

Transnational Associations

The review of the Union of International Associations



2/95

Global Governance

Réseaux associatifs
et techno-science

Revue bimestrielle
mars, avril 95
Bureau de dépôt Bruxelles X



Associations transnationales

La revue de l'Union des associations internationales

Transnational Associations

Associations transnationales

Transnational Associations is a unique bilingual journal whose aim is to deal with major current problems within the perspective of international nongovernmental organizations. It is intended to provide a forum for authoritative information and independent reflection on the increasing role played by these organizations in the international system, and on its philosophical, political, economic or cultural implications.

The approach is intrinsically interdisciplinary, and calls for both specialist expertise and practitioner experience in transnational association matters. *Transnational Associations* provides background information about the actions and achievements of international associations, and insight into their interrelations with intergovernmental organizations. It covers a wide range of topics, among which social organization, humanitarian law, scientific cooperation, language and culture, economic development, to cite just a few.

The programme of the review, in accordance with the principles of the UIA, clarifies general awareness concerning the association phenomenon within the framework of international relations and, in particular, informs associations about aspects of the problems which they tend to share or which are of common interest to them. Contributors to the journal review include association officers, research workers and specialists of association questions who engage only themselves.

Founded in Brussels in 1907 as the Central Office of International Associations, the UIA became a federation under the present name in 1910 at the 1st World Congress of International Associations. Activities were closely associated with the Institut international de bibliographie, which later became the International Federation for Documentation. Its work contributed to the creation of the League of Nations and the International Institute of Intellectual Cooperation (the predecessor of UNESCO). During the 1920s, the UIA created an International University, the first of its kind.

The UIA has consultative relations with UNESCO, UN/ECOSOC, and ILO. It collaborates with FAO, the Council of Europe, UNITAR, and the Commonwealth Science Council.

Associations transnationales est la seule revue traitant des grands problèmes contemporains dans la perspective des organisations internationales non gouvernementales. Elle se propose d'apporter des éléments d'information provenant des sources les plus autorisées, propres à susciter une réflexion indépendante sur l'affirmation du rôle joué par ces acteurs dans le système international et sur les aspects philosophiques, politiques, sociaux et culturels de cette évolution.

La visée adoptée est essentiellement interdisciplinaire et fait appel au savoir comme à la pratique des spécialistes du champ d'action des associations transnationales. Les documents, articles et études publiés par Associations transnationales traitent également des liens établis entre celles-ci et les organisations intergouvernementales. Les domaines couverts s'étendent aux problèmes de société, au droit humanitaire, à la coopération scientifique, aux questions linguistiques et culturelles, au développement économique ou à tout phénomène affectant la vie de ces associations.

Le programme de la revue, conformément aux buts de l'UIA, vise à éclairer l'opinion sur la signification de la dimension associative des relations internationales, notamment en informant les associations au sujet des questions qui relèvent de leurs domaines ou affectent leurs intérêts communs. Les textes des auteurs publiés par la revue (dirigeants d'associations, chercheurs et spécialistes des questions associatives) n'engagent que leur opinion.

L'UIA a été créée officiellement en 1907 à Bruxelles au cours du premier congrès mondial des associations internationales. Ses fondateurs, le Sénateur Henri La Fontaine, prix Nobel de la Paix 1913 et Paul Otlet, Secrétaire général de l'Institut international de bibliographie, avaient mis sur pied en 1907 l'« Office central des institutions internationales » auquel l'UIA succéda sous la forme de fédération. En 1910, elle regroupait 230 organisations, soit un peu plus de la moitié de celles qui existaient à l'époque. L'UIA devait incarner, dans l'esprit de ses fondateurs, les aspirations internationalistes et les idéaux de paix qui animaient les associations et qui allaient aboutir en 1920 à la création de la Société des Nations.

L'UIA a obtenu le statut consultatif auprès de l'ECOSOC, de l'UNESCO et de l'OIT. Elle collabore avec l'UNITAR, la FAO et le Conseil de l'Europe. Elle entretient des relations générales et ponctuelles avec les organisations régionales.

