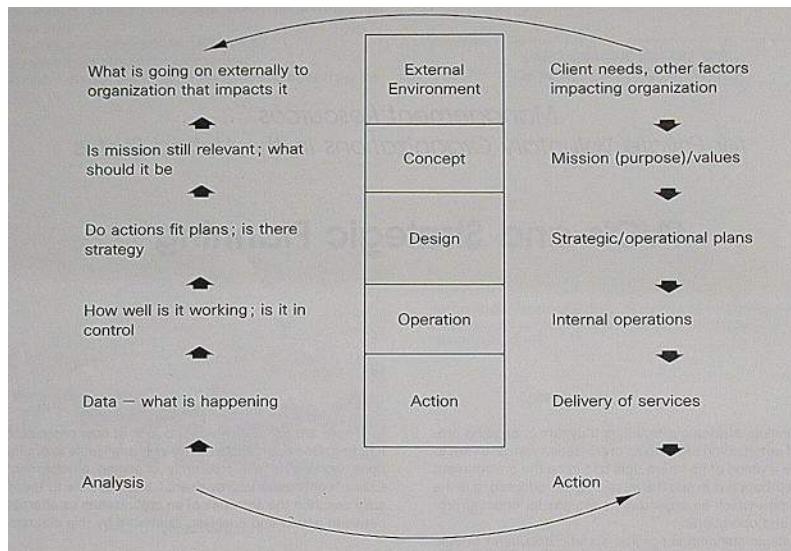
As an organization starts moving toward action, the environment in which it operates provides the initial and ongoing driving force. The environment suggests and influences the purpose (mission) of the organization, which in turn leads to an organization's plan (strategic and implementation plans) on how it will fulfill its purpose. From this plan, the organization develops its methods for operating (systems, structures, processes), which then lead to action being taken.

At this point the process reverses itself from one of action to one of analysis. This spiralling process is called "continuous improvement" because an organization that completes these steps is in its normal mode of operations to meet the changing needs found in the external environment while remaining consistent with the organization's own charter. This is a prerequisite of effective change in the organizational development context.

As those who have worked in and with organizations know, however, most organizations do not follow these steps. Many actions are taken without sufficient planning; new programs started without understanding the impact on existing programs; little or no evaluation is made to understand the effectiveness of efforts. Most organizations are not able to operate successfully for long in this piecemeal fashion.

This then brings us back to the issue of strategic planning. If an organization is trying to improve its effectiveness because it finds its current approaches are insufficient, or it finds that it is dealing with an increasingly uncertain environment, it might see a reason for attempting all the steps of the

Figure 1 How Organizations Function



"continuous improvement" process and include an active and integrated strategic planning process within their overall activities.

Strategic Planning Resources

- Issue 4 of *Impact* (Fall 1987) profiled the PVO Institutional Development Program of strategic Management Services for PVO's. For information on specific services available to PVO's contact Michael Silberman or Peter Falion of the Experiment in International Living at (802) 2574628.

This program's cosponsor, the Institutional for Development Research (IDR), publishes their Working Paper 5, "Beyond Strategic Planning: Strategic Decisions in Non-profit Organizations." This 17-page document, priced at \$2.00, is available from IDR, 710 Commonwealth Avenue, Boston, MA 02215.

IMPACT Issue 4 also reported availability of "Strategic Planning Workbook for Nonprofit Organizations," from Management Support Services, Amherst Wilder Foundation, 919 Lafond Avenue, St. Paul, MN 55104, (612) 6424025.

Business Ventures for Nonprofit Organizations

Why would a PVO consider a business venture? Besides diversifying its funding base, such activities may be an ongoing source of funds for a PVO. Especially in these tough financial times, PVOs are exploring income-generating activities to supplement traditional foundation, corporate, and individual support.

In May, 1988 the Association of PVO Financial Managers sponsored a workshop on profit-making ventures for nonprofit organizations. The workshop provided an overview of the process and key issues related to internal corporate venturing for nonprofits, with particular emphasis on the organizational context in which the business activity takes place and the potential risks involved.

The workshop suggested that business ventures could be conducted within the existing nonprofit organizational framework; by setting up a subsidiary nonprofit organization ; or by setting up a separate for-profit business corporation.

Many of the examples of nonprofit business ventures are found in the domestic nonprofit community, and the workshop did not offer the definitive answer for what businesses or ventures PVOs could consider.

The possibilities seemed to range from selling organizational consulting services, to selling products from overseas, to establishing a for-profit publishing arm.

Whatever the direction, a key consideration is involvement in an activity that furthers the mission of the organization.

The workshop did, however, systematically review the steps in approach and planning, from goal setting to product development to feasibility study. It touched on how to choose the appropriate legal structure, including such factors as purpose of the activity, funding sources, control structure, and external perceptions.

PVOs who may be considering a business venture cannot afford to fail. With limited financial resources, IRS considerations, the reputation of the agency, and often relationships with funders at stake, the PVO that does its homework will be better positioned to make the decisions necessary to go forward or decide not to.

Several resources may interest PVOs who are in the exploratory stage:

- Notebook of May 1988 Workshop Handouts. *Business Ventures for NonProfits* PACT, Inc. Price: \$10.00
Contains: Outline of major topics covered at the workshop; IRS Publication 598 on Unrelated Business Income of Exempt Organizations; and other pertinent articles and workshop handouts.
- Report of the Workshop *Business Ventures for NonProfits*. Free to Association members ; \$10 to non-members Contact PACT, Inc.
- The Center for Nonprofit Corporations-36 West Lafayette St. Trenton, New Jersey 08008 (609) 6956422
PACT workshop presenter Laura Landy is affiliated with this group. Enquire about their publication *Something Ventured, Something Gained*.
- » Check your local office of the accounting firm of Deloitte Haskins and Sells for their publication entitled *Raising Venture Capital An Entrepreneur's Guide*.
- The Corporation for Enterprise Development, 1725 K Street, N. W. Washington, D. C. 20006 (202) 2937963
Their publications list contains a number of venture-related titles.
- *Enterprise in the Nonprofit Sector* is a publication of Partners for Livable Places and the Rockefeller Brothers Fund (1983). It discusses profit-making enterprise as a way of sustaining a nonprofit organization in the exercise of its fundamental service functions. Several institutions engaged in entrepreneurial activities have their experiences presented as case studies. The cost is \$12 plus \$2.50 postage and handling. Contact them at 1429 21st Street, N. W., Washington, D.C.20036, (202) 8875990.
- *Forming a For-Profit Subsidiary* is a free publication of the Whole NonProfit Catalog of the Grantsmanship Center, 650 Spring St., Suite 507, Box 1210, Los Angeles, CA 90014, (213) 6899222.
- The Foundation Center's *The Nonprofit Entrepreneur: Creating Ventures to Earn Income* is a collection of issue-specific writings by practitioners and advisors in the area of nonprofit enterprise. Each chapter includes a case study, "how-to" information, and insights from practical experience. Cost is \$19.95 plus shipping and handling, available from The Foundation Center, Dept. FC, 79 Fifth Avenue, New York, NY 10003.

L'ASSOCIATION INADES-FORMATION

L'Institut africain pour le développement économique et social-centre africain de FORMATION, INADES-FORMATION est, depuis 10 ans déjà, une Organisation non gouvernementale (ONG) œuvrant sous la forme d'une association internationale à but non lucratif et dont l'activité est orientée vers la promotion du milieu rural africain.

Avec un budget de dépenses pour l'exercice 1986/1987 de plus de 1,5 milliard de Francs CFA et un effectif global de 301 africains et de 18 non africains dont 11 volontaires, INADES-FORMATION est incontestablement l'une des plus actives ONG panafricaines de formation des adultes ruraux.

OBJECTIF

L'objectif de cette association est la *formation des adultes ruraux en vue de leur promotion sociale et économique*. Ainsi, INADES-FORMATION (IF) propose aux paysans, hommes et femmes, peu ou pas lettrés, des informations, des techniques et des méthodes qui leur permettent :

- d'améliorer leurs activités de production, de commercialisation et de gestion ;
- d'analyser en commun leur situation et les changements auxquels ils ont à faire face ;
- ~ de choisir librement et de mettre en œuvre eux-mêmes les solutions qu'ils estiment possibles, compte tenu de leurs moyens et des contraintes inévitables du développement ;
- de s'organiser communautairement pour faire entendre leur voix, faire valoir leurs intérêts et dialoguer avec les organismes chargés de la politique de développement de leur région.

ASSOCIATION PANAFRICAINE
INADES-FORMATION est une association panafricaine dont le siège international se trouve à ABIDJAN. Que ce soit sous forme d'associations nationales ou de bureaux reconnus par les autorités gouvernementales, INADES-FORMATION est implanté dans 10 Etats d'Afrique au sud du Sahara :

* 3 en Afrique de l'Ouest.

- IF Burkina Faso
- IF Côte d'Ivoire (installé à Bouaké)
- IF Togo.

* 5 en Afrique du Centre.

- IF Burundi
- IF Cameroun
- IF Rwanda
- IF Tchad
- IF Zaïre.

* 2 en Afrique de l'Est.

- Agri-Service-Ethiopie (ASE)
- IF Kenya

12. RECHERCHE ET APPUI

- Mission au Burkina Faso (9 au 23/02/1987).

Mission effectuée dans le cadre d'une meilleure connaissance des problèmes écologiques en savane et au Sahel. Rencontres avec plusieurs organisations privées et publiques travaillant dans le sens de la préservation de l'environnement et surtout de la lutte contre l'érosion.

- Mission au Rwanda et Burundi (11 mai 1987 / 10 juin 1987).

* Participation à l'évaluation du contenu de la formation d'IF Rwanda.

* Visite du Bureau IF Burundi.

- Appui à IFCI pour un projet de réinsertion des jeunes de la commune d'AGOU (Côte d'Ivoire).

13. FORMATION

Formation des agents de développement de l'ODIK (Mali). Ceci s'est fait essentiellement dans le cadre du

contact qui lie IF à l'Opération de développement intégré du Kaarta (ODIK-Mali). Une série de sessions de formation a été organisée du 4 au 25/01 / 1987 et du 16 au 29 mars 1987 sur les thèmes: formation sur les méthodes et les moyens de communication en milieu rural, application à l'analyse des problèmes d'un village, élaboration de petits projets.

14. FORMATION DES FORMATEURS IF

Un séminaire sur l'écologie et formation a été organisé du 26/02 au 05/03/1987 pour les formateurs du Burkina Faso, de la Côte d'Ivoire et du Togo au CESAO à BOBO-DIOULASO (Burkina Faso).

Il a pour objectif de :

- identifier les problèmes écologiques et leurs causes ;
- se rendre compte sur le terrain, de la situation réelle et des efforts entrepris pour sauvegarder l'environnement ;
- analyser les solutions mises en place ou envisagées pour résoudre ces problèmes.

2. PROJET GESTION

Le projet GESTION a pour objectif de rédiger des livrets en coproduction avec les BN dans les domaines de la gestion des exploitations agricoles, des groupements et des petits projets.

21. GESTION DES EXPLOITATIONS AGRICOLES ET DES GROUPEMENTS

— Recherches pédagogiques.

En vue d'identifier les besoins en formation des groupements et des exploitants agricoles, des missions ont été effectuées en Côte d'Ivoire, au Burkina Faso et au Togo. Elles visaient

- mieux appréhender l'approche pédagogique et le contenu de la formation de certains organismes;
- les exploiter si possible;
- faire une critique des matériels déjà élaborés par le groupe Gestion à partir des remarques faites à ce propos par les formateurs des BN visités et d'autres personnes ressources,
- Rédaction de matériel pédagogique.

Conformément à la résolution de l'AG 1986, une fiche pédagogique et un livret sur "la Gestion des récoltes" ont été rédigés et soumis à la critique des formateurs de BN.

Nous avons publié le livret sur "la Gestion des récoltes".

Deux autres manuscrits "Gérer le revenu" et "La commercialisation" sont déjà très avancés.

Quatre (4) autres manuscrits sont également avancés dans le domaine de "la Gestion des moulins". Gérer les récoltes.

— Formation des formateurs.

* Un séminaire sur la conception et l'utilisation du matériel visuel dans la formation à la gestion a été organisé à Yaounde du 4 au 13/03/1987 pour les formateurs des BN francophones. Ce séminaire avait pour objectif de rendre les formateurs capables de:

- concevoir et réaliser des matériels visuels pour la formation à la gestion tels que:
 - flanellographes,
 - livrets dessinés,
 - jeux économiques,
 - boîtes à images.

— utiliser ces matériels dans un programme de formation.

* Participation à un séminaire de formation des formateurs sur la gestion des groupements et coopératives agricoles, organisé à Lomé par le BIT/MATCOM.

22. GESTION DES PETITS PROJETS (Management)

Ce cours par correspondance destiné aux responsables de petits projets de développement a été rédigé par CORATAFRICA avec la collaboration d'IF Kenya qui assure les corrections et le suivi pour le Kenya.

Ce cours a été traduit et adapté par les soins d'IF Zaïre. Une édition expérimentale est actuellement testée au Zaïre,

La rédaction d'une autre version fortement remaniée et adaptée à l'Afrique de l'Ouest est en cours au Siège. 8 livrets ont été rédigés et imprimés:

- 3 livrets de la série "S'informer pour planifier".
- 3 livrets de la série "Exécuter et évaluer".
- 2 livrets de la série "Techniques comptables et gestion financière".

Deux autres manuscrits sont déjà avancés.

3. PROJET FORMATION DES FEMMES

L'objectif de ce groupe de travail est de donner des appuis aux BN pour l'élaboration de projets de formation des femmes et l'évaluation;

également assurer la publication d'expériences, d'informations et de méthodes.

31. RECHERCHE DOCUMENTAIRE

De nombreux ouvrages, manuels, articles ont été lus. De ces lectures, des informations ont été diffusées dans les BN. Ceci nous a permis de tenir à jour notre fichier d'actions de formation des femmes.

32. APPUIS AUX BUREAUX NATIONAUX

Les deux appuis prévus ont été réalisés sous forme de mission dans les BN et de séance de travail au Siège.

a) Le premier a été fourni à l'équipe d'IF Côte d'Ivoire au niveau des deux premières étapes de leur projet de formation des femmes (financé en partie par EZE):

- recensement de groupes de femmes;
- identification des besoins de huit groupes, soit 2 par région, dans les régions de Côte d'Ivoire. La restitution et la validation des résultats de cette identification seront réalisées en 1988 au cours de 4 séminaires régionaux auxquels participeront les représentants de tous les groupes recensés.

L'appui du projet "Formation des femmes" a consisté à:

- analyser la méthode utilisée pour recenser les groupes de femmes avec la formatrice responsable du projet, et suggérer des améliorations pour rendre cette méthode plus efficace;

— rechercher avec la formatrice des critères de choix des huit groupes à retenir pour l'identification des besoins;

— élaborer conjointement avec la formatrice une méthode d'identification des besoins de telle manière qu'elle ne joue qu'un rôle de catalyseur dans la recherche auprès des groupes de femmes.

b) Le second appui a été fourni à l'équipe d'IF Burkina. Cette équipe est engagée dans un projet de formation associé à un projet de développement financé en grande partie par l'ACCIR et le CECI. Les femmes concernées habitent dans dix villages de la région de Nouna-Djibasso à l'Ouest du Burkina Faso.

Le rôle du groupe "Formation des Femmes" a consisté à participer à l'élaboration du projet de développement et du projet de formation. Une grande partie des suggestions portait sur les méthodes et stratégies à utiliser pour que les bénéficiaires soient actrices de ces projets dès le départ. Nous avons aussi suggéré de nombreux échanges et ouvertures sur des actions similaires au Burkina, au Mali et en Côte d'Ivoire: pour les animatrices salariées, pour les animatrices villageoises, pour divers leaders et membres de groupes de femmes. En fonction des besoins ressentis, du matériel pédagogique sera créé.