Sommaire 2/1995

Cooperative governance
Group of Lisbon
Page 66

La pertinence des réseaux associatifs pour le transfert des
compétences scientifiques et techniques et leur appropriation
par Georges Thill
Page 84

NGOs, the continuing factor in development cooperation
by Henny Helmich
Page 88

Integration of church-related NGO health facilities into district
health systems : why not?
by Marieke Verhallen
Page 91

The Wisdom Council : community building in large organizations
by Jim Rough
Page 96

A survey of NGO access to intergovernmental events
Page 102

Status of the international human rights instruments
Page 109

Association News
Vie associative
Page 115

New International Organizations
Nouvelles organisations internationales
Page 124

Cooperative governance*

Towards effective global governance

The process and approaches

By comparing the most probable scenarios of the new "global world" in the making, the survival scenario, based on the predominance of the principle of competitiveness, is not the way which will most effectively meet the needs and aspirations of the majority of world's population. Competitiveness cannot be the guiding principle to govern the visions, strategies and actions of people in this transition period. It is powerless vis-à-vis the major socio-economic global problems such as growing poverty, de-linking between the rich countries and the rest of the world, drugs, economic criminality, despoliation of global commons of high economic value such as water, air, soil.

Two scenarios emerged as the most desirable: the regionalised global scenario and the sustainable global integrated scenario. Both resort to the predominance of the logic of integration (rather than fragmentation) and of the principle of "global" governance by mixed cooperative mechanisms (rather than governance by market mechanisms only).

Within the context of the two scenarios, the new "global world" will be the result of cooperative construction processes based on the enhancement of the principles, rules and institutions - such as those of freedom, democracy, solidarity, social justice, economic efficiency - that have marked the history of the XXth Century and attempted to counteract the influence of the other principles, rules and institutions such as autocracy, oligarchy, social darwinism, economic alienation, cultural intolerance and aggressive nationalism.

Contrary to the survival scenario which implies that only the winners will construct the new "global world", cooperation will offer humankind improved opportunities to cope with the forces of fragmentation and de-linking represented by the demographic explosion of the poor, drugs, nuclear proliferation, monetary speculative movements, ethnic and religious fundamentalisms, AIDS, global warming, and massive population migrations.

To cope with such forces and promote a better governance of the world, there exists a considerable number of reasonable and con-

structive proposals, programmes and projects. The issue, is not the absence of ideas and utopias on what to do and what should be done. Nor is there a shortage of concrete specific projects for action and solution. One may reasonably say that the what is known, though there is always a space left for identifying new ideas and new utopias. The issue that is at stake, is the how: how to find the way(s) to define and agree upon the central modalities and means that should guide the process towards an effective global governance and, more importantly, how to make the new values, instruments and institutions work.

To this end, two fundamental questions have to be answered: which is (are) the most crucial process(es) that should be promoted? And, what are the most promising approaches to follow with the view to finding the way(s)?

The key process under present conditions, seems to be the contract (in many different forms), i.e. the process of construction of a decision between concerned parties, along the line of global commons, concerning commonly defined objectives for co-existence and mutual development.

The creation of the United Nations fifty years ago is an example of a contract signed at the world level by the most influential world powers. They reached agreement upon the main aim of the reconstruction of a post-war world and, more specifically, on the rules and mechanisms to be adopted in order to achieve the aim and to further consolidate the new post-war world. A new contract is needed for our time that would define the main aim, rules and mechanisms for the reconstruction of the post-Cold War world as well as that of a world beyond the present competitive economic war.

Two main approaches, are currently proposed and experienced. The first approach is regionalisation, i.e. building upon existing regional, economic and political entities in various parts of the world. The regional units are regarded as the pillars of a new global system based on (relatively) balanced relationships amongst comparable regional units, sharing inter-regional governing rules and institutions at the global level. The global system that would down the road emerge from regionalisa-

* This text is a second excerpt from a recent study written by the Group of Lisbon, composed of: Robert McCormick-Adams (United States), Joao Caraca (Portugal), Philippe de Woot (Belgium), Gianfranco Drogardi (Italy), Louis Emmerij (Netherlands), Emilio Fontela (Spain), Seiko Hirata (Japan), Pierre-Marc Johnson (Canada), Claude Julien (France), Terry Karl (United States), Daniel Latouche (Canada), Riccardo Petrella (Italy), Ken Prewitz (United States), Saskia Sassen (United States), Joel Serrao (Portugal), Luc Tissot (Switzerland), Tazuo Yakushiji (Japan), Hiroyuki Yoshikawa (Japan), Aristide Zolberg (United States). Address: Fundação Calouste Gulbenkian, 1093 Lisboa Codex, Portugal. The first excerpt of this study appeared in *Transnational Associations*, n° 6, 1994.

tion would not be a United "Nations" system composed of a large number of nation-states theoretically considered to be sovereign and to have equal voice in the system. The new system would resemble a United "Federations", composed of a few regional units (unions, confederations, federations). The second approach is globalisation, i.e. the establishment of rules, mechanisms and government-type institutions at the global level enabling local, national and regional entities and processes to interact and converge towards an effective governance of the global society. In the minds of many supporters of the globalisation approach, the global system that could emerge would neither be an enhancement of the present United Nations system, nor the expansion and consolidation at a political level of the Integrated Global Market in the making. The globalisation approach implies the adoption of significantly new rules, mechanisms and institutions that would meet the requirements and conditions associated with the global dimension taken by the course of human affairs, problems, opportunities and prospects.

Though régionalisation and globalisation have much in common (some regard régionalisation is just a step on the path towards globalisation), the two approaches are in fact quite distinct. They imply a different type of organisation of the global system, as well as different sets of identified interests, rules, mechanisms and individual and collective visions, strategies and behaviours.

GROWTH OF NON-COMPETITIVE REGIMES

• *The régionalisation approach*

The régionalisation approach is based on the idea that it is easier and more effective to begin with integrating into an economic entity those countries of the same area that have a long history, tradition and common values and that are linked together by proximity interests, rather than to try to bring together all countries and people of the world at once.

In many cases, the régionalisation

approach is also inspired by the functionalist principle which says that the integration process amongst different states, peoples and cultures must be a gradual process moving from, firstly, the creation of a robust solidarity of economic interests amongst the parties of the concerned area and then to build up, step by step, the other forms of integration in the monetary foreign affairs, and defence area. The functionalist principle claims that this step-by-step process will ultimately lead to full political integration.

Régionalisation processes have been taking place since the 1950s in the form of the gradual elimination of all economic barriers that maintain the fragmentation of the region into many national markets. The various examples of régionalisation exist along a spectrum that ranges from a simple customs union to an economic integration based on a monetary union and common economic policies, passing through the creation of a single integrated market or other forms of market integration and economic cooperation.

As shown by Table 9, the majority of cases of regional economic integration are as yet situated closer to the customs union and to more or less advanced forms of liberalisation of national markets (often limited to the free circulation of goods and, only in the case of the European Community, encompassing also the free circulation of capital, services and people). The most advanced example of regional economic integration is the European Community, named "European Union" since November 1st, 1993. It is also the oldest one. The greater majority of the other examples date back only to the last 5 to 10 years (see Table 9).

No single example of a regional economic unit is truly comparable to the others. Even if several examples belong to the category of customs unions, there are many relevant differences. They concern the size and importance of the countries involved in the union, the ultimate aim (no explicit intention to go further or explicit recognition that the customs union is the first step towards a deeper form of economic and monetary union), the length of the period agreed upon for the realisation of the union (5, 10, 15 years), the type of institutions set up to govern the process and then the union (with or without parliamentary assembly).

Table 1: An overview of existing examples of regional economic units

REGIONAL AREA	COUNTRIES INVOLVED	Date of Establishment
AFRICA AND ARAB COUNTRIES		
• AM, Union of Arab Maghreb	Algeria, Libya, Morocco, Mauritania, Tunisia	1989
• CEUCA, Custom and Economic Union of Central Africa	Gabon, Congo, Central African Republic, Chad	1964
AMERICAS		
• NAFTA, North American Free Trade Area	Cañado, United States, Mexico (aim : creation of a free trade area)	1991
• PAECA, Plan de Action para America Central	Guatemala, Honduras, El Salvador (aim : creation of a free trade area)	1992
• MCCA, Mercado Commun Centro America	Costa Rica, Guatemala, Honduras, El Salvador, Nicaragua (facing difficulties). These countries have signed a free trade treaty for 1996 with Mexico.	1985
» Andino Pact	Bolivia, Columbia, Equador, Peru, Venezuela, facing frequent changes since its creation	1964
• MERCOSUR	Brazil, Argentina, Paraguay, Uruguay	1991
• MCC, Mercado Común Central	Barbados, Guyana, Jamaica	
• ALADI, Latin American Organisation for Integration	MERCOSUR + Andino Pact + Mexico (a series of bilateral and multilateral agreements)	1980