4. PROJET AUDIOVISUEL

1

Ce groupe de travail a pour objectif de donner des acquis aux BN dans la recherche et l'élaboration de nouveaux médias de formation pour tous les publics avec l'accent sur les illettrés.

41. RECHERCHE DOCUMENTAIRE

Elle a permis:

- la constitution et la publication d'un fichier bibliographique annoté. Il s'agit d'une bibliographie sélective sur l'image en milieu rural analphabète africain;
- l'élaboration d'un document test de matériel audiovisuel;
- la réalisation d'un guide d'analyse sur les besoins en formation audiovisuel;
- la constitution d'une photothèque.

Electronic Networks and Democracy in Latin America

by Mario Padrón *

Access to information and the ability to use it are central to the development processes of societies and to the well-being of communities and individuals. One of the characteristics of underdevelopment in society, both in the North and the South, is the imbalance in the distribution of wealth and power. People deprived of basic needs and rights are also deprived of the power to communicate and receive information. Development agencies, non-governmental organisations, and grassroots groups are already taking steps to redress this imbalance. They are systematically collecting, analysing and distributing information relevant to their efforts towards social change.

Recent developments in new information technology have opened up new possibilities for people-oriented groups to gather and supply information, and a large number of organisations have made the decision to use new technology in one form or another.

These words quote John Sayer, Co-ordinator of Interdoc, but also reflect the current reality in Latin America where very many initiatives in this respect are being implemented in countries as diverse as Peru, Brazil, Chile, Bolivia, Mexico, Panama and Nicaragua.

Grassroots organisations, together with non-governmental development organisations (NGDOs) and development agencies, seem to understand that the democratisation processes and the building of new democracies require the direct participation of the majority of the population as real protagonists and architects of their own destinies. In doing so, information and communication need to be mastered and accessed.

Communication and information are needed to imbue exhausted formal democracies with new contents. Such democracies have usually been reduced to formal representation by individuals who - provided no military *coup d'état*

has intervened - can expect to vote once every five or six years at most. As a peasant leader told me, we just have to hope that some politicians, our representatives, will do something of what we want before the next election (when, most probably, we will have to elect them again).

Learning and training whilst facing and solving concrete and urgent problems are daily challenges met by NGDOs and grassroots organisations. The survival strategies of the poor demonstrate their ability to cope with needs originating from social, economic and political systems which make the rich richer and the poor poorer. These experiences are being shared, communicated, disseminated, and people are being informed about them. This saves time and energy but also improves on previous experiences.

Computerised directory

IBASE, a Brazilian NGDO, has a computerised directory with more than 500 small environmental development projects. These are used by local communities and municipalities who mobilise their own resources or Federal ones to improve their living conditions. Of the several hundred NGDOs which exist in Latin America, more than 30% have documentation centres. In every country - and Peru is no exception - there are at least a dozen NGDOs who carefully select and classify information on the concrete problems facing their societies but also on the specific solutions. They cover topics such as health, habitat, women, labour, food, employment, politics, alternative development policies, and urban and rural development.

On a daily basis two or three NGDOs in almost every country follow up news and information concerning development policies, behaviour of power groups, government and decision-makers, economic indicators, main developments in social forces like labour movements, peasants, churches, etc. This information is published in magazines (i.e. by INEDER, Bolivia, CINEP, Colombia). In addition, it is sometimes available electronically (i.e. from DESCO in Peru or IBASE in Brazil).

Most importantly it is being used by those who want to fight existing injustices. In 1983 the Catholic Church in Peru was actively concerned about governmental repression against the human rights of peasants in Ayacucho (Andean zone of operation of the political activists *Sendero Luminoso*). At a press conference, a high Government official tried to discredit the Church and accused Cardinal Juan Lan-

* Mario Padrón studied sociology and philosophy at the Catholic University of Lima, Peru. He followed this with a Master's degree in social sciences at the Institute of Social Sciences, The Hague, Netherlands, and finally a doctorate in development sociology at Leiden University. He worked with the Bishop of Cajamarca, Peru, as director of the Institute for Rural Education (1967-71) and later as an adviser to the Bishops' Commission for Social Action. Since 1981 he has worked for the Centre for the Study and Promotion of Development (DESCO), Peru, as director of projects and development. He is the author of *Organizaciones no Gubernamentales y Cooperación al Desarrollo* (1982) and *Comunidad Campesina y Empresa Comunal* (1986). This article is reprinted from *Media Development*, 4/1987, with permission.

dazuri of having remained silent during the previous progressive military government of General Velasco.

A quick consultation of the information bank of a Peruvian NGDO produced, within minutes, a list of more than 137 entries documenting the continued concern and public appeals made by the same Cardinal Landazuri during the earlier period. The same day, two hours later, the Cardinal refuted the accusations in another press conference.

Networking activities among development agents include access to existing information relevant to their work, i.e. linking specialised data banks, but also improve the possibilities for organising and planning their own work. Some NGDOs are already using modem and satellite facilities to communicate with their counterparts in Europe, reducing dramatically the time needed to study, consult and decide about development projects.

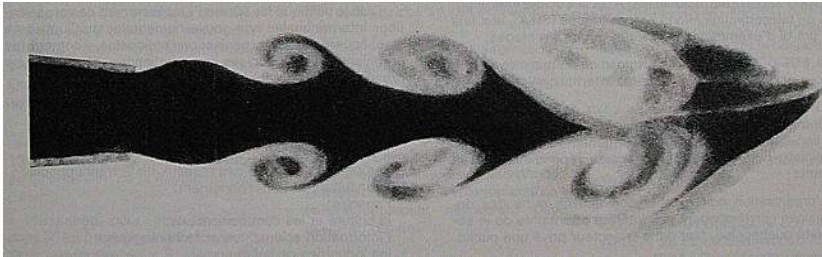
Interdoc networking facilities support concrete experiences like the one mentioned above. It also carries on-line communication between NGDOs from various countries who work together in Latin American joint efforts like the Foreign Debt Campaign. This activity includes NGDOs from Brazil, Peru and Nicaragua and uses electronic networking to reduce the costs of communication and the need to travel.

Documents, time-schedules, budgets and other proposals are electronically discussed via mail boxes and on-line communications.

Other networks are using electronic communication to facilitate training activities. This is the case of the IRED (Innovations et réseaux pour le développement) network in Latin America, facilitating concret exchanges, field trips and study visits of leaders from grassroots organisations, NGDO workers and project officers from development agencies.

The importance of mobile advisors on electronic communications, like Michael Polman of Antenna, Netherlands, is clear. They support local specialists, working together in order to overcome geographical difficulties (such as the formidable Andes Mountains or the Amazone). They also explore radio alternatives to telephone communications (which are non-existent in most rural areas where small villages are located) or battery operated equipment (given the electricity shortages) and cheap, alternative forms of communication. These efforts are worth making to avoid excluding groups and institutions who do not use or do not have advanced gadgets or sophisticated technologies.

After all, the challenge is to give power to the powerless and to give a voice to the voiceless. They do not so much lack knowledge, but a means of access to information and communication sources.



*En faveur des OING:
une initiative gouvernementale Intéressante*

DECRET DU GOUVERNEMENT DU QUEBEC

*CONCERNANT les critères de reconnaissance et les domaines d'activités des
organisations internationales non gouvernementales aux fins d'octroi
d'exemptions fiscale et d'avantages.*

ATTENDU QUE le gouvernement du Québec favorise l'établissement d'organisations internationales sur le territoire du Québec, comme en fait foi l'article 14 de la Loi sur le ministère des Affaires internationales (L.Q. 1988, c. 41);

ATTENDU QUE le gouvernement du Québec, afin d'inciter les organisations internationales non gouvernementales à s'installer au Québec, désire faire connaître les critères à partir desquels le gouvernement pourra reconnaître, par un accord à cet effet, une telle organisation aux fins de l'octroi d'exemptions fiscales et autres avantages.

ATTENDU QUE le gouvernement du Québec s'intéresse particulièrement aux organisations œuvrant dans le domaine de la francophonie et de ses réseaux, de secteurs de priorités économiques, scientifiques et technologiques, des droits de la personne, de l'aide humanitaire et du développement international;

ATTENDU QUE la politique favorisant l'établissement des organisations internationales non gouvernementales au Québec ne s'appliquera pas aux organisations nationales, y compris les organisations québécoises ou canadiennes, affiliées à une organisation internationale;

ATTENDU QUE le gouvernement du Québec a jusqu'à maintenant reconnu, par accord, deux organisations internationales non gouvernementales, à savoir l'Association du transport aérien international (IATA) et la Société internationale de télécommunications aéronautiques (SITA), aux fins de l'octroi d'exemptions fiscales et autres avantages;

IL EST ORDONNE, sur la proposition du ministre des Finances et du ministre des Affaires internationales:

QUE puisse être reconnue, aux fins de l'octroi, par accord, d'exemptions fiscales et autres avantages, une organisation internationale non gouvernementale qui, de l'avis du ministre des Affaires internationales, répond aux critères suivants:

1. L'organisation doit exercer son activité dans des domaines correspondant aux intérêts prioritaires de la société québécoise, tant dans le secteur privé que public.
2. les objectifs, statuts et règlements de l'organisation doivent être compatibles avec la Charte québécoise des droits et libertés de la personne.
3. L'organisation doit avoir un caractère représentatif et une raison d'être reconnue internationalement; elle doit représenter, par ses membres, des groupes ou des personnes de plusieurs pays qui exercent des activités organisées dans le domaine particulier auquel elle se consacre.
4. L'organisation doit avoir un siège reconnu et être doté d'un chef administratif. Elle doit avoir une constitution, dont un exemplaire sera déposé auprès du ministre des Affaires internationales du Québec, adoptée selon des principes démocratiques et contenant des dispositions

selon lesquelles la politique de l'organisation doit être arrêtée par une conférence, une assemblée et tout autre organe représentatif, devant lequel un organe exécutif doit être responsable.

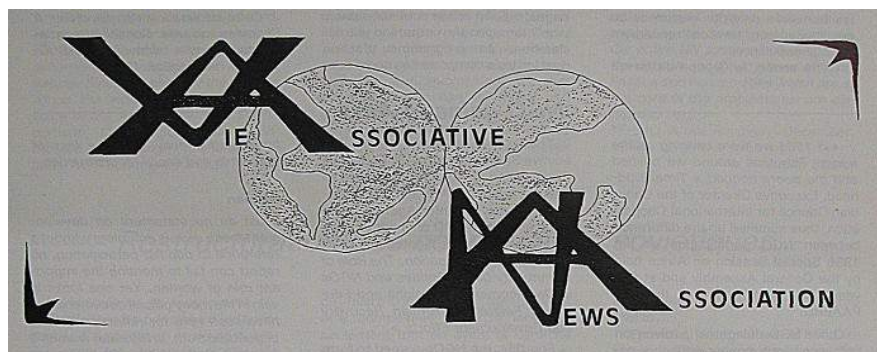
5. L'organisation doit avoir qualité pour parler au nom de ses membres par l'intermédiaire de ses représentants autorisés. Elle doit pouvoir faire la preuve de cette qualité au cas où la demande lui en serait faite.
6. L'organisation doit avoir une structure internationale, ses membres ayant le droit de participer aux votes concernant la politique à suivre ou les mesures à prendre. Aux fins des présentes dispositions, seront considérées comme organisations non gouvernementales les organisations internationales qui n'ont pas été créées par voie d'accords intergouvernementaux, y compris des organisations qui acceptent des membres désignés par les autorités gouvernementales, à condition que les membres appartenant à cette catégorie n'entravent pas la liberté d'expression desdites organisations.
7. Les principales ressources de l'organisation internationale doivent provenir essentiellement des contributions de ses affiliés ou éléments constitutifs nationaux ou des contributions versées par des particuliers membres de l'organisation.

QUE la politique favorisant l'établissement des organisations internationales non gouvernementales au Québec ne s'appliquera pas aux organisations nationales, y compris les organisations québécoises ou canadiennes, affiliées à une organisation internationale.

QUE soient incitées à venir s'installer au Québec, les organisations œuvrant dans un des domaines suivants:

- La francophonie;
- Les champs d'action des réseaux de la francophonie: l'agriculture et l'environnement; l'énergie; la culture et les communications; l'information scientifique et technologique; les industries de la langue.
- Les secteurs de priorités économiques, notamment les organisations du domaine des services financiers, les secteurs de priorités scientifiques et technologiques tels l'aérospatial et l'aéronautique, les télécommunications, l'informatique, les systèmes d'information et la haute technologie.
- Le développement international.
- L'aide humanitaire.
- Les droits de la personne.

Le greffier du Conseil exécutif
30 novembre 1988



Juillet 1989: un autre sommet économique à Paris

Etats généraux pour la démocratie économique

Depuis 1984, différents réseaux anglais, canadiens et américains ont pris prétexte des sommets du « G7 » (Groupe des 7 principaux pays industrialisés) pour organiser chaque année, sous le label TOES (The Other Economie Summit), un sommet alternatif.

Le prochain sommet du « G7 » se tiendra à Paris les 14, 15 et 17 juillet 1989, au cœur des commémorations du bicentenaire de la Révolution française.

Pressentie pour être l'initiatrice d'un TOES français sous la forme des *Etats généraux pour la démocratie économique*, l'ALDEA* voit dans cet autre sommet l'occasion de rencontres et de renforcement des réseaux alternatifs français et internationaux autour d'un projet mobilisateur.

Quels sont les enjeux?

- Pour la première fois dans l'histoire, l'activité économique de l'humanité risque d'altérer de façon irréversible les équilibres fondamentaux nécessaires à la vie sur notre planète. Il est urgent que les modèles économiques anti-écologiques soient remis en cause par les pays riches

eux-mêmes, et que se développent des formes d'activités modernes mais non destructrices de ces équilibres.

— Alors que la division internationale du travail semble profiter à quelques « Nouveaux pays industrialisés », elle exacerbe dans le même temps une concurrence internationale que enrichit les riches et appauvrit les pauvres. Certains d'entre eux sont maintenant condamnés à l'assistance tant que des mesures volontaristes de co-développement ne seront pas mises en œuvre.

— Avec la révolution informatique et la croissance des gains de productivité, les sociétés industrielles parviennent à un stade où le travail humain perd sa place centrale. Or, le maintien des cadres rigides du « grand salariat » transforme notre « société du temps libéré » en « société du temps gaspillé » génératrice de chômage, de précarité et d'exclusion. Il est urgent de redéfinir politiquement l'organisation du travail, de l'emploi et des revenus afin de valoriser socialement nos capacités de progrès technique.

Il est temps d'aller vers une maîtrise collective et politique du progrès technique. Deux siècles après la naissance de la démocratie politique, il s'agit de lutter contre le despotisme contemporain de l'économie et de la technocratie.

La démocratie économique, qui permet de poser collectivement les grands choix de développement, devient ainsi une revendication essentielle de notre époque.

Contact : Alain Guilloux & Eric Mace, ALDEA, 28 Bd de Sébastopol, 75004 Paris, (IFDA Dossier 69, janv.-fév. 1989).

* cf. Article de Thierry Bourdin sur l'ALDEA dans *Associations Transnationales*, 6, 1988.

Faire cause commune sur le plan international

(Déclaration et programme d'action au niveau international des ONG consacrées au développement, à l'environnement et à la population)

En 1986 des ONG nord-américaines avaient élaboré une déclaration accompagnée d'un programme d'action montrant leur détermination à exercer leur coopération par-delà les frontières dans les domaines du développement, de l'environnement et de la population. Cette année, le Groupe de travail

sur les problèmes du développement de l'ICVA a revu ce document pour en rendre les idées, les objectifs et les suggestions applicables et utiles au niveau international. Le texte final de 6 pages, « *Faire cause commune sur le plan international* », comprend une déclaration, un programme d'action dont les trois composantes sont l'édu-

cation du public, l'ordre public et l'amélioration de la coopération dans le cadre des activités sur le terrain, et des recommandations.