Table 1 (continued): An overview of existing examples of regional economic units

REGIONAL AREA	COUNTRIES INVOLVED	Date of Establishment
ASIA AND PACIFIC	Borneo, Indonesia, Malaysia, Philippines, Singapore, Thailand	1967
• ASEAN, Association of South East Asian Nations	The ASEAN countries decided to create a Free Trade Area by 2008	
• AFTA, Asian Free Trade Association	India, Pakistan, Bangladesh, Bhutan, Sri Lanka, Maldives	1992
• SAARC, South East Asian Association for Regional Cooperation	ASEAN countries plus Japan, China, Taiwan, Hong ong, South Korea	1985
• EAEC, East Asia Economic Council	ASEAN countries plus Japan, USA, Canada, New Zealand, Australia, South Korea, Taiwan, Hong Kong, China	1990
• APEC, Asia and Pacific Economic Cooperation	Azerbaijan, Turkmenistan, Ouzbékistan, Kirchistan, Tadjikistan, Pakistan, Iran, Turkey	1989
• OECCA, Organisation for Economic Cooperation in Central Asia	Federal Republic of Gernamy, Belgium, France, Italy, Luxembourg, the Netherlands, Denmark, Ireland, United Kingdom, Greece, Portugal, Spain	1992
EUROPE	Austria, Norway, Sweden, Switzeland, Iceland, Finland	1991
• EC, European Community		1992
• EFTA, European Free Trade Area		
• EEA, Economic European Atea		
• CIS, Confederation of Independent States		
• ECABS, Economic Cooperation Area of Black Sea countries		
	EC countries plus EFTA countries	
	Former Soviet Union countries	
	Russia, Ukraine, Bulgaria, Rumania, Turkey, Greece, Armenia, Azerbaijan	

Major differences can be found across the comments. In Europe, the regional integration process has had, from its beginning in 1951 with the creation of the European Coal and Steel European Community (ECSC), a political character and commitment. The mobilising idea was and still remains the full political integration of European peoples and countries. The concept and target of European unity, the unification of Europe, the "United States of Europe", is deeply rooted in the history and culture of Europe. In the American continent, both North America and Latin America, the regional units basically remain within the concept and target of establishing free trade areas¹. They also are based on a multilateralisation of bilateral agreements or unions. The same applies to Oceania. In Asia and particularly East and South East Asia, the movement is rather characterised by a multiplicity of ad hoc forms of cooperation agreements supported by, or operating within, the context of bilateral treaties and under the umbrella of multilateral organisations². There is, for the time being, no genuine free trade, customs and economic union. The African and the Arab countries are also characterised by almost an absence of effective regional economic units. However, contrary to Asia, they have experienced a regression process in comparison to the situation in the 1960s and 1970s that was marked by the mushrooming of initiatives that gave birth to many treaties and institutions of economic integration. Most of them still exist but only on paper.

The multiplicity and diversity of the examples of units of economic cooperation or institutions at the regional level does not allow the drawing of firm conclusions. It is even more difficult to make propositions concerning possible future developments. A few facts, however, can be underlined.

Leaders from all regions of the world give the impression that, although they are subjugated by the principle and the imperative of competitiveness, they are conscious of the fact that the future well-being and development of their countries will also depend on stronger linkages and cooperation with the other countries of the region. Equally, though in most cases the creation of regional free trade areas

and customs unions are conceived as necessary and powerful instruments to increase the region's competitiveness vis-à-vis the other economic regions of the world, they also seem convinced that the process of regional integration is a necessary and important condition for a peaceful and balanced governance of the world economy.

Secondly, the process of regional political integration is non-existent as yet, with the unique exception of the European Community countries. It can, therefore, be said, with a high degree of plausibility, that if present trends continue in the 15-20 years to come, the development of regional integrated political unions will be slow and modest. If this happens, the effectiveness of the regionalisation approach as a way of ensuring a global cooperative governance of the world economy could be significantly affected. The example of the European Community could play an important role as a stimulator of similar processes of integration elsewhere, particularly in Africa and Latin America. The intensity of the processes of political regional integration is of critical importance.