Cette déclaration est disponible à l'adresse suivante: Conseil international des agences bénévoles (CIAB/ICVA), 13 rue Gautier, 1201.

NGO gains in Africa

« In 1986 we were banging on the doors. This time around we pushed and the doors opened, » Time Brodhead, Executive Director of the Canadian Council for International Cooperation, thus summed up the difference between NGO participation at the 1986 Special Session on Africa held by the General Assembly and at this year's Mid-Term review of the UN-PAAERD.

Other NGO delegates involved on both occasions concur with this assessment, pointing out that many of this year's NGO representatives were veterans of the 1986 session, they arrived in 1988 with a sharper agenda and had learned to target their lobbying efforts more effectively. The NGO community may not have changed their status from outsiders vis-à-vis the UN, but their achievements at the Mid-Term Review suggest a move in this direction.

Over 200 representatives of the NGO community - from Africa, Asia, Europe and North America - took part in activities organized by the UN Non-Governmental Liaison Service, New York (NGLS/NY) from 9 to 16 September. The initial focus was on discussions and workshops in which common positions and recommendations for future action were agreed upon. Then NGOs concentrated on lobbying efforts - both formal and informal - to convey these positions to official delegates to the Ad Hoc Committee of the Whole.

As a result of these activities, NGOs made headway on four key fronts.

Firstly, key elements of the statements by the Advocates for African Food Security and the statements of the NGO Forum participants were incorporated into the final report of the Ad Hoc Committee of the Whole.

Secondly, the Secretary-General is considering a proposal that two NGO delegates will be invited to join the Steering Committee of the UN-PAAERD.

Thirdly, Prof. Adebayo Adedeji, Executive Secretary of the UN Economic Commission for Africa, has agreed to present a joint ECA/NGO/NGLS proposal to the UN Inter-Agency Task-force on UNPAAERD on a conference to take place around September 1989 on « *Popular participation : The Role of Community-based Entities and NGOs in Development Operations and Education Related to African Recovery and Development Efforts.* »

Fourthly, the NGOs agreed to form a steering group to monitor and analyse NGO, government and UN activities related to the implementation of the UN-PAAERD during its final two years.

A highlight of NGO involvement at the review was the delivery of the statement by NGOs to the plenary session of the Ad hoc Committee. It was read by Ms. Bese Ogounye, a Nigerian farmer who heads the Country Women Association of Nigeria and is Vice President of the Pan-African NGO umbrella organization FAVDO. Excerpts from this statement follow:

Participation

« Even as governments have begun to recognize the essential contribution NGOs can make to development in our countries, we are forced to devote our efforts to the relief of suffering caused by what is referred to, in such fora as this, as «adjustment». It is not the vocation of NGOs to substitute themselves for governments in the provision of basic services.

«Let us be clear as to what we mean by participation. It is NOT the integration of people into development programmes designed for them or imposed upon them, still less is it their integration into exogenous models of charge. Participation means the full involvement of people in all aspects of decision-making related to the planning of their economies and societies. We say people are Africa's greatest resource : let us then find ways to permit their energy and creativity to be

harnessed effectively to the task of economic and social reconstruction.

Women

«Just as no statement on development these days is complete without a reference to popular participation, no report can fail to mention the important role of women. Yet one looks in vain in the many official documents we have seen here for reflection on this undoubted truth. In the data, women's role remains invisible. Statistics are the raw material of planners; so long as data is not disaggregated according to gender, the true impact of development policies on women will remain hidden. Yet we know that women often do not have access to the resources they need to be fully productive, and often fail to share in the benefits of their work. Reference to women's contribution must be more than a slogan or fad: they are a key to real change, and this must be reflected in all our thinking, analysis and action. We urge that the important role of women be taken into account in future reports on the implementation of the UN-PAAERD.

Economic reform

« The most basic indicator of development is the ability to feed oneself. Yet the concentration of resources on the promotion and production of export crops which has helped create Africa's food problem continues, and current efforts to expand exports to generate foreign exchange needed to service the debt and to repay international financial institutions like the World Bank and the IMF further undermine food security in Africa.

International response

«Africa is net exporter of resources to the industrialized countries - during a period in which the international community committed itself to provide the extra resources needed to ensure Africa's economic recovery. This scandalous fact is an eloquent

statement of misplaced priorities which no amount of rhetoric or skilful juggling of figures should be permitted to hide.

«Mr. President, as we have heard, no contribution to this Committee is complete without a reference to the dynamism and resilience of Africa's people. Since the onset of the crisis in Africa the increasing impact of the voice of the African Voluntary Development Organizations has contributed new strenght to the international NGO community and an import-

ant dimension to the development of Africa itself.

« We urge that we now move beyond mere references to the desirability of co-operation between governments, NGOs and the UN system to identify concrete means of collaboration. Let us commit ourselves to setting up mechanisms of popular consultation and involvement so that people's voices can be heard and communities can look to their inherent strengths and traditions for a model of development which responds to their own needs and aspirations.

«Finally, to the UN system, we welcome the recent signs of vigour of the multilateral system in resolving conflicts and longstanding political problems. We ask that a similar sense of initiative and urgency be demonstrated by the Secretary-General and the entire UN system in dealing with the difficult economic issues of debt, finance and commodities which are at the core of the problems we are discussing here. »

*From : Africa Recovery, December, 1988.

Judith Brister

Restructuration des coopératives soviétiques

Le renouveau du mouvement coopératif, dont les principes d'indépendance, d'autogestion et de démocratie avaient été pratiquement éliminés durant la «période de stagnation», est maintenant le pivot de la *perestroïka* en URSS.

A la demande de Centrosoyuz, la centrale des coopératives de consommation soviétiques, le BIT a fourni conseils et assistance pour faciliter ce processus. Un consultant a été appelé à formuler des observations au sujet de l'important projet de loi sur les coopératives qui a été adopté en mai pour créer un secteur séparé de l'économie, placé à égalité avec celui de l'Etat. Des fonctionnaires du BIT ont également participé à Leningrad en septembre, à un colloque soviéto-scandinave sur la nouvelle loi et son application pratique qui a démontré l'intérêt porté par les Soviétiques à l'expérience des coopérateurs occidentaux.

Conformément à l'objectif global qui est de satisfaire les besoins de la population, trois actions ont été engagées à l'égard des coopératives: la régénération des groupes existants qui n'avaient de coopératives que le nom; l'admission des coopératives de consommation dans les villes: la formation de coopératives dans les entreprises d'Etat existantes. En outre, le feu vert a été donné pour la création

de micro-coopératives qui peuvent être composées de trois individus seulement tout en ayant la capacité d'embaucher de la main-d'œuvre, principalement dans les services et la production.

En termes purement quantitatifs, le mouvement a déjà décollé. Au début de l'été, 34 000 coopératives comptant approximativement un demi-million de travailleurs étaient engagées dans la production de biens de consommation et les services. Dans la seule région de Moscou, 20.000 micro-coopérative avaient été créées pour fournir des services dans des domaines aussi divers que le tourisme et le toilettage des chiens.

Mais tout ne va pas pour le mieux. Le succès des coopératives entraîne des disparités de revenu considérables. Une proposition visant à instituer un système de taxation progressive a été rejetée afin d'encourager les travailleurs à renoncer à la sécurité de l'emploi au service de l'Etat pour se lancer dans des entreprises indépendantes. Le résultat est que les coopérateurs individuels gagnent maintenant plusieurs fois le salaire minimum. Selon le consultant du BIT, M. Dionysos Mavrogiannis, cette disparité de revenu pourrait conduire à des clivages sociaux et même à des frictions. Il a suggéré d'encourager les coopératives à investir au lieu de

consommer la majeure partie de leurs profits.

En outre, le consultant du BIT a recommandé de ne pas adopter de dispositions législatives qui permettraient à des représentants du parti, des syndicats et de la jeunesse d'exercer un contrôle sur les coopératives. Un tel contrôle serait en contradiction avec l'objectif qui consiste à créer « les organisations autonomes, indépendantes et autogérées » envisagées par la *perestroïka*, a-t-il fait observer.

Le BIT a également conseillé d'abandonner une autre disposition visant à renforcer l'influence de l'Etat. Cette disposition aurait permis aux coopératives de regrouper une partie de leurs fonds avec des entreprises publiques sur la «suggestion» des autorités locales.

Seule la seconde de ces deux recommandations a été prise en considération, mais le processus ne fait que commencer. L'application des principes de la *perestroïka* aux coopératives sera précisée ultérieurement par des règlements et décrets qui pourront tenir compte des avis du BIT. La nouvelle législation devrait voir le jour au début de 1989.

(IFAP Newsletter, December 1988)

*There are Things that NGOs are Specially Good At**

I was on the second round of the MPhil, from 1975 to 1977. It was wide-ranging and challenging, drawing experience from all over the world and not least from the group of fellow students. Dudley Seers directed the course, developing his ideas about the value of nationalism and the undermining effects of foreign aid. He was very nice when I told him that after the MPhil I was going to be part of the British aid programme, in the Planning Unit of the Botswana Ministry of Mineral Resources. We had studied North Sea oil and its effects on Scotland; diamonds in Botswana raised interesting parallels. Imagine the frustration, then on arrival in Botswana I was put firmly onto work with rural water supplies. It took about six months before I realised that for most Botswana water was more important than diamonds. The broader aspects of the MPhil came in useful in some part-time teaching at the University.

In 1981 I returned to Britain to the southern Africa section of the Catholic Institute for International Relations (CIIR), replacing Roger Riddell from the same MPhil round who was on his way to newly-independent Zimbabwe. Optimism was in the air. CIIR was involved in support for the new inter-governmental Southern Africa Development Coordination Conference (SADCC), which is chaired by Botswana. I also did some research on the economic prospects for Namibia, whose early independence seemed possible at the time. As pressure built up inside South Africa itself, however, we focused increasingly there, and on South African destabilisation of the surrounding region. In September 1987, I moved from CIIR to a more orthodox type of non-governmental organisation, Christian Aid, responsible for its overall funding policy.

NGOs have a rather positive image at the moment. The Minister for Overseas Development, Chris Patten, said NGO projects were the best projects he saw on a recent visit to Bangladesh; he looks set to double the British Government's cofinancing of NGOs. Even Dudley Seers allowed that NGO assistance could be useful.

In some ways, this image is overblown. In Britain (though less so in West Germany or the Netherlands), NGO funding remains small. Christian Aid's 1987 income is only £22 million;

NGO cofinancing is only 1 per cent of the £1200 million British Government aid programme. This small size inevitably limits the impact of NGO funding, and also means that the effects of an NGO project are easily swamped by external factors like foreign exchange shortages or state programmes locally. Secondly, though by no means always, both northern and southern NGOs tend to have rather few skilled staff. This restricts their programmes, or may lead to delays, mistakes, or project appraisals which are quick rather than in depth. Recent IDS research publications [see Griffith 1987, Fowler 1988] suggest this, for example, as one reason why some NGOs have failed to reach their objectives of working with the poorest of the poor.

Thirdly, aid through NGOs does not escape all the problems of dependence that affect government-to-government aid. In the end, the northern NGOs have the power to decide funding levels. This can easily generate resentment in southern NGOs and unconscious arrogance (or unhelpful guilt) in northern agencies.

Yet obviously I do not believe that the positive image of NGOs is a chimera. There are things that NGOs are good at, and ways in which they can maximise their impact (see some of Robert Chambers' recent papers). If only because funds are small, NGOs do tend to work directly with poorer groups. At the most practical level, northern NGOs can usually respond swiftly to requests — a positive consequence of appraisals having to be quick. NGOs can pilot projects with the potential for being adopted more widely by the state if they succeed. For example, in Nicaragua Christian Aid has funded a local NGO to research and promote the use of medicinal plants in one district of the country; the programme is now being extended nationally with the Ministry of Health.

It is now a truism that poor people often stay poor because they lack economic and political weight. Of course, well-disposed governments can adopt policies to strengthen the poor (to use the phrase of Christian Aid's recent *Statement of Commitment*). But especially where strengthening the poor implies challenging elites, NGOs have fewer constraints. They can support groups organising to improve community health, for

example, or to claim their rights under land reform laws. Where governments are repressive or corrupt, NGO activity offers a chance of genuine development, albeit in small ways.

Northern NGOs have a further importance in development education back home. Often the macro framework influences the lives of people far more than a local NGO project ever could — whether it be the national economic crisis that has severely cut back the Sierra Leone churches' development programme, the defence budget needs that may yet scupper the medicinal plants programme in Nicaragua, or the appalling consequences of South African action which dwarf the relief efforts of the Mozambique churches. It behoves northern NGOs to draw public attention to these issues, and NGOs have two advantages in doing so. First, they have a ready audience, a constituency, in the North — for Christian Aid, the churches. Second, the message comes with the authority and legitimacy of the grassroots experience of southern NGOs. They can speak directly of what is happening in their communities. The churches have the additional advantage of a shared, biblically-based language north and south (even if differently understood). British NGOs have been increasing their specialist development education staff, the better to get the message across. Where NGOs are weaker is in the content of the message — NGOs are not staffed to be able to analyse the macro issues in depth.

Here for development education, and in indeed for the project work, there are clear benefits in strengthening relationships between NGOs and institutions like IDS. To be effective, NGOs must not appear amateur. CIIR's strength is the number and professionalism of its staff dealing with the few countries CIIR works on — they give an analytical capacity second to none in the NGO field. But even CIIR relies heavily both on the writings and the comments of academics, and so do many other British NGOs. The work of Reginald Herbold Green with CIIR, for example, or of Robert Chambers with BandAid, is invaluable.

Most widely of all, NGOs play a role in projecting images of the Third World to the public in the North. In 1988 British television ran an evening under the

title Comic Relief, to raise money for Oxfam and Save the Children Fund's work in Africa. At one point, an Ethiopian woman stood beside the comedian Lenny Henry, and spoke solemnly to the camera thanking the British people for the donations that had kept her family alive through the last famine. The image was one of dependence on hand-outs from the North. Suddenly neither woman nor comedian could hold the pose longer, and they crumpled up laughing. The image was of common humanity. At its best, development education goes further still, to challenge the values of the North - of consumerism for example. Moralising is less important than conveying for instance the hope

and sense of community alive in South African townships. One of the highspots of the 1975/77 MPhil was not in the formal programme. We had gone to Italy - such were the budgetary possibilities of that heady time. We spent a day in worthy discussions with members of an agricultural cooperative. The news got out that our group included somebody who had been in President Allende's Government in Chile. The village hastily arranged a meeting for that evening, and Gonzalo spoke to a crowded room about the successes and failures of what they had been trying to do. Questions were asked, disputes aired. Knowing neither Spanish nor Italian, I understood very little, but

the warmth and equality of that meeting between Europe and the Third World were clear. He finished with great feeling: «Para su *solidaridad*, muchas gracias».

Paul Spray
(Head of the Aid Sector, Christian Aid, London)

Fowler, Alan, 1988, «NGOs and comparative advantage in micro development», Rural-Group seminar paper, IDS, Sussex, January.

Griffith, Geoffrey, 1987, «Missing the Poorest: Participant identification by a rural development agency in Gujarat », *IDS Discussion Paper 230*.

* *Reprinted from Annual Report, 1987, Haukbook 1988, The Institute of Development Studies, University of Sussex, Brighton, U.K.*

New...

Creations...

Plans...

New...

Creations...

Plans

With the support of the World Council of Churches (WCC) Youth Sub-Unit along with the Geneva-based organisations, and with the assistance and collaboration of the Zimbabwe Christian Council Personnel Planning and Human Resources Development Programme, a number of youth workers from countries and churches, were given the opportunity to attend a 5-week Learning for Transformation course in order to acquire effective skills in leadership group dynamics, management and group mobilisation and organisation, enabling the building of an African Ecumenical Network at local, national, sub-regional and regional levels on the African continent.

Contact: WCC Youth Office 150
route de Ferney, Case postale 66, 1211
Genève 20, Switzerland.

A new centre for the study of major natural and technological disasters has been created in Luxembourg under an agreement that includes signatories from nine countries, the Commission of European Communities, and the Council of Europe. With its European Centre on Geodynamics and Seismology Luxembourg joins France, Greece, Italy, Malta, Portugal, Spain, San Marino, and Turkey in taking action to mitigate the effects of and organize relief in the event of disaster.

The Centre's aim is to study tectonic deformation related to earthquakes, with emphasis on the use of space techniques. Most research will be carried out at the existing under-

ground laboratory of Walferdange where a great part of European gravimetric and seismological instrumentation is tested and calibrated. The European warning system in case of a major earthquakes has been operational since Marche 1988 and was successfully tested this summer.

The other stations covered by the agreement include:

- European Centre for disaster-related Medicine, San Marino;
- European University Centre for the Cultural Heritage, Ravello;
- European Training Center for Natural Disasters, Ankara;
- European Mediterranean Seismological Centre, Strasbourg;
- Euro-Mediterranean Centre on Marine Contamination Hazards, Valtella.

Article 19, the International Centre on Censorship, is a new human rights group based in London working to identify and oppose censorship in all countries. Taking its name and purpose from the nineteenth article of the United Nations Universal Declaration of Human Rights, Article 19 holds that freedom of expression is a global human right, defined and guaranteed by international law.

Article 19 is the inspiration of American journalist, businessman and champion of civil rights, the late J. Roderick MacArthur. It is independent of all governments and ideologies, and is supported entirely by donations. Its mandate is to promote and defend the freedom to seek, receive and impart information and ideas through any

media regardless of frontiers, as proclaimed in the text of article 19 of the Universal Declaration of Human Rights.

World Report 1988: Information, Freedom and Censorship. To commemorate the fortieth anniversary of the United Nations Universal Declaration of Human Rights, article 19 has published an authoritative report on censorship and the status of freedom of information around the world. The report is a comprehensive survey of fifty countries that focuses on violations of article 19 freedoms.

Article 19 produces a range of other, of publications based on its own research and the help of expert consultants. Other reports are jointly undertaken with national and international groups. Is developing a project with other groups that uses computers to exchange information and to facilitate speedy responses to article 19 violations, such as arrest and detention of journalists, closure of newspapers and seizure of publications.

The board is composed of William Shawcross (Chairman), Ellen Dahlen-dorf, Ben Hooberman, Soli Sorabjee, Tarzie Vittachi, Lance Lindblom, Emilio Mignone, Aryeh Neyer, Christine Ockrent, Zwelakhe Sisulu, Haifaa Khalafallah, George Conrad. The Director of the Association is Kevin Boyle.

Contact: Article 19, Department
World Report, 90 Borough High Street,
London SE1 1LL, U.K. Tel. 01-403-
4822.

Le Centre panafricain de prospective sociale (CPPS) a été créé à Porto-Novo (Bénin) sous l'égide de l'Association mondiale de prospective sociale (AMPS) dont il abrite le Bureau régional pour l'Afrique.

L'AMPS est une institution de recherche, de formation et d'exécution de programmes visant à proposer des remèdes aux maladies sociales de notre temps : explosions démographique et urbaine, réinsertion des migrants, environnement, sous-développement. Fondée en 1976, l'AMPS qui a statut consultatif auprès de l'UNESCO a reçu en 1987 la Médaille internationale humanitaire ainsi que la distinction «Peace Messenger» décernée par le secrétaire générale de l'Organisation des Nations Unies.

Carrefour exceptionnel de rencontres, d'échanges et de formation, le CPPS a pour vocation essentielle d'étudier les problèmes socio-économiques qui se posent en Afrique et de suggérer des solutions dans une perspective de transformation des conditions de vie. Il agit également comme bureau d'études et centre de documentation et de diffusion.

Parmi les programmes prioritaires du Centre panafricain de prospective sociale figurent :

- La sélection rigoureuse de jeunes cadres prometteurs pour une formation de futurs dirigeants africains dans les domaines de la politique sociale, de l'économie, de la communication, de la protection des consommateurs, de la sécurité de l'environnement et de la gestion du bien public.
- La mise en œuvre d'un Forum africain des dirigeants d'entreprises.
- La participation aux efforts de coopération Sud-Sud permettant des échanges d'expériences à effets multiplicateurs entre pays en développement.
- La participation aux efforts de dialogue et coopération Nord-Sud dans des domaines sélectionnés pour servir d'exemples significatifs comme la constitution d'équipes scientifiques mixtes au bénéfice de la santé des populations ou de la maîtrise de techniques nouvelles de survie.
- La participation aux projets de transferts de connaissances et de techniques par une meilleure utilisation du personnel africain compétent disséminé à travers le monde. L'appui aux organisations non gouvernementales africaines et non africaines qui œuvrent dans le domaine du développement et qui ex-

priment des besoins spécifiques d'analyses, d'études et d'évaluation entrant dans les préoccupations du Centre.

Le Centre panafricain de prospective sociale abritera, à Porto-Novo une autre unité opérationnelle essentielle : l'antenne africaine de la Station internationale de recherche contre la faim (Sircofam) créée à l'initiative de l'AMPS à Toulouse où se trouve le premier maillon d'un réseau de laboratoires dont l'objectif est l'éradication de la famine par la recherche appliquée.

Pour ce faire, la Sircofam met en place une banque de données pour le recensement de toute technique ou technologie, toute innovation pouvant contribuer à la lutte contre la faim : cultures améliorées hydraulique, télétection, irrigation, dessalement des eaux, etc. (Sircofam - Centre de Toulouse — 31, avenue Jules-Guesde F-31000 Toulouse - Tél. (337 61553202).

Installé à Porto-Novo dans l'ancien Palais des Gouverneurs du Dahomey, le CPPS dispose de salles de conférence, de bureaux et de diverses facilités qui peuvent être utilisés par d'autres institutions pour des séminaires, conférences ou cycles de formation. Il est également en mesure d'offrir un cadre d'hébergement pour des groupes de 20 à 30 personnes dans une ville paisible située à la zone frontalière Bénin-Nigeria qui permet une observation sérieuse des réalités et donne la possibilité de visites de projets concrets liés aux conditions de vie des populations du tiers monde.

Le président d'honneur du CPPS est Leopold Sédar Senghor, et le président Albert Tévoédjrè.

*Pour toute information complémentaires, on est prié de s'adresser au Secrétariat administratif du CPPS, B.P. 1501, Porto-Novo (Bénin).
Tél. : (229) 214436 - 214784
Télex: CPPS 1131 CBTx Porto-Novo
Fax: (229) 213965.*

In March 1988, at a colloquium at the World Resources Institute, Mr. Montague Yudelman, now retired from the World Bank after ten years as head of its Department of Agriculture and Rural Development, called upon the Bank to create a foundation that would give grants to NGOs in developing countries. He pointed out that the Bank, in each of the past two years, had reaped a profit of \$ 1 billion. The profits come from interest and investment of Bank funds. The Bank NGO

foundation idea was discussed later in April at a Development Forum in Rome sponsored by the International Council of Voluntary Agencies. Among the participants were some members of the World Bank NGO Committee who reported that the Committee had made such a recommendation to the Bank some two years ago. It has received no formal response. From the discussion in Rome, it was clear that some of the current members of the Bank NGO Committee prefer an NGO programme within the mainstream of the Bank while others argue that there can be both a foundation and more mainstream NGO collaboration at the Bank. Foundation proponents cite the acute need of many Third World NGOs for institution-building grants. Opponents argue that an NGO foundation might hinder rather than help the introduction of NGO collaboration into the mainstream of Bank activities.

(AIRD News, August 1988)

«Europe should become an organised area based on the principle that governmental tasks should be implemented at the lowest level of government» said Mr Jacques Delors, President of the European Commission at the inaugural session of the Consultative Council of Local and Regional Authorities in Brussels on the 20 and 21 December 1988.

This Consultative Council has been established on the initiative of the International Union of Local Authorities (IULA) and the Council of European Municipalities and Regions. Candidates were also presented by the Assembly of European Regions. The newly installed Council elected as its Chairman Mr Jozef Hofmann of the Federal Republic of Germany, and as its vice-presidents Messrs R.H.N. Neame of Great Britain, T.B. Bolanos of Spain, C. Bernini of Italy, B. Anselme and N. Joseph of France.

Delegates to the Council made very that the main function of the body is political; this is the first time the European Community has clearly demonstrated its recognition of the importance of local and regional government and its role in achieving a cohesive Europe.

(IULA Communiqué)

La Confédération des associations de résidents à l'étranger de la Communauté européenne, au cours d'une assemblée générale tenue le 28 mars 1988, a établi son bureau comme suit : présidente : Mme Edith Cresson

(France); vice-président: M. S.P. Notomb (Belgique); trésorier: L. H.J. Ijdo (Pays-Bas).

Le siège est établi 11 rue Blanche, 1050 Bruxelles.

L'Annexe au *Moniteur Belge* du 8 décembre 1988 publie les statuts de l'Association internationale de la couverture (AIC). Son objet est d'améliorer la qualité des produits net de la main d'œuvre dans le domaine de la toiture.

Le siège est fixé à *Bruxelles 1150, avenue des Mimosas 40*.

The leaders of the five north African Maghreb states are to meet beginning 1989 in Morocco to discuss ways of creating a United Maghreb Community. (*Maroc Soir*, 3 Jan 1989)

Une nouvelle association d'espéranto, qui jouera pour les pays hispanophones le rôle que joue SAT-Amikaro pour les pays de langue française, a été fondée au cours de l'été 1988 à Valence, Espagne.

Pour toute information: Hispana Laborista Esperanto-Asocio (*HALE*), Sol. 75, E-41003 Sevilla.

Kuwait and Turkey have established a joint Islamic bank which will open for the public in Istanbul in February, it was announced at Kuwait on Jan. 5, 1989.

Kuwait's only Islamic bank, the Kuwait Finance House (KFH) and Turkey's Waqf financial institution, have agreed to set up the joint venture in cooperation with the Islamic Development Bank and Kuwait's social security company. But the KFH is a majority sharehold which means it will wield substantial influence in the management of the new institution.

The new Islamic bank, with a paid-up capital of Turkish lira 15 billion, will primarily tap the potential created by an upsurge in commercial activity between Turkey and the Gulf.

A preparatory meeting convened by the Forum of Agro Rural Media (FARM) in New Delhi on January 5, 1989 decided to organise a conference with NGO action of South Asian Association of Regional Cooperation (SAARC) countries during April 1989 to consider the setting up of a regional gene bank and a regional

conservation monitoring centre. The conference will be attended by media persons and environmental activists of the SAARC countries. (*AIRD News*, January 1989).

EUROFORCOOP a été créé le 18 juillet 1988 à Bruxelles. Constituée entre trois responsables du Comité européen des coopératives de production, un responsable de la Confédération générale des Scop (France) et un responsable de l'Associazione Nazionale delle Cooperative di Produzione e Lavoro (Italie), l'association a pour but «la promotion, la coordination, la réalisation et l'appui de projets de formation et de conseil-formation, y compris les activités d'édition et de diffusion de livres, ouvrages et brochures. L'association est ouverte et accessible à toute personne physique et à tout organisme actif dans le soutien de la formation coopérative. Le président est Rainer Schluter, secrétaire général du Comité européen des coopératives de production; le secrétaire Mme Patricia Wastiau (Belg).

Le siège est établi à *Bruxelles 1050, Rue Vilain XIII 38*.

The Johns Hopkins University Institute for Policy Studies

International Fellowship in Philanthropy

International Fellowship in Philanthropy

The Johns Hopkins University is pleased to invite applications for its International Fellowship in Philanthropy Program. This program will support advanced study, research, or training at the Institute for Policy Studies of The Johns Hopkins University in Baltimore, Maryland, U.S.A., for five or six persons each year who are involved in studying or managing private nonprofit, or philanthropic organizations abroad. Fellowships are available at Senior and Junior levels of appointment, which are described separately below. The program will also sponsor a fellow's conference each year in a host country overseas to encourage continuing interchange among fellows and to assist in building an international community of scholars and practitioners working in the sector worldwide.

General Eligibility

Candidates must have demonstrated a high degree of interest or professional competence in research, management, or general leadership in the voluntary or philanthropic sector. Candidates are expected to have attained a university diploma equivalent to the American Bachelor of Arts or Science degree. A very high degree of English fluency is required.

There are no restrictions as to nationality (except that U.S. Citizens are excluded from eligibility). Fellows are required to attend the annual International Fellows in Philanthropy Conference prior to their fellowship year and are strongly encouraged to participate in subsequent annual conferences. The first conference will be held at the end of the first year.

Areas of Study and General Activities

Each recipient of the fellowship will be expected to pursue scholarly or training endeavors related to the role or management of private nonprofit, voluntary, or philanthropic organizations. This may include research, management, fund-raising, public-private partnerships, tax policy, the role of foundations, community organization or empowerment, volunteerism, and neighborhood selfhelp. The program will focus on organizations in such fields as health, education, environment, social welfare, employment and training, and the arts. The fellowship holder will assume a combination of responsibilities that may include advanced course study, conduct of a specific research project, and/or classroom teaching (as outlined in more detail in the following sections).

Fellows will be expected to take part in a regular program of briefings and discussion on the American nonprofit sector that will include sessions with nonprofit leaders in Washington, New York, and elsewhere.

Fellows are invited to participate in all research seminars and public education forums of the Institute for Policy Studies. The University also requests that each fellow make a presentation of general interest to the University and the broader community. In addition, each fellow will have access to a host agency in Baltimore to introduce the fellow to the American nonprofit sector in a more direct way.

Junior Fellowship

The Junior Fellowship is available to graduate students and young professionals below the age of 35 who are involved in the field of voluntary or philanthropic organizations via any academic discipline. The Junior Fellowship will cover a period of nine months (two academic semesters) beginning in September of each year. The amount of the fellowship award includes tuition for two graduate level courses per semester plus a stipend of \$7,000 for living expenses.

Junior Fellows typically select two graduate courses each semester (one-half of a fulltime student requirement) from the course offerings of Johns Hopkins or neighboring universities. *These course selections do not constitute a University degree program.* In addition, Junior Fellows conduct a research project or practicum related to their specific interests in cooperation with faculty and staff of University.

Senior Fellowship

The Senior Fellowship is open to individuals age 30 and over who hold positions in academic institutions, voluntary organizations, or foundations. The Senior Fellowship covers a period of four months (one academic semester) commencing in either September or January. The fellowship award is \$6,000. Senior Fellows are expected to contribute to the research and public education program of the Institute for Policy Studies by providing that program with an international perspective. This will normally involve conducting a specific research project or associating with a local nonprofit agency. Senior Fellows' responsibilities may also involve some combination of the following tasks: supporting the ongoing research activities of the Institute for Policy Studies; teaching a scheduled University course; presenting lectures and seminars to the University community and public at large.

Application and Selection

All applicants for an International Fellowship in Philanthropy should complete the application from provided, and submit the important additional information, which includes two letters of recommendation from nonprofit leaders and scholars, a resume or curriculum vitae, and a statement of career or educational plans, indicating intended goals for use of the fellowship. Fellows should indicate their intention to compete for either a Senior or Junior level fellowship. All these materials should be submitted to Dr. Lester M. Salomon, director of the In-

stitute for Policy Studies at The Johns Hopkins University. The application deadline for the 1988-89 academic year is May 16, 1988. In future years, the application deadline will be February 15. A committee of international nonprofit leaders and scholars will make the selection of fellowship recipients in conjunction with senior faculty and staff of The Johns Hopkins University.