Interestingly, the regionalisation approach remains, for the time being, primarily circumscribed to the economic sphere. Because of its basic inspiring principle, i.e. the functionalist principle, the regionalised integrated world presupposes that an effective global governance will emerge from a regionally based cooperative economic re-organisation of the present globalising economy. The connection between the globalising economy and the need for globalising political governance, rules and institutions is solved by assuming that the move towards a post-national state and post-national era of capitalism will lead to the creation of regional "federations", and that institutionalised agreements amongst these regional entities will ensure political "global" governance.

On the other hand it is evident, supported by the 40 year process of European integration, that true economic and political regional integration takes time. It is the outcome of the ingenuity, political will and wisdom of several generations. In discussing the importance and

(1) Cfr. DE MEL, Jaim, and PANAGARIYA Arvind, *The New Regionalism in Triad Policy*, World Bank, New York, 1992.
(2) See *Globalisation and Regionalisation*, OECD Development Centre, Technical Papers, N° 61, April 1992 and LEWIS Jason D., "Southern Asia Preparing for a New World Order", in *The Washington Quarterly*, Winter 1992, 107-120.

role of the régionalisation approach as a way of achieving an effective system of global governance, within the context of the regionalised integrated world scenario, one has therefore to take into account a long term perspective. In this sense, none can predict what the regional integration process in Central Asia, North Africa, Central America, South Asia will look like in 2010-2020. Advanced forms of economic and political integration such as the ones achieved by the European Community countries seem simply unrealistic in these regions for the next 10-15 years.

The move towards regional integration is a very recent phenomenon stimulated, amongst other phenomena, by the financial, trade and economic globalisation described in Chapter 1 and 2.

Two philosophies will inspire and determine the fate of the régionalisation approach in the next 20 years and its role in ensuring an improved global governance.

The first philosophy is represented by the prevalent market economic conception and opportunism. In most cases, regional integration (i.e. customs union, market union, economic and monetary union) is considered to be a priority primarily with the view to achieve and maintain an improved level of competitiveness of the countries of the regions in the globalising economy.

If this philosophy should prevail in inspiring the move towards greater integration in all regions of the world, one may express some doubts about the positive contribution to a cooperative global governance that could be associated with the régionalisation approach. In fact, replacing a nation-to-nation competitive economic war by a regional block-to-block competition for global leadership cannot be seen perse as a positive step. The risk of global domination by one or two blocks and "scissor division" of the world between the integrated regions and the excluded regions, will be very high. One argument in favour of the positive contribution that block-to-block competition is considered to make for global stability is that the Cold War was based on the fight for global supremacy between two world super-powers only, and that it ensured a high level of world

stability for at 30 years. It inhibited the explosion of a world war, and thus contributed to a long period of world economic growth until the 1970s. Hence, the argument says it is easier to manage economic "wars" among a small group of regions of the world than economic wars between hundreds of countries of uneven size and strength.

Though understandable and appealing, the argument of "the lesser evil" remains a partial and unsatisfactory argument, especially as a basis for prescription for the future.

The second philosophy is represented by a-constructive social and political conception of co-development. Based on the recognition that local and national identities and communities are an essential part of human wealth, the co-development philosophy considers that institutional forms of democratic co-development amongst different peoples, nations and communities of the same region constitute powerful instrument to increase the efficient allocation of available economic resources, to improve the capability of governments of the member countries to enhance their positive influence and role in promoting world development "order" and cultural diversity and sharing the benefits of social welfare.

Without doubt the situation in Africa would have been far better if some forms of "African Unity" had been implemented. The future would also look more promising if present extreme fragmentation were to be replaced by sub-regional and all-African types of cooperative organisations. The same applies to Latin America or Central Asia.

As already mentioned, the ideology of competitiveness and the corresponding process of de-linking between the most developed and the poorest cities, regions and countries of the world constitute severe obstacles to the emergence of regional integration units in the less developed and poor regions.

However, there is no real alternative for these categories of regions than regional integration within the context of a cooperative global framework. The régionalisation approach for co-development represents a crucial opportunity for common learning in the area of political democracy, pluralist govern-

ment, effective economic management, social solidarity, cultural respect and co-existence.

It would therefore be unjustified to undermine the importance and role of the regionalisation approach on the basis of an assessment of recent, past and ongoing events only. There are reasonable grounds for the regionalisation approach to grow and expand in the future and to emerge as the predominant form of organisation of the new global world.

The importance of time is of even greater relevance for the globalisation approach.

• *The global approach.*

The aim of adjusting the still nationally based political governance of world politics and society to the rapidly growing globalising economy also lies at the basis of the global approach. Globalisation is inspired by the need to reconcile politics, economics and social justice by establishing rules, procedures and institutions of political governance at the same level as that which global economy is operating.

Many ideas, goals and perspectives coexist under the umbrella of the global approach. The cultural and socio-political matrix of the global approach is, in fact, highly diversified owing to the fact that the principles and objectives of this approach originate from different social and interest groups. Thus the global approach encompasses meanings that in some instances are incompatible with each other.

Supporters of the global approach are the globalising enlightened "oligarchies" from the richest, most developed and leading countries of the world. The Trilateral Commission, and the economic, political and intellectual circles around organisations such as the OECD, are examples of the type, importance and nature of the positive contributions to the establishment of a "new global power" introduced by this fairly homogenous group. Of course, the globalising enlightened oligarchies are internally divided by cultural differences and divergences of economic and political interests. Generally speaking, however, they exhibit a remarkably coherent vision of globalisation. Their most important contribution to the global approach

is the support they give to all those elements that can contribute to strengthening economic, political and cultural "integration" at the global level against the forces and factors that can increase the phenomenon of "disintegration" and hence impede the construction of the new global order. Clearly, by so doing, the notions of integration/disintegration and the assessment of the relevant positive/negative factors are interpreted in line with their own values and interests. One of the leitmotifs of the globalising enlightened oligarchies is their insistence on the need for the establishment of the transnational conditions and mechanisms that will advance the governance of the global commons. They continually insist upon the "global cooperation" necessitated by the acceleration of economic and technological development and by the new conditions for military and demographic security³. The participation of the globalising enlightened oligarchies in the promotion of the global approach raises the problem of consistence with the principles and ideology of competitiveness, strongly defended and advocated also by the enlightened oligarchies. The contradiction between the priority given to competitiveness as a goal and at the same time, the attitudes and behaviours in favour of a global approach is evident. One may argue that the contradiction is only apparent and that it is solved by the fact that in the minds of the enlightened oligarchies the global approach is instrumental and subordinated to the principle of competitiveness and to its preservation as the priority goal.

Another important contribution comes from what one may call the "In-charge-of-the-World-Common-Interest-Organisations" (the "IWICIO"), i.e. the part of the global civilian society represented by those people, principles, processes and institutions that are made by and existing around the multi-composite family of the "United Nations" system. Members of the "IWICIO" already have 50 years of experience, worldwide consolidated expertise and operations, not to mention their own "language" and rhetorics. They have played and still play a major determining role in the design, development and support of non competitive regimes in almost all areas of human activity.

(3) Amongst the numerous examples that one may give of the contribution to the global approach by globalising enlightened "oligarchies", is the well-known World Economic Forum in Davos (Switzerland), the Tokyo Global Forum, and the International Sustainable Development Business Council. Regarding the Trilateral Commission see NYE J.S., BIEDENKOPF K. and SHINA M. *Global Cooperation After the Cold War - A reassessment of Trilateralism*, the Trilateral Commission, New York, 1991.

Be it education, science and culture (UNESCO), food and agriculture (FAO), employment and labour (ILO), industry (UNIDO), population (UNDP), migration and refugees, health (WHO), environment (UNEP), trade and development (UNCTAD), the United Nations organisations, as well as the semi-public and professional organisations such as the International Telecommunication Union (ITU), the International Geographical Union (IGU), the International Science Council Union (ISCU), etc, an army of people, institutions and mechanisms have significantly contributed to the emergence and strengthening of a global conscience, the perception of global problems and of the need for global solutions and the practice of global cooperation. Particularly in recent years, thanks to the Brandt Commission on development, the Palmer Commission on security, the Brundtland Commission on environment and development, and Nyerere's South Commission, the members of the "IWCIIO" have made widely spread and accepted the principles of global interdependence and the urgency of global cooperation and concerted efforts. One should also note the important contribution made by the "IWCIIO" since the 1970s to the definition and the implementation (though with rather limited success) of the so-called NIEO (New International Economic Order)⁴.

The United Nations has recently created a new Commission - the Global Cooperation Commission - the aim of which is to submit for adoption by the 50th General Assembly of the United Nations in 1995 - on the 50th Anniversary of their foundation - a revised charter of the United Nations Organisation with a view to increasing the conditions and mechanisms for a more effective democratic global cooperation and governance.