Awards will be announced by June 15. Junior Fellowship applicants, after being notified of committee selection, must also submit a copy of their university diploma. Fellows will normally be required to cover travel to Baltimore and to the annual conferences.

The Johns Hopkins University Institute for Policy Studies

The Institute for Policy Studies of The Johns Hopkins University is a multidisciplinary research institute that examines public problems, especially problems of urban areas, and develops solutions to them. Major areas of Institute work at present urban economic development, the scope and structure of the nonprofit sector, urban poverty, housing, employment, public-private partnerships, and criminal justice. In addition to its research program, the Institute maintains an active public education program and supervises a number of student internship programs with federal, state, and local governments, and with private, nonprofit agencies.

*Shriver Hall, Baltimore, Maryland
21218, U.S.A.
(301) 3387174*



Bibliographie

Bibliography

Elise Boulding, *Building a Global Civic Culture: Education for an Interdependent World*, New York: Teachers College Press, 1988, 192 pages.

Cet ouvrage offre une ample perspective sur l'émergence d'une nouvelle culture internationale fondée sur les interactions entre les diverses composantes de la collectivité mondiale aux divers paliers de la vie internationale: l'intergouvernemental aussi bien que le non gouvernemental. L'auteur est par ailleurs très bien qualifiée pour traiter ce sujet. Elise Boulding a en effet à son actif une riche expérience au service de la communauté internationale, notamment en tant que consultante de l'UNESCO et membre du Conseil de l'Université des Nations-Unies. Également pertinente est son expérience de travail au service des OING (elle est actuellement secrétaire général de l'International Peace Research Association). Le livre est fondé également sur ses nombreuses contributions précédentes qui ont porté largement sur le rôle des ONG dans la vie internationale. Son ouvrage a ainsi le mérite d'apporter de nouvelles perspectives à l'étude des relations internationales en mettant en relief le rôle des ONG, très souvent négligé dans les manuels de relations internationales.

L'auteur analyse également le rôle d'autres acteurs de la vie internationale: les États et les organisations intergouvernementales. Toutefois, elle évite délibérément d'étendre son ana-

lyse aux conflits internationaux reflétant les rivalités entre les grandes puissances, estimant, et non sans raison, que ceux-ci sont déjà abondamment traités dans les manuels standard de relations internationales. Par contre, elle met en relief le développement des réseaux des relations transnationales. Ce développement, remarquable au cours des dernières décennies, est attribuable dans une large mesure à l'émergence de cette nouvelle culture internationale qui lui sert à son tour comme stimulant. L'auteur cherche à montrer comment des individus de différents horizons culturels peuvent s'intégrer dans cette nouvelle culture sans abandonner pour autant les valeurs de leurs propres communautés. L'implication dans les activités de divers réseaux de relations transnationales au niveau non gouvernemental est présentée comme un moyen particulièrement efficace à cet effet, et l'auteur consacre plusieurs chapitres à l'analyse de la structure et du fonctionnement de ces réseaux et aux modalités de s'y impliquer.

Ce livre qui peut servir utilement comme introduction à l'étude du phénomène associatif transnational et comme ouvrage de référence en matière de relations internationales en général, offre en même temps un ex-

cellent exemple de l'approche adoptée par les courants pédagogiques favorables à l'éducation à la paix ou «Global Education». En effet, l'orientation pédagogique de cet ouvrage est très marquée. L'auteur y recommande l'adoption d'une nouvelle approche pédagogique qui encouragerait le développement de compétences généralement négligées par le système d'éducation dans la société technologique et notamment l'intuition créatrice et l'imagination considérées comme étant indispensables à l'élaboration de solutions innovatrices aux problèmes auxquels est confrontée la société contemporaine. Ces solutions devraient tenir compte de l'expérience historique tout en étant orientées vers l'avenir, d'où l'intérêt particulier manifesté par l'auteur pour la pensée utopiste dont elle offre un aperçu historique. Selon elle, les ONG seraient mieux disposées à offrir ce genre de solutions que les gouvernements, dont les décisions sont trop souvent déterminées par des intérêts immédiats et étroits. Par conséquent, l'auteur attribue une importance particulière à l'éducation extra-scolaire dans laquelle les ONG sont appelées à jouer un rôle de premier plan.

Elly Hermon

The Intelligence Revolution, European Report on the State of Technology, edited by the Association des scientifiques et ingénieurs français and the Centre for Long Term Forecasting and Evaluation, Gamma Institute Press, 3636 av. du Musée, Montréal, Québec, Canada, H3G, 2C9, 1988.

Of all the advances about to take place in the world, some will have the power to change lifestyles, companies, even entire industries.

The European Report on the State of Technology investigates which advances will have the strongest impact on man and society.

Here are just a few of the areas covered in this 18-chapter report:

Intelligence Revolution - the bridge between science and technology that

enhances man's senses, memory and intellectual faculties.

Herman Kahn's prediction from the early sixties now being proven correct by socio-cultural revolution.

Union of Man and Computer - third great evolutionary step.

Technology Transfers: concept of flexibility to reach beyond sectoral specifications thereby promoting a whole new production philosophy.

Evolution from the transistor to the Integrated Circuit to the Chip... What's next?

Electronics and Digitization to change the nature of products forever.

Value Analysis - an investment in human intelligence.

Everything and anything technological - first the dream, then the invention and then societal acceptance.

1987

Geographical distribution of international meeting by continent, country and city

Répartition géographique des réunions internationales par continents, pays et villes

INTRODUCTION

For the past 39 years, the Union of International Associations has undertaken, for the benefit of its members, statistical studies on the international meetings that took place worldwide in the preceding years.

The statistics are based on information collected by the UA1 Congress Département and selected according to very strict criteria maintained for the last years, this enabling meaningful comparison.

Meetings taken into consideration include those organized and/or sponsored by the international organizations which appear in the «Yearbook of International Organizations» and in the «International Congress Calendar», i.e.: the sittings of their principal organs, congresses, conventions, symposia, regional sessions grouping several countries, as well as some national meetings with international participation organized by national branches of international associations.

Are excluded from the UAI figures : purely national meetings as well as those of an essential religious, didactic, political, commercial, sportive nature such as religious gatherings, courses, party conferences, fairs, sales meeting, contests etc... Are also excluded: meetings strictly limited in participation such as committees, group of experts etc... most of those being held at an intergovernmental level and taking place mainly at the headquarters of the large IGO's in New York, Geneva, Rome, Brussels, Vienna...

This is a typical situation made following the research compiled by the UAI Congress Department and using the current available information from international organizations.

INTRODUCTION

Depuis 39 ans, l'Union des associations internationales à l'intention de ses membres, un relevé statistique des réunions internationales tenues dans l'année écoulée.

Les présentes statistiques reflètent la courbe ascendante du nombre total des réunions internationales et sont basées sur des données recueillies par le département Congrès de l'UAI et retenues selon les critères spécifiques décrits ci-dessous.

Sont prises en considération, les réunions organisées et/ou patronnées par les associations internationales reprises dans le «Yearbook of International Organizations» et dans l'«International Congress Calendar», c'est-à-dire : les assises de leurs principaux organes, congrès, sessions régionales (groupant plusieurs pays), symposiums, colloques, etc... ainsi que certaines réunions nationales à très large participation internationale, organisées par les branches nationales des OING.

Sont exclues des statistiques : les réunions nationales, cérémonies/manifestations à caractère essentiellement religieux, didactiques (cours), politiques, commerciales (foires, salons), sportives (compétitions, tournois...) ainsi que les réunions très limitées dans leur participation ou spécifiques : sessions régulières de comités, groupes d'experts etc... particulièrement nombreuses au niveau intergouvernemental; ces réunions se tiennent généralement au siège même des grandes OIG à New York, Genève, Bruxelles, Rome, Vienne...

Il s'agit d'une situation typique établie sur base des recherches compilées par le département Congrès de l'UAI.

AFRICA					
<i>Cameroon</i>	9 -	7 +	2	<i>Senegal</i>	22 - 20 + 2
<i>Congo</i>	7 -	7 +	0	<i>South Africa</i>	15 - 8 + 7
<i>Egypt</i>	24 -	21 +	3	<i>Tanzania</i>	6 - 6 + 0
<i>Ethiopia</i>	12 -	12 +	0	<i>Togo</i>	10 - 10 + 0
<i>Ghana</i>	8 -	8 +	0	<i>Tunisia</i>	20 = 18 2
<i>Ivory Coast</i>	11 -	11 +	0	<i>Zambia</i>	7 - 7 + 0
<i>Kenya</i>	36 -	35 +	1	<i>Zimbabwe</i>	22 = 22 + 0
<i>Nairobi</i>	28 -	27 +	1	<i>Others</i>	74 = 73 1
<i>Morocco</i>	21 -	19 +	2		
<i>Nigeria</i>	14 -	14 +	0		
<i>Lagos</i>	8 -	8 +	0		
				318 -	298 + 20

Explanation of figures: * — ** + ***

- * Total of international meetings.
- ** Number of international meetings organised/sponsored by international organizations.
- *** Number of national meetings with large international participation.

Explication des chiffres: * — ** + ***

- * Total des réunions internationales.
- ** Nombre de réunions internationales patronnées/organisées par des organisations internationales.
- *** Nombre de réunions nationales à large participation internationale.

AMERICA			
ARGENTINA	41 - 31 +	10	
Buenos Aires	29 — 20 + 9		
Others	12 - 11 + 1		
BRAZIL	1 16 - +	59	
Rio de Janeiro	61 - 25 + 36		
Sao Paulo	21 - 10 + 11		
Others	34 - 22 + 12		
CANADA	283 - 231 +	52	
Montréal	52 - 34 + 18		
Ottawa	26 - 21 + 5		
Toronto	37 - 27 + 10		
Vancouver*	91 - 85 + 6		
Others	77 - 64 + 13		
CHILE	2 3 -	7	
1 6 +			
COLOMBIA	25 - 25 +	0	
COSTA-RICA	14 - 12 +	2	
CUBA	17 - 11 +	6	
DOMINICAN REPUBLIC	6 - 5 +	1	
ECUADOR	26 - 25 +	1	
Quito	19 - 18 + 1		
Others	7 - 7 + 0		
JAMAICA	8 - 4 +	4	
MEXICO	32 - 28 +	4	
Mexico City	16 - 14 + 2		
Others	6 - 14 + 2		
PANAMA	5 - 4 +	1	
PERU	19 - 16 +	3	
PUERTO RICO	1 2 -	3	
9 +			
URUGUAY	12 - 12 +	0	
USA	776 - 583 +	193	
Atlanta	23 - 13 + 10		
Boston	19 — 13 + 6		
Chicago	29 - 22 + 7		
Dallas	15 + 11 + 4		
Las Vegas	16 - 14 + 2		
Los Angeles	23 - 17 + 6		
Miami	22 - 17 + 5		
New Orleans	31 - 24 + 7		
New York	79 - 73 + 6		
Philadelphia	13 - 11 + 24		
San Francisco	25 - 21 + 4		
Washington	66 - 60 + 6		
Others	415 - 287 + 128		
VENEZUELA	23 - 23 +	0	
Caracas	17 - 17 + 0		
Others	7 - 7 + 0		
OTHERS	52 - 51 +	1	
1490 - 1143 +		347	

* Location where the meeting of a scientific international organization took place which lead to the organization of a large number of «satellite» meetings.

EUROPE			
AUSTRIA	114 +	51	
166			
Salzburg	19 — 14 8 5		
Vienna	88 - 71 + 17		
Others	58 - 29 + 29		
BELGIUM	262 -	1876 +	76
Antwerp	40 — 17 + 23		
Brussels	160 - 131 + 29		
Liege	20 - 9 + 11		
Others	42 - 29 + 13		
BULGARIA	33 -	20 +	13
Sofia	15 — 10 + 5		
Others	20 - 10 + 10		
CZECHOSLOVAKIA	69 -	54 +	15
Bratislava	11 - 8 + 3		
Praha	26 - 21 + 5		
Others	32 - 25 + 7		
DENMARK	119 -	79 +	40
Aarhus	11 - 7 + 4		
Copenhagen	62 — 46 + 16		
Helsingor	10 - 5 + 5		
Others	36 - 21 + 15		
FINLAND	141 -	98 +	43
Espoo	15 - 10 + 5		
Helsinki	61 - 50 + 11		
Others	65 - 38 + 27		
FRANCE	579 -	312 +	267
Cannes	14 - 12 + 2		
Lyon	18 - 8 + 10		
Marseille	10 - 5 + 5		
Nice	34 - 21 + 13		
Paris	356 - 181 + 175		
Strasbourg	84 — 64 + 20		
others	63 - 21 + 42		
GERMAN DEM REP	37 -	31 +	6
BERLIN EAST	10 - 10 + 0	10 +	0
10 -			
BERLIN WEST	134 - 50 + 84	134 -	50 + 84
GERMANY FED REP	315 -	203 +	112
Frankfurt	14 - 11 + 3		
Hamburg	50 - 28 + 22		
Koln	22 - 11 + 11		
Munchen	52 - 26 + 26		
Others	177 - 127 + 50		
GREECE	37 -	32 +	5
Athinai	16 - 15 + 1		
Others	21 - 17 + 4		
HUNGARY	91 -	64 +	27
Budapest	61 - 46 + 15		
Others	30 - 18 + 12		
ICELAND	15 -	15 +	0

IRELAND			27 -	23 +	4
Dublin	18	- 14	+ 4		
Others	9	- 9	+ 0		
ITALY			331 -	253 +	78
Bologna	8 -	4	4		
Firenze	15 -	10	+ 5		
Milano	26 -	15	+ 11		
Roma	97 -	82	+ 15		
Trieste	23 -	17	+ 6		
Venezia	27 -	24	+ 3		
Torino	9 -	6	+ 3		
Others	126 -	95	+ 31		
LUXEMBOURG			33 -	25 +	9
MONACO			12 -	8 +	4
NETHERLANDS			305 -	161 +	144
Amsterdam	93 -	55	+ 38		
Maastricht	20 -	11	9		
Rotterdam	20 -	10	+ 10		
The Hague	40 -	24	+ 16		
Others	132 -	61	+ 71		
NORWAY			69 -	55 +	14
oslo	42 -	31	+ 11		
Others	27 -	24	+ 3		
POLAND*			68 -	56 +	12
Warszawa	30 -	28	+ 2		
Others	38 -	28	+ 10		
PORTUGAL			57 -	50 +	7
Lisboa	33 -	30	+ 3		
Others	24 -	20	+ 4		
SPAIN			274 -	145 +	129
Barcelona	64 -	38	+ 26		
Madrid	146 -	54	+ 92		
Others	64 -	53	+ 11		
SWEDEN			85 -	71 +	14
Stockholm	42 -	34	+ 8		
Others	43 -	37	+ 6		
SWITZERLAND			267 -	232 +	35
Geneva	150 - 1	33	+ 17		
Lausanne*	31 -	30	+ 1		
Zurich	15 -	12	+ 3		
Others	71 -	57	+ 14		
TURKEY			23 -	21 +	2
Istambul	18 -	16	+ 2		
Others	5 -	5	+ 0		
UK			701 -	377 +	324
Birmingham	23 -	+	13		
Brighton	5 7	+	11		
Bristol	15 -	6	+ 9		
Cambridge	38 -	+	20		
Edinburgh	29 -	+	15		
Glasgow	14 -	4	+ 10		
London	265 -	+	105		
Manchester	21 -	8	+ 13		
Oxford	13 -	5	+ 8		
Others	226 -	+	120		

USSR			56 -	49 +	7
MOSCOW	24 -	21	3		
Others	32 -	28	4		
YUGOSLAVIA			57 -	47 +	10
Dubrovnik	10 -	9	+ 1		
Ljubljana	12 -	2	3		
Others	35 -	29	+ 6		
OTHERS			27 -	22 +	5
			4399 -	2863 +	1536

TOTAL					
AFRICA	318 -	298	+ 20		
AMERICA	1490 -	1143	+ 347		
ASIA	937 -	605	+ 332		
AUSTRALASIA	160 -	107	+ 53		
EUROPE	4399 -	2863	+ 1536		
	7304 -	5016	+ 2288		
NOT DETERMINED	66	- 66	+ 0		
	7370 -	5082	+ 2308		

* Location where the meeting of a scientific international organization took place which lead to the organization of a large number of « satellite » meetings.

YEARBOOK OF INTERNATIONAL ORGANIZATIONS

25th edition 1988 / 89

Changes of address

REF	NAME.....	ADDRESS.....
AA1434	International Bureau of Social Tourism	SG: Raymond Stélandre, Bd de l'Impératrice 5, B - 1000 Bruxelles, Belgium. T. (32 2) 514 01 33 - (32 21 511 32 41.
BB0040	World Alliance of Reformed Churches (WARC)	SG: Dr Edmond Perret, 150 route de Ferney, PO Box 66 CH - 1211 Genève 20, Switzerland. T. (41 221 91 62 37 - (41 22) 91 62 38. C. WARC Geneva. Tx 23 423 OIK CH (WARC). Fax (41 22) 91 03 61 WARC Reformierter Weltbund.
BB0461	World Council of Credit Unions (WOCCU)	Chief Exec Officer: G A Charbonneau, 5810 Mineral Point Rd, PO Box 2982, Madison WI 53701-2982 USA. T. (1 608) 231 7130. C. WOCCU MSN. Tx 467918. Fax (1 608) 231 1869.
BB1223	International Association for the Physical Sciences of the Ocean (IAPSO)	SG: Dr Robert E Stevenson, PO Box 1161, Del Mar CA 92014-1161, USA. T. (1 619) 755 8153.
BB1413	International Bureau for Epilepsy (IBE)	Pres: Joop N Loeber, PO Box 21, 2100 AA Heemstede, Netherlands. T. (31 23) 339060.
BB1457	International Catholic Migration commission (ICMC)	SG: Dr Elisabeth Winkler, 37-39 rue de Vermont, CP 96, CH-1211 Genève 20 CIC, Switzerland. T. (41 22) 33 41 50. C. Cathmcom. Tx 28 100 ICMC CH. Fax (41 22) 34 7929.
BB1505	International Civil Aviation Organization (ICAO)	SG: Shivinder Singh Sidhu, 1000 Sherbrooke St W, Montréal PQ H3A 2R2, Canada. T. (1 514) 285 8219 C. ICAO MONTREAL. Tx 05-24513. Fax (1 514) 288 4772.
BB1513	International College of Surgeons (ICS)	SG: Dr F C Ottati, 1516 North Lake Shore Drive, Chicago IL 60610, USA. T. (1 312) 642 3555. C. INTERCOL. Tx 324629. Fax (1 312) 787 1624.
BB1610	International Union of Food Science and Technology (IUFOST)	SG: Dr D E Hood, c/o National Food Centre, Dunsinea, Castleknock, Dublin 15, Ireland. T. (353 1) 383222. Tx 31947 AFTD EI.
BB1649	International Confederation for Plastic and Reconstructive surgery (IPRS)	SG: Jean-Paul Bossé, 30 St - Joseph Blvd East, Suite 220, Montreal H2T 1G9. Canada.
BB1722	International Council for Bird Preservation (ICBP)	Dir: Dr Christoph Imboden, 32 Cambridge Road, Gilton, Cambridge CB3 0PJ, UK. T. (44 223) 277318. C. Interbird Cambridge. Tx 817036 SCMU G.
881748	International Council on Monuments and Sites (ICOMOS)	Dir of secretariat: Colin Kaiser, Hôtel Saint-Aignan, 75 rue du Temple, F - 75003 Paris, France. T. (33 1) 42 77 35 76. C. ICOMOS PARIS. Tx 240918 TRACE F Réf 617.
881768	International Council for Distance Education (ICDE)	Secrétariat: PO Box 2100, Grunerlokka, N-0505 Oslo 5, Norway. T. (47 2) 38 30 00. Fax (47 2) 39 06 79.
BB1892	International Federation of Commercial, Clerical, Professional and Technical Employees	Exec Sec: Heribert Maier, FIET, 15 Avenue de Balexert, Châtelaine, CH - 1219 Genève, Switzerland. T. (41 22) 796 27 33. C. FEDINET. Tx 418 736 FIET CH. Fax (41 22) 796 53 21.
BB2308	International Organization Against Trachoma (IOAT)	Pres: Prof Gabriel Coscas, Hôpital de Créteil, Université Paris XII, 40 avenue Verdun, F - 94010 Créteil, France.
BB2341	International Peace Research Association (IPRA)	SG: Clovis Brigag&Sao, c/o IUPERJ, Rua Paulino Fernandes 32, CEP 22270, Rio de Janeiro RJ, Brazil. T. (55 21) 246 1830 - (55 21) 286 6197. Tx 37842 DAWNBR.
BB2369	International Political science Association (IPSA)	Secrétariat: IPSA, c/o Inst of political Science, Box 1097 Blindern, Oslo 3 Norway.
BB2402	International Real Estate Federation	SG: Andrew Irvine, FIABCI, 23 avenue Bosquet F - 75007 Paris, France. T. (33 1) 45 50 45 49. Tx 201339 F. Fax (33 1) 45 50

REF	NAME.....	ADDRESS.....
BB2404	World Leisure and Recreation Association (WLRA)	Exec Vice Press and Hailing Address: PO Box 309 Sharbot Lake Ontario, KOH 2PO, Canada. T. (1 613) 279 31 72 - <1 613) 279 31 73. Fax (1 613) 279 31 30.
BB2489	International Society for Human and Animal Mycology (ISHAM)	SG: Prof Ch De Vroey, Laboratory for Mycology, Inst of Tropical Medicine, Nationalstraat 155, B-2000 Antwerpen, Belgium. T. (32 3) 238 58 80 Ext 335.
BB2570	International Society of Sugar Cane Technologists (ISSCT)	
BB2574	International Society of Urology (ISU)	SG-Treas: Prof José Paulo Stupiello, Depto Técnico Rural-Esalg, Avenida Padua Dias 11, PO Box 532, Piracicaba SP 13400, Brazil. T. <55 194) 333282. Tx 197918 TAAB BR.
BB2752	International Union of Physiological Sciences (IUPS)	SG: Prof Dr Alain Jardin, 9 Boulevard du Temple, F-75003 Paris, France. T. <33 1) 42 78 40 09.
BB3404	Universal Federation of Travel Agents' Associations (UFTAA)	Sec: Prof R Naquet, Lab de Physiologie Nerveuse, Groupe des Lab du CNRS, Avenue de la Terrasse, F-91198 Gif-sur-Yvette, France. T. (33 1) 69 07 61 45. Tx 691137 CNRS GIF F.
BB3449	World Academy of Art and Science (WAAS)	
BB3534	World Federation of Societies of Anaesthesiologists (WFSA)	Secretariat: Rue Defaqz 1, Bte 1, B-1050 Bruxelles, Belgium. T. (32 2) 537 03 20. Tx 61808 UFTAA.
BB3536	World Federation of the Deaf (WFD)	Pres: Carl-Göran Hedén, Dept Microbiology, Karolinska Institutet, S-10401 Stockholm, Sweden. T. (46 8) 334473.
BB3589	World Underwater Federation	Sec: Dr Saywan Lim, Pantai Medical Centre, 59100 Kuala Lumpur, Malaysia. T. (60 3) 757 5077.
BB3635	World Intellectual Property Organization (WIPO)	SG: Dr Liisa Kauppinen, PO Box 65, Ilkantie 4, SF-00401 Helsinki, Finland. T. (358 0) 38031. C. FEDEAF HELSINKI. Tx 121394 tltx attention fedear. Fax (358 0) 5803770.
BD2013	International Federation of Sports Medicine	>3Registered Office: Via Gregorio VII 120, I-00165 Roma, Italy. T. (39 6) 637 7041.
CC0293	International Rural Sociological Association (IRSA)	SG: Marcel Bibas, 35 rue du Commerce, F-75015 Paris, France. T. (33 1) 42 25 60 42 - (33 1) 42 25 85 85. Tx CMAS 641 078 F.
CC0384	Union of French-speaking Engineers and Technicians	Dir Gen: Dr Arpad Bogsch, 34 chemin des Colombettes, Case Postale 18. CH-1211 Genève 20, Switzerland. T. (41 22) 999 111. C. WIPO. Tx 223 76. Fax (41 22) 335 428.
CC0385	International Union of Toxicology (IUTOX)	SG: Prof Dr Eduardo H De Rose, Rua Felipe Becker 95, 91330 Porto Alegre RS, Brazil. T. (55 512) 348083. Tx (51) 1055 UFRS BR.
CC1238	International Association for the Study of Clays	
CC1271	International Association of Dental Students (IADS)	Pres: Dr Harry K Schwarzweller. Sociology Dept, Michigan State Univ, East Lansing MI 48824, USA. T. (1 517) 353 3898.
CC1585	International Federation of Palynological Societies	Treas: C Herselin, 10 Bd de la Vilette, F-75019 Paris, France. T. (33 1) 42 09 54 97.
CC1745	International Council of Homehelp Services (ICHS)	
CC1780	International Cystic Fibrosis /Mucoviscidosis/ Association (ICFMA)	SG: J E Gibson, Chemical Industry, Institute of Toxicology, POB 12137, Six Davis Drive, Research Triangle Park NC 27709, USA.
CC1806	International Epidemiological Association (IEA)	Acting SG: Prof Robert A Schoonheydt, Laboratorium voor Oppervlaktechemie, Kath Univ Leuven, K Mercierlaan 92, B-3030 Leuven, Belgium. T. (32 16) 22 09 31 ext 1592.
CC1842	International Federation for Theatre Research (IFTR)	Contact: c/o FDI, 64 Wimpole Street, London W1M 8AL, UK. T. (44 1) 935 7852 - (44 1) 487 4544. C. INDENFED London W1. T. 21879 IND.
CC1936	International Federation of Ironmongers and Iron Merchants Associations (IFIA)	Sec-Treas: Dr W Punt, Lab Paleobotany and Palynology, Univ of Utrecht, Heidelberglaan 2, 3584 CS Utrecht, Netherlands.
CC2021	International Federation of Teachers' Associations	Last known address: Utrecht, Netherlands.
CC2032	International Federation of Thermalism and Climatism	Sec: Robert Johnson, 3 Lecky Street, London SW7 3QP, UK. T. (44 1) 373 8300. Tax (44 1) 353 5422.
CC2106	International Homeopathic Medical League	Last known address: Edinburgh EH9 1DW, UK.
CC2411	International Relief Union (IRU)	Joint-SG: Eric Alexander, Eeghenstraat 113II, 1071 EZ Amsterdam, Netherlands.
CC2421	International Roller Skating Federation	Mailing Address: PO Box 60, A-1203 Wien, Austria. T. (43 1) 33 44 36. Tx 613 222 192 = blasser. Télétex 3 222 192.
		SG: Jean-Bernard Gicquel, 3 rue de La Rochefoucauld, F-75009 Paris, France. T. (33 1) 48 74 58 44.
		SG: Maxime Vitu, 16 rue Estrapade, F-75005 Paris, France.
		Last known address: Dijon, France.
		SG: Daniel Clouzot, 1 Chemin de l'Escalade, CH-1206 Genève, Switzerland, T. (41 22) 46 52 33. C. Intersecours.
		SG: George Pickard, 1500 South 79th Street, PO Box 6579. Lincoln NE 68506, USA. T. (1 402) 483 7551 (English) - (1 402) 489 6802 (Spanish). Tx 438040 rollerassn.

REF	NAME.....	ADDRESS.....
CC2521	International Society for the Study of Medieval Philosophy	Pres: Tullio Gregory, Istituto di Filosofia, Università di Roma, Villa Mirafiori, V Nomentana 118, I - 00161 Roma, Italy.
CC2548	International Association of Hydatid Disease	Permanent SG: Prof Dr Raúl Martín Mendy, 3er piso Florida 460, 1005 Buenos Aires, Argentina. T. (54 1) 322 2070 - (54 1) 322 2410 Ext 166. Tx 2314 SRA ART.
CC2617	International Technical Committee for the Prevention and Extinction of Fire	SG and General Secretariat: Willi Pfefferli, Ensingerstrasse 37, CH-3006 Berne, Switzerland. T. (41 31) 44 83 11.
CC2715	World Esperantist Vegetarian Association	Last known address: Oestrich-Winkel, Germany FR.
CC2770	International Union of Radio Science	SG: Prof J Van Bladel, Observatoire Royal de Belgique, Ave Circulaire 3, B-1180 Bruxelles, Belgium. T. (32 2) 374 13 08. C. URSI/SEC Brussels.
CC3024	Organization for Industrial, Spiritual and Cultural Advancement International (OISCA International)	SG: Tadashi Watanabe, 6-12 Izumi 3-chome, Suginami-ku, Tokyo 168, Japan. T. (81 3) 322 5161/4. C. WKQ/OISCA. Tx J29397 OISCA. Fax (81 3) 499 4968.
CC3476	World Association of Women Entrepreneurs	Pres: Maria Grazia Randi Gatti, Corso Europa 14, I - 20122 Milano, Italy. T. (39 2) 78 08 03 - (39 2) 79 19 15. Tx via Metors 313 241. Fax (39 2) 78 08 03.
CC3557	World Methodist Council (WMC)	SG: Dr Joe Hale, PO Box 518, Lake Junaluska NC 28745, USA. T. (1 704) 456 9432.
CC3668	Mondcivitan Republic (Servant-Nation)	Ambassador Gen: Dr Hugh Schonfield, 87 Prospect Rd, St Albans, Herts, UK.
CC4078	International Association of Tour Managers (IATM)	Chairman of IATM - European Community Liaison Committee: Björn Tvermoes, 14 bis A Pallu, T-78110 Le Vesinet, France. T. (33 1) 30 53 07 63.
CC4111	International Federation of institutes for Advanced Study (IFIAS)	Dir and Secretariat: Prof Ian Burton, 39 Spadina Road, Toronto ON M5R 2S9, Canada. T. (1 416) 926 7570. Tx CNCP DIALCOM 21 IFTOOL. Fax (1 416) 926 9481.
CC4141	Rubber Growers' Association (RGA)	Kuala Lumpur Dir: Gen Ismail bin Ibrahim, Wakil Khas di Malaysia, Peti Surat 1094, Kuala Lumpur, Malaysia. T. (60 3) 424648 - (60 3) 482341.
CC4319	Commonwealth Veterinary Association (CVA)	Sec-Treas: Dr J Archibald, 365 Lynwood Place, Guelph ON N1G 2V9, Canada. T. (1 519) 824 1304.
CC4449	Collegium Internationale Neuro-Psychopharmacologicum (CINP)	Sec: Giorgio Racagni, Cnt of Neuropharmacology, Univ of Milan, Via Balzaretti 9, I - 20133 Milano, Italy. T. (39 2) 20 98 17.
CC4452	International Institute for the Science of Sintering (IISS)	SG: Acad Momčević M Ristić/c, PO Box 356 (ETAN), 11001 Beograd, Yugoslavia.
CC4588	International Association for the Defence of Menaced Languages and Cultures	SG: Yvo Peeters, Rue Montoyer 1, B - 1040 Bruxelles, Belgium. T. (32 2) 428 56 14.
CC4608	Commonwealth Council for Educational Administration (CCEA)	Exec Dir: John Weeks, Faculty of Education, University of New England, Armidale NSW 2351, Australia. T. (61 67) 732543. Tx 66050. Fax (61 67) 733122.
CC7282	International Association for the Development and Management of Existing and New Towns (INTA)	SG: Michel Sudarskis, Nassaudillenburstr 44, 2596 AE Den Haag, Netherlands. T. (31 70) 244526. Tx 32504 INTA NL. Fax (31 70) 280727.
CD4425	International Association for Business Research and Corporate Development (EVAF)	SG and Secretariat: A L Waddams, Gainsford House, 115 Station Road, West Wickham BR4 0PX. UK. T. (44 1) 777 9200. Tx 8951165 EVAF. Fax (44 1) 777 7894.
CD4597	International Federation of Hospital Engineering (IFHE)	SG: Duncan Macmillan, 39 Beggarman Lane, Knutsford WA16 9BA, UK. T. (44 565) 52483.
CD5404	International Society for Clinical Enzymology (ISCE)	Sec: Dr Robert Rej, Wadsworth Laboratories, New York State Dept of Health, Albany NY 12201-0509, USA. T. (1 508) 474 1166.
CD5428	La Leche League International (LLLL)	Exec Dir: Betty Wagner, PO Box 1209, 9616 Minneapolis Ave, Franklin Park IL 60131-8209, USA. T. (1 312) 455 7730.
CD7200	International Committee for Coal Petrology (ICCP)	SG: Prof Dr Alan Davis, Pennsylvania State Univ, 517 Deike Bldg, University Park PA 16802, USA. T. (1 814) 865 6544.
CD7310	International Nut Council (INC)	Pres: Antonio Pont, Calle Boule 8, 43201 Reus, Spain. T. (34 77) 31 46 51 - (34 77) 31 47 00. Tx 56908. Fax (34 77) 31 58 10.
CD8254	International Association of Mathematical Physics (IAMP)	Pres: Prof J R Klauder, Dept of Mathematics, Walker Hall, University of Florida, Gainesville FL 32611, USA. T. (1 904) 392 86 67 - (1 904) 392 87 47.
CD9472	International Confederation of Jewelry, Silverware, Diamonds, Pearls and Stones	Secretariat: J P Brown, St Dunstan's House, Carey Lane, London EC2V 8AB, UK.
DC2210	International League of Blind Esperantists	Secretariat: Vgyosz Libe, Május 1 út 46, H-1146 Budapest, Hungary. T. (36 1) 42 85 06.

REF	NAME	ADDRESS
DD0005	African Association of Political Science (AAPS)	SG: L Adèle Jinadu, Dept of Social Sciences Lagos State University, Badagry Express-Hay, PMB 1087, Lagos, Nigeria. Tx 22638 NIIANG.
DD0008	Association for Dental Education in Europe (ADEE)	SG: Diarmuid B Shanley, University of Dublin, School of Dental Science, Trinity College, Dublin 2, Ireland. T. (353 1) 772941 - (353 1) 771788 - (353 1) 771789.
DD0009	Aerospace Medical Association (ASMA)	
DD0020	African Groundnut Council (AGC)	Exec Vice-Pres: Dr Rufus R Hessberg, 320 So Henry Street, Alexandria VA 22314, USA. T. (1 703) 739 2240.
DD0028	European Pharmaceutical Marketing Research Association (EPHMA)	Mailing Address: PO Box 3025, Lagos, Nigeria. T. (234 1) 880982. TX 21366.
DD0029	International Grooving and Grinding Association (IG and GA)	SG: D S Mitchell, 9 Paterson Drive, Woodhouse Eaves, LE12 6RL, UK.
DD0032	Nordic Bookbinding Council	Exec Dir: Fred A Gray, PO Box 1070, Skyland NC 28776, USA.
DD0040	Regional Council on Human Rights in Asia	! M NO ADDRESS !!!
DD0051	World Congress of Gay and Lesbian Jewish Organizations	SG: Socorro Diokno, Station Mesa, PO Box 417, Manila 2806, Philippines. T. (63 2) 721 82 33.
DD0072	Association of Information Systems Professionals (AISP)	Last known address: San Francisco CA, USA.
DD0073	Asian Badminton Confederation (ABC)	Dir: Glen R Anderson, 104 Wilmot Road, Suite 201, Deerfield IL 60015-5195.
DD0080	International Society for Chinese Philosophy	Sec: N Wattanasin, GPO, Box 1916, Bangkok, Thailand. T. (66 2) 233 2754 - (66 2) 235 2065. C. BADMINTON BANGKOK. TX. TH 82985 IFFBKX- Fax (66 2) 236 6559;
DD0101	European Women's Centre for Studies in a Changing Society	Sec-Treas: Kwang-Sae Lee, Dept of Philosophy, Kent State University, Kent OH, USA.
DD0121	Scandinavian Society for Clinical Chemistry	Secretariat: Rue Sènebier 20, CH-1200 Genève, Switzerland.
DD0151	International Courtly Literature Society (ICLS)	SG: Ulf-Håkan Stenman. HUCS Kvinnokliniken-Lab, 2 Hartmansgatan, SF-00290 Helsinki 29, Finland. T. (358 0) 471
DD0153	Association of National European and Mediterranean Societies of Gastroenterology	Contact: Keith Busby, Algemeene Literatuurwetenschap, Rijksuniversiteit Utrecht, Muntstraat 4, NL - 3581 HD Utrecht, Netherlands.
DD0157	International Association of Psychosocial Rehabilitation Services (IAPRS)	SG: Prof Dr R H Dowling. Gastroenterology Unit, 18th Floor Guy's Tower, Guy's Hospital, London SE1 9RT, UK.
DD0158	European Academy of Arts, Sciences and Humanities (EAASSH)	Pres: Marshall Rubin, PO Box 278, Mc Lean VA 22101, USA. T. (1 703) 237 9385.
DD0171	International Listening Association (ILA)	SG: Nicole Lemaire d'Agaggio, 60 rue Monsieur Le Prince, F-75006 Paris, France.
DD0194	Latin American Association of Sociology	Exec Dir: Dr Charles Roberts, PO Box 90340. McNeese State University, Lake Charles LA 70609-0340, USA. T. (1 318) 475 5120.
DD0197	International Association of Consulting Actuaries	Pres: Prof Theotônio dos Santos, Ave Niemeyer 550 Casa 2, Leblon CEP 22450. Rio de Janeiro, Brasil.
DD0223	Catholic Latin American Press Union	Sec Treas: R D Moore, c/o Blazon and Woodrow, Bow House, 55 East Street, Epsom KT17 1BP, UK.
DD0227	Celtic League CCL)	Secretariat: Apartado 11194/Ag 17, Quito, Ecuador. T. (593 2) 240 185.
DD0242	Nordic Hotel and Restaurant Association	SG: Davyth Fear, 58 Flordd Eryr, Parc Hendre, Caernarfon, Gwynedd, UK. T. (44 286) 5063.
DD0246	Oceanian Shooting Confederation	SG: Nina Sarvana, Finnish Hotel, Restaurant and Cafeteria Association, Meimiehenkatu 29. F-00150 Helsinki, Finland. T. (358 90) 17 64 55. Fax (358 90) 17 14 30.
DD0257	International Society of Cryptozoology (ISO)	Pres: Graeme A Norris, GPO Box 1273, Hobart (Tasmania) 7001, Australia. T. (61 02) 30 33 48. Tx a58134 attention norris ht107.
DD0258	European Association for the Social Rehabilitation of Dying	Pres: Bernard Heuvelmans, 9 Allée des Acacias, F-78110 Le Vésinet, France.
DD0260	Association of Insurance Supervisory Authorities of Developing Countries (AISADC)	Founder-Pres: Anne-Marie Palouzie, Rue Defacqz 1, Bte 14, B-1050 Bruxelles, Belgium. T. (32 2) 538 66 69.
000300	Nordic Union of Music Teaching	Secretariat: 11AP Bldg, Zapote Road, New Alabang, Manila, Philippines.
000301	International Fuzzy Systems Association (IFSA)	Last known address: Helsinki, Finland. Contact: James C Bezdek, Boeing Electronics Co • HTC, PO Box

REF	NAME	ADDRESS
		24969, MS 7J-24, Seattle WA 98124-6269, USA. T. (1 206) 865
DD0304	World Association of Cooks' Societies	Pres: Heinz H Veith, c/o Westdeutsche Landesbank, 1-9013 Herzogstrasse 13, D-4000 Düsseldorf 1, Germany FR.
DD0313	European Organization for Testing New Flowerseeds (FLEUROSELECT)	Sec: M J Bartels, PO Box 555, 2240 AH Wassenaar, Netherlands. T. (31 1751) 19356. Tx 34562 zaden nl. Fax (31
DD0314	Nordic Union of Popular Writers	Secretariat: c/o Danske Jazz, Beat og Folkemusik Autorer, Klerkegade 19, 4th, D-1308 København, Denmark. T. (45 1) 12
DD0357	Pacific Conference of Churches (PCC)	SG: Signe F K Motu'ahala, 4 Thurston Street, PO Box 208, Suva, Fiji. T. (679) 311277 - (679) 302332. C. PACIFICONS Suva.
DD0367	European Photographic Manufacturers' Association	Secretariat: c/o Groupement des Industries Françaises de l'Optique, Rue Beaujon 15, F-75008 Paris, France.
DD0368	Nordic Federation of Heart and Lung Associations	Secrétariat: c/o Riksförbundet för Hjärt- och Lungsjuka (RHL), Box 9090, S-10272 Stockholm, Sweden. T. (46 8) 69 09 60.
DD0378	Mediterranean Society of Chemotherapy	Pres: Prof Giuseppe Cocuzza, Università degli Studi di Milano, Via Mangiagalli 31, I -20133 Milano, Italy. T. (39 2) 238556.
DD0399	Pan African Women's Organization (PAWO)	SG: Ruth Neto, BP 765, Rua dos Conqueiros 37-39, Luanda, Angola.
DD0412	Association of African Psychiatrists	SG: Prof S W Acuda, Kenyatta National Hosp, PO Box 30588 Nairobi, Kenya. T. (254 2) 72 10 53 ext 2562.
DD0423	European Federation of Sea Anglers	Contact: Pierre Maison, Ninovesteenweg 208, B-1710 Dilbeek, Belgium. T. (32 2) 569 31 14.
DD0450	Arab Association for Political Science	Pres: Dr Wamidh Nadhmi, Adhamiyah, POB 4157, Baghdad, Iraq. T. (964 1) 4431402. Tx 212571 SILMIRAQ-IK.
DD0470	International Scientific Association for Micronutrients in Agriculture (ISAMA)	Contact: Prof Ph Morard, Avenue Louise 327, Boite 2, B-1050 Bruxelles, Belgium. T. (32 2) 640 44 00. Tx 61697. Fax (32 2) 648 18 01.
DD0475	Christian Conference of Asia (CCA)	Hong Kong Office: Urban Rural Mission and Int Affairs, 5th Fl, Metropole Bldg, 57 Peking Road, Kowloon, Hong Kong. T. (852 3) 68 21 87. Tx 37618 URM HK. C. CHRISCONAS, Hong Kong.
DD0477	Latin American Blind Union	Pres: Adilson Ventura, Rua Major Costa 66, Altos 203 FLorianópolis, 88100 Sta Catarina, Brazil.
DD0480	Eastern Regional Organization for Public Administration (EROPA)	SG: Raul P de Guzman, Rizal Hall, Padre Faura Street, PO Box 474, Manila, Philippines. T. (63 2) 50 91 81 - (63 2) 59 63 78. C. EROPA MANILA.
DD0488	International Neuropsychological Society	Exec Sec: K M Adams, Div of Neuropsychology K11, PO Box 2911, Ann Arbor MI 48106, USA. T. (1 313) 994 34 72.
DD0494	International Society for the History of Rhetoric	Contact: C J Classen, Platz der Göttingher Sieben 5, D -3400 Göttingen, Germany FR.
DD0509	World Association of Flower Arrangers (WAFA)	Sec: Andrée Guezennet, Avenue du Bois 20, F-92190 Meudon, France.
DD0518	International Tire Association	Pres: Anne Evans, 328 Hall Road, Hebron CT 06248, USA. T. (1 203) 228 4739. Tx 4972720 perser. Fax (1 203) 228 9772.
DD0528	International Biodeterioration Society	Contact: Dr J Kelley, CAB Int Mycological Inst, Ferry lane, Kew TW9 3AF, UK.
DD0534	Latin American Society of Nutrition	Pres: Dr Sergio Veliente, c/o INTA, University of Chile, Casilla 15138, Santiago 11, Chile. T. (56 2) 2215713 - (56 2) 2214030. Tx 341011 CK.
DD0559	European Association for the Study of Diabetes (EASD)	Exec Dir: Dr Viktor Joergens, Auf'm Hennekamp 32, D-4000 Düsseldorf 1, Germany FR. T. (49 221) 316738.
DD0563	European Direct Marketing Association (EDMA)	SG: J Ernst Siegenthaler, 4, rue de la Scie, CH-1207 Genève, Switzerland. t. (41 22) 86 33 86. Tx 23 342 bas ch. Fax (41 22) 35 98 80.
DD0564	European Shock Society	Gen Sec: Ulf Haglund, Dept of Surgery, University Hospital, S-751 85 Uppsala, Sweden.
DD0565	World Federation of the Sporting Goods Industry (WFSGI)	SG: Pierre A Ryser, Case Postale B 1455 CH-8302 Kloten Switzerland. T. (41 1) 814 15 37. Tx 829346 SGI CH. Fax (41 1) 813 45 05.
DD0568	European federation for Optics and Precision Mechanics (EUROM)	Contact: A C Skipper, British Photographic Asn, Carolyn House, 22-26 Dingwall Road, Croydon CR0 9XF, UK.
DD0575	European Nitrogen Producers' Association	!!! NO ADDRESS!!!

REF	NAME	ADDRESS
DD0606	European Cement Association (CEMBUREAU)	Managing-Dir: Eric Durand-Réville. Rue d'Arlon 55, B-1040 Bruxelles, Belgium. T. (32 2) 234 10 11. Tx 27203 CEMBUREAU. Fax (32 2) 230 47 20.
DD0615	European Council of Chemical Manufacturers' Federations	Dir Gen: Hugo H Lever, Avenue Louise 250, Bte 71, B-1050 Bruxelles, Belgium. T. (32 2) 640 20 95. Tx 62444 CEFICB. Fax (32 2) 647 87 06.
DD0619	European Chiropractors' Union	Sec: Hans Mandrup-Andersen, Ahlgade 3, DK-Holbaek, Denmark. T. (45 3) 431132.
DD0648	International Federation of Classification Societies	Vice-Pres: Prof R R Sokal, Dept of Ecology and Evolution, State Univ of New York, Stony Brook NY 11794, USA.
DD0702	International Federation of Catholic Medical Associations	SG: Prof Walter Osswald. Rua do Passeio Alegre 822-2T, 4100 Porto, Portugal. T. (351 2) 68 40 01.
DDQ728	European Federation of Corrosion (EFC)	Sec-Germany: Prof Dr D Behrens, c/o DECHEMA, Theodor-Heuss-Allee 23, PO Box 970146, D-6000 Frankfurt-Main 97, Germany FR. T. (49 69) 756 42 35. Tx 0412490.
DD0740	Nordic Society of Hematology	Contact: Juhani A Vilpo, Oulu University Central Hospital, F-90220 Oulu, Finland.
DD0746	European Federation of Associations of Particleboard Manufacturers	SG: Axel Krier, Wilhelmstrasse 25, D-6300 Giessen, Germany FR. T. (49 641) 73012. Tx 482877 vhid. Fax (49 641) 72145.
DD0762	Federation of Young European Employers	Contact: Michel Barda, 35 grande rue Misery Crain, F-89480 Coulanges sur Yonne. T. (33) 86 42 78 28.
DD0772	European Glass Container Manufacturers' Committee (EGC)	Head Office: Northumberland Road, Sheffield S10 2UA, UK. T. (44 742) 68 62 01.
DD0789	European Oil Hydraulic and Pneumatic Committee	SG: Jean-Marie Cordier, UNITOP, 10 Avenue Hoche, F-75382 Paris CEDEX 08, France, T. (33 1) 45 63 02 00. Tx 280900 Fedemee. Fax (33 1) 45 63 59 86.
DD0799	Inter-American Association for Training in Tourism and Hotel Management	Last known address: Mexico, Mexico.
DD0804	European Liquefied Petroleum Gas Association	SG: Philippe Taupin, 16 avenue Kléber, F-75116 Paris, France. T. (33 1) 45 01 23 95. Fax (34 1) 45.01 23 97.
DD0806	European Marketing Council (EMC)	Contact: Jean Quatresooz, Avenue Emile Duray 18, B-1050 Bruxelles, Belgium.
DD0816	Pan African Union of Science and Technology (PUST)	SG: Prof Lévy Makany, PO Box 2339, Brazzaville, Congo. T. (242) 81 22 65 - (242) 81 21 85. Tx 5511 UPST KG.
DD0830	European Packaging Federation (EPF)	SG: Gert Schaap, c/o Nederlands Verpakkingscentrum, NVC, Postbus 164, NL-2800 Gouda, Netherlands.
DD0839	Shooting Confederation of the Americas	Pres: Olegario Vasquez Raña, Av Universidad 2014 - 4th Floor, Col Copilco Universidad, Mexico DF 04360, Mexico. T. (5 255 658 28 50. Fax (5 25) 554 91 91.
DD0854	European Society for Pédiatrie Endocrinology (ESPE)	Sec: Dr I A Hughes, Dept of Child Health, Univ of Wales college of Medicine, Health Park, Cardiff CF4 4XN, UK. T. (44 222) 755944 Ext 2274 - 3400.
DD0855	European Society for Paediatric Nephrology / Pédiatrie Nephrology (ESPN)	Sec: Dr E Leumann, Universitäts-Kinderklinik, Steinwiesstrasse 75, CH-8032 Zurich, Switzerland.
DD0864	European Society of Pathology (ESP)	Treas: Prof Dr V G J van Haelst, Inst voor Pathology Anatomie, St Radboudziekenhuis, Katholieke Univ, Postbus 9101, NL-6500 HB Nijmegen, Netherlands.
DD0866	European Society for Clinical Respiratory Physiology	Contact: L Allegra, c/o Fondazione Int Menarini. Piazza del Carmine 4, I-20121 Milano, Italy. T. (39 2) 87 49 32.
DD0873	European Tea Committee (ETC)	Sec: JPC de Vries, PO Box 90445, 1006 BK Amsterdam, Netherlands. T. (31 10) 17 08 14. Tx 18765.
DD0879	European Tugowners Association (ETA)	Secretariat: Central House, 6th Floor, 32-66 High Street, London E15 2PS, UK.
DD0889	Asia and Oceania Society for Comparative Endocrinology (AOSCE)	SG: Prof D K O Chan, Dept of Zoology, Univ of Hong Kong, Hong Kong, Hong Kong.
DD0905	European Wholesale Meat Trade Association	Secretariat: 1 rue de la Corderie, Centre 385, F-94596 Rungis CEDEX, France.
DD0907	African Medical Library Association (AMLA)	Sec: A Ikama-Obambi, c/o WHO/AFRO, PO Box Mo 6, Brazzaville, Congo. T. (244) 81 38 60 to (244) 81 38 65. Tx 5217 KG.
DD0920	Arab Sports Medicine Confederation	SG: Dr Fathi Al Darwish, 6 rue Enabab, Tunis, Tunisia.
DD0943	Arab Chess Confederation	SG: Abdullah Al Zaibani, PO Box 236, Hachade, Tunis, Tunisia.
DD0959	European Association for Gynaecology and Obstetrics	SG: Prof Tkab Eskes, University Hospital, PO Box 9101, 6500 HB Nijmegen, Netherlands.
DD0974	Association of European Schools of Planning (AESOP)	Hon Sec: David Massey, c/o Dept of Civic Design, The

REF	NAME.....	ADDRESS.....
		University, PO Box 147, Liverpool L69 3BX, UK. T. (44 51) 09 60 89.
DD0994	Asia Pacific Physics Teachers and Educators Association (APPTEA)	Sec: Ms Estela J Rodriguez, c/o ISMED, Univ of Philippines, Diliman, Quezon City 3004, Manila, Philippines.
DD0998	Nordic College of Caring Sciences (NCCS)	Sec: Laila Tolonen, Ekallen 20 B 39, SF-00330 Helsinki Finland.
DD0999	European Society of Medical sociology (ESMS)	Sec: Prof Dr Wim van den Heuvel, Vakgroep Medische Sociologie, Ant Deusinglaan 1, NL-9713 AV Groningen Netherlands.
DD1005	Gulf and Caribbean Fisheries Institute (GCFI)	Exec Sec: Dr Melvin Goodwin, c/o S C Sea Grant, 287 Meeting Street, Charleston SC 29901, USA. T. (1 803) 727 2078.
DD1009	International Methanol Producers and Consumers Association (IMPACA)	Contact: Rue Washington 40, Box 16, B-1050 Bruxelles, Belgium. T. (32 2) 642 91 78. Fax (32 2) 642 91 81.
DD1011	West European Optical Societies (EUROPTICA)	Contact: Dr L R Baker, c/o SIRA, South Hill, Chislehurst BR7 5EH, UK. T. (44 1) 467 26 36. Tx 896 649.
DD1027	European Polyolefin Clingfilm Association (EPCA)	Last known address: London, UK.
DD1054	International Society of Oxygen Transport to Tissue	Sec: Dr N S Faithful, Dept of Anesthesia, University of Manchester, Eccles Old Road, Salford M6 8HD, UK.
DD1074	Federation of European Societies of Toxicology	SG: T Malmfors, Kammakargatan 48, S-111 60 Stockholm, Sweden.
DD1075	Inter-American Federation of Touring and Automobile Clubs	Exec Sec: Alicia de Santos, 1850 Avda del Libertador, 1461 Buenos Aires, Argentina. T. (54 1) 802 4385. C. FITA6.
DD1091	Association of South Pacific Environmental Institutions (ASPEI)	Chairman: Professor J C Pernetta, c/o Biology Dept, Univ of Papua New Guinea, Box 320 University PO, National Capital District, Port Moresby, Papua New Guinea.
DD1092	World Association for Investment in Building and Construction	Last known address: Genève, Switzerland.
DD1110	European Helicopter Association (EHA)	Secretariat: Carousel, New Domewood, Nr Cophorne RH10 3HF, UK. T. (44 342) 712610.
DD1127	South-Asia Association of Non-Governmental Organizations (SANGO)	Secretariat: c/o Rural Dev Fndn of Pakistan, House No 16, Street 35, Sector F-6/1, PO Box 1170, Islamabad, Pakistan. T. (92 51) 811572. C. RURAL FOUND. Tx 5945 CTOIB PK - 5811 NAIBA PK.
DD1128	International Association for Quality Assurance in Health Care (ISQA)	Sec:Treas: Evert Reerink, NI Organization of Quality Assurance in Hospitals, PO Box 20064, NL-3502 LB Utrecht, Netherlands.
DD1132	Inter-American Federation of the Construction Industry	SG: Ing Miguel Angel Salinas, Periférico Sur No 4839, Col. Parques del Pedregal, Tlalpan, 14010 Mexico DF, Mexico. T. (52 5) 652 41 08 - (52 5) 652 31 88 Ext 122. Tx ICICME 1764303 - CNICME 1772742.
DD1151	International Alliance for Distribution by Cable	SG: G Moreau, Blvd Anspach 1, Bte 28, B-1000 Bruxelles, Belgium. T. (32 2) 211 94 49.
DD1154	European Polymer Federation (EPF)	Pres: Prof F Ciardelli, Dipartimento di Chimica & Chimica Industriale, Università di Pisa, I -56100 Pisa. Italy. T. (39 50) 58 72 29 - (39 50) 58 71 11. Tx 590035 UNIV PI I. Fax (39 50) 58 72 60.
DD1155	Latin American Confederation of Congress Organizers	Pres: Lourenço Mazzuca, Rua Barao de Guaratiba 124, 22211 Rio de Janeiro, Brazil.
DD1172	World Association of Soil and Water Conservation (WASWC)	Exec Sec: Dr W C Moldenhauer, 317 Marvin Ave, Volga SD 57071, USA.
DD1176	International Association for the Development and Management of Existing and New Towns (INTA)	SG: Michel Sudarskis, Nassau Dillenburgstraat 44, 2596 AE The Hague, Netherlands. T. (31 70) 244 526. Tx 32504 INTA NL. Fax (31 70) 280 727.
DD1179	European Association of Presidents of Stock Exchanges	Contact: Jean Peterbroek, Bourse de Bruxelles, Palais de la Bourse, B-1000 Bruxelles, Belgium. T. (32 2) 509 12 11. Tx 21374. Fax (32 2) 513 72 75.
DD1209	European Surgical Dressings Manufacturers' Association (ESDREMA)	Chairman: Dr G Martin Barth, Lohmann Co, Irlicher Strasse 55, D-5450 Neuwied 12, Germany FR.
DD1212	Association of Learned and Professional Society Publishers (ALPSP)	Secrétariat: 48 Kelsey Lane, Beckenham BR3 3NE, UK.
DD1229	European Federation of Child Neurology Societies (EFCNS)	Secretariat: Univ Clinic of Child Neurology, Dpet of Child Neurology, Univ Hospital Motol, 150 00 Praha 5, Czechoslovakia.
DD1232	European Society of Parametrology	Secretariat: Alain Michel, Rômont 17, B-5271 Modave, Belgium. T. (32 85) 41 17 45.
DD1234	European Centre for Business Diffusion, Promotion and Advertising	Pres: Daniel Cauwel, Chaussée de Waterloo 868-870, B-1180 Bruxelles, Belgium.

REF

ADDRESS.....

NAME.....

DD1236 Asian and Oceania Thyroid Association (AOTA)

Pres: Prof Shigenobu Nagataki, First Dept of Internal Medicine, Nagasaki University, School of Medicine, Nagasaki 852, Japan.

Secretariat: Abbediengen Hovedgård, Harbitzalleen 27, N-0275 Oslo 2, Norway.

DD1244 Confederation of Norden Associations

SG: Carlo Segers, Ter Rivierenlaan 10, Bus 7, B-2100 Deurne, Belgium. T. (32 3) 233 74 22.

DD1246 European Shipping Press Association (ESPA)

Chairman: Dr Martin Bax, Sudbury, 16b Prince Arthur Road, London NW3 6AY, UK. T. (44 1) 794 1430.

Secretariat: BP 1309, El Basrah, Iraq.

DD1249 Medical Association for the Prevention of War (MAPW)

Contact: Prof Dr F E Mairlot, Regentiestraat 18, B-2700 St-Niklaas, Belgium.

DD1251 Union of Maritime Ports of Arab Countries

Postal Address: PO Box 402, 2501 CK Den Haag, Netherlands. T. (31 20) 26 66 39. Tx 10236.

DD1256 Fédération européenne des groupements d'outre-mer et d'expulsés de l'Est (FEGOMEE)

Contact: Dr Karl-Heinz Feilhauer, Wachmannstrasse 95, D-2800 Bremen, Germany FR. T. (49 421) 34 47 53. Tx 2 38 633 fisre d.

DD1270 Association of West European Parliamentarians for Action Against Apartheid (AWEPA)

Last known address: Den Haag, Netherlands.

DD1282 International Association of Fish Heal Manufacturers (IAFMH)

Contact: Tietgenskolens, Nonnebakken 9, DK-5000 Odense C, Denmark.

DD1295 International Association of Horticultural Producers (IAHP)

Pres: Prof Olaf B Paulson, Dept of Neurology, Rigshospitalet, D-2100 Copenhagen &QO, Denmark. T. (45 1) 38 66 33.

DD1340 Nordic Committee for Commercial Education

Coordinator: Dr A Giacosa, 1ST Viale Benedetto XV 10, I-16132 Genoa, Italy. Fax (39 10) 35 29 99.

DD1384 Scandinavian Neurological Association

SG: J P Dubost, Charles River France, 59 rue de la Paix, F-76410 St Aubin-les-Elbeuf, France. T. (33) 35 77 48 87.

DD1507 European Organization for Cooperation in Cancer Prevention Studies (ECP)

General Secretariat: 16 boulevard de Suisse, MC-98030 Monte Carlo CEDEX, Monaco. T. (33) 93 30 38 79. C. CIESMONACO.

DD1535 Federation of European Laboratory Animal Science Associations (FELASA)

Pres: Didier Hespel, Uds, Ave des Gaulois 36, B-1040 Bruxelles, Belgium. T. (32 2) 733 98 00.

DD1542 International Commission for Scientific Exploration of the Mediterranean Sea (ICSEM)

SG: L C Hsia, c/o Pig Research Institute, PO Box 23, Chunan, Miaoli 350 ROC, Taiwan.

DD1557 Union of European and International Public Services Unions

Last known address: Stockholm, Sweden.

DD1589 Asian-Australian Association of Animal Production Societies (AAAP)

Contact: Luise Dreyer, Am Schirrhof 11. Minden, Germany FR. T. (49 571) 23474.

DD1629 Union of Estate Brokers in Scandinavian

Contact: Esse Petersson, Granstorp, S-331 96 Varnamo, Sweden.

DD1640 International Association of Teachers of Philosophy

Dir: Inge Nielsen, c/o DCF, Idraettens Hus, Brøndby Stadion 20, DK-2605 Brøndby, Denmark.

DD1689 Nordic Blue Ribbon and Blue Cross Council

Contact: P O Olesen, Skovbrugsinstituttet Thorwaldsensvej 57, DK-1871 Frederiksberg C, Denmark.

DD1734 Nordic Council for Orienteering

Sec: Dusan Adnadj, Skolska ul 25, YU-56227 Borovo, Yugoslavia.

DD1738 Joint Nordic Group for Wood Technology and Producers

Sec: Jens Pedersen, Landskontoret for Ungdomsarbejde, Udkårsvej 15, DK-8200 Aarhus N, Denmark.

DD1758 International Association of Handicapped Esperantists

Contact: Ferdinand Simon, BP 30 - EXL 22, B-1000 Bruxelles, Belgium.

DD1769 Joint Nordic Organization for Cultural Youth Work in Agriculture

SG: Etienne Jaudel, 27 rue Jean-Dolent, 75014 Paris, France. T. (33 1) 43 31 94 95.

DD1809 International Esperantist Naturist Organization

SG: Arne Nielsen, Landsudvalget for Kvaeg, Udkførsvej 15, Skejby, DK-8200 Aarhus, Denmark. T. (45 6) 10 60 88. Tx 68691. afaia. Fax (45 6) 10 60 06.

DD1841 International Federation of Human Rights

Sec: Dr P Albrecht, c/o SANDOZ, PO Box 93, CH-4002 Basel, Switzerland.

DD1859 Nordic Economic Cattle Breeding

SG: Erik Dybing, Dept of Toxicology, National Inst of Public Health, Geitmyrsveien 75, N-0462 Oslo 4, Norway.

DD1860 International Federation of Associations of Textile Chemists and Colourists

SG: Erik Bach, Ryegsgade 52, DK-9000 Aalborg, Denmark. T. (45 8) 812 77 44.

DD1872 Nordic Society of Pharmacology

Secretariat: Västmannagatan 15, S-111 24 Stockholm, Sweden.

DD1894 Nordic Council for Music Conservatories

SG: Frieder Stede, Diefenbachgasse 36, A-1150 Wien, Austria. T. (43 222) 85 97 51 - (43 222) 85 97 52.

DD1909 Nordic Temperance Council

DD1920 International Friends of Nature (IFN)