In the context of the celebration of the 50th anniversary, many initiatives and proposals in favour of a type of "global government" will probably be submitted for public debate and scrutiny. As one may reasonably anticipate, the response of governments - the states - that are the key decision makers in the UN system, will be rather marked by reservations vis-à-vis those proposals of radical innovations.

Notwithstanding, it is important that the celebration of the 50th anniversary of the United Nations becomes an opportunity for new stepping stones on the path towards an effective and democratic global governance.

It is not out of the question that, by 1995 and in the following years, events could move closer, for instance, to the ideas and proposals, in favour of strengthening the global approach that were put forward by the then-senator Al Gore in his manifesto "Earth in the Balance Forging a new common purpose"⁵. Though the main thrust of Al Gore's book is focused on the restoration of the balance now missing in humankind's relationship to the earth, the mainstream message, derived from the chapter on "A-New Common Purpose" and "A Global Marshall Plan", is twofold: the first is that "there is no real precedent for the kind of global response now required"⁶ which means that readers are invited to recognise that humankind has entered a new era - the globalisation of human affairs - that demands a global governance. The second is that there is an urgent need to design and implement a global plan that contemplates worldwide cooperation, a Global Marshall Plan. The new plan will require the wealthy nations to allocate money for transferring environmentally friendly technologies to the Third World and to aid impoverished nations to achieve a stable population and a new pattern of sustainable economic progress. To this end, "action should be taken within a framework of global agreements that obligates all nations to act in concert as part of an overall design focused on deriving a healthier and more balanced pattern in world civilisation that integrates the Third World with the global economy"⁷. To implement the Global Marshall Plan, a world unit is, in Al Gore's view, neither feasible nor desirable. The most practical system of world governance would be negotiations of international agreements that establish global constraints on acceptable behaviour.

The same concern inspired the conclusions derived from the 1992 Report "Towards a new global design", prepared by the Japan Economic Research Institute⁸. The conclusion emphasizes a new global design aiming at peace

(4) The independent Commissions created by the United Nations have produced some of the most enriching and debated writings on the world problematic - cfr. the *Brandt Report*.
 (5) Earthscan Publications Ltd, London, 1992.
 (6) *Ibidem*, p. 295.
 (7) *Ibidem*, p. 301.
 (8) cfr. *Towards a New Global Design*, Japan Economic Research Institute, Tokyo, 1992. Another interesting Japanese contribution encompassing a broader spectrum is the report from the Japan Society for Technology, A Proposal Concerning Technology and Human Welfare - Toward Building a Harmonious Global Society, Tokyo, 1992. The report is centered on three elements: Concept of Harmonising Social Systems on a Global Scale; Basic Approach to the Creation of a Harmonious Social System; Basic Policy for Building for a Harmonious Global Society.

(9) It is worth mentioning a few examples of work produced by members of the nebuloza. See AMIN Samir, *Mal-development - Anatomy of a Global Failure*, Zed Books, London/UNU, Tokyo/Third World Forum, Dakar, 1990; MAYO Ed, 1992 *European Wealth, Third World Poverty?* World Development Movement, London, 1990; ELGIN Duane, *Voluntary Simplicity, An Ecological Lifestyle that Promotes Personal and Social Renewal*, Bantam Books, New York, 1982; URQUHART Brian and CHILDERS Eskine, *A World in Need of Leadership - Tomorrow's United Nations*, Dag Hammarskjöld Foundation, Uppsala, 1990. COX R.W., *Production, Power and World Order - Social Forces in the Making of History*, Columbia University Press, New York, 1987; MILIBAND R. and PANITCH L. (eds.), *The Socialist Register 1992. The New World Order*, Merlin Press, London, 1992; GILL S. and LAW D., *The Global Political Economy, Perspectives, Problems and Policies*, John Hopkins University Press, Baltimore, 1988. ROBERTSON James, *Future Wealth - A New Economy for the 21st Century*, Cassel, London, 1989, and Ebe yearly reports 1990, 1991, 1992 of BROWN Lester R., et al., *State of World*, W.W. Norton and Company, New York.

and harmony, democracy, freedom and tolerance based on three processes:

- a *multilevel network system* based on the overall principles of subsidiarity and tolerance, and implying that decision-making power should be placed at the lowest efficient level; for many nations this means decentralisation, and in other cases it may mean a supra-national grouping; a decision-making space has to be established for small regions within states or for municipalities and towns; new forms of transborder networks should establish new a-national ties;
- a *world organisation*, based also on the principle that there is a level for some decisions that requires a world view, that there is a form of world sovereignty above nations and groups of nations. A "world" organisation implies both a transformation of some aims of existing "international" organisations (for the promotion of world value-based policies like fixed exchange rates, free movement of goods, services and factors of production, mutual recognition of operational systems), as well as creating new "world" institutions to deal directly with "world" issues (energy and non-renewable resources, environmental protection, space exploration and ocean management). At a certain point in time "world" organisations should operate with independent funding (oil or CO2 taxes, direct taxation on high income groups, or on transnational corporations with "world" legal status);
- a *social contract* for the managing of North-South relations, including a world employment policy, some forms of income redistribution, and a generalisation of social protection (insurance, health) and equal opportunities (education).

"Towards a global social contract" could be considered to be the main objective of the third group of people, principles and organisations which contributes to the global approach. We refer to the other members of the "nebuloza of the global civil society", the nature and role of which was discussed in *Chapter 1*.

The most active members of the global civil society are those who strongly believe in the concept of One planet and in the absolute

priority of the global commons and their maintenance and expansion by means of adequately empowered global institutions. They advocate actively in favour of the recognition of a world citizenship, a world government, and a world democracy. One finds within this group the many voluntary associations and NGOs (non-governmental organisations) that offer and work on so-called alternative development, alternative solution⁹. Taken together, they regroup millions of people.

The three components of the "unorganised" promoters and activities of the global approach may have opposing views and defend conflicting interests. However they contribute, in daily life, in an unplanned and uncoordinated manner, to giving credibility, legitimation and strength to the global approach.

Though the idea of a global governance based on tacit and explicit international and world agreements that will contribute to the design and development of a global social contract may appear unrealistic, the preceding discussion suggests that a global social contract will not emerge from a response to urgent global problems and stakes. It will result from the combined effect of uncoordinated choices and actions of thousands of organisations throughout the world sharing a common perception and consciousness of the new global world era.

THE NEXT STEP: FOUR GLOBAL SOCIAL CONTRACTS

The world has become one, woven by the economy, ideologies, migrations, environmental issues and communications. This "one world" is characterised by

- uncertainty* whether political; economic (job threat) or technological (high rate of obsolescence); *urgency* because many irreversible situations threaten to happen; *necessity* because high concentration of poverty and degradation create a necessity to survive attitude;
- re-actions in the face of the unknown that can lead to uncontrolled situations such as social intolerance, nationalism, excessive competition;

Table 2: The enzymes of the global approach. Examples

<ul style="list-style-type: none"> • Third World Network * Development Alternative with Women for a New Era * Helsinki Citizens Assembly The Asian Council for People's Culture * Conferences on A More Democratic United Nations • The World Order Models Project * Global Exchange • ATD-Quart Monde • Amnesty International • Coordination Body for Indigenous Peoples' Organisations of the American Basin • Third World Forum • International Association for 	<ul style="list-style-type: none"> • International Federation for Alternative Trade • Choosing our Future • International Foundation for Development Alternative • World Association for World Federation • The International Organisation of Consumers Unions • Permanent People's Tribunal • The European Civic Forum • The International Body Food Action Network • African Network of Indigenous Environment and Development • The Environment Liaison Centre International • The Global Citizens' Conference • The World Foundation for Deaf Children • Action for Rational Drugs in Asia • The International Commission of Jurists
<p>c) new actors, i.e. the "nebulosa" of NGO, the scientific community (because of environmental and bioethical issues); the media, the new "governance complex" (G7, European Union, United Nation Organisations), South East Asia;</p> <p>d) a sense of difficult adaptation in critical areas such as education, work social programmes, ethnic relations, development and management of global adaptation processes.</p> <p>Whatever the difficulties, the consciousness that the world has become one and is changing at a fast pace is there.</p> <p><i>Cooperative global governance</i> is about facing these issues and managing to agree upon some shared directions, not only in avoiding dangers (such as nuclear peril, widespread conventional armed conflicts, environmental catastrophes), but also in progressing towards increased material and non-material wealth in</p>	<p>the general interest of world population (8 billion people in 2020).</p> <p>To achieve such <i>pro-active intervention</i> of citizens and communities it is necessary</p> <ol style="list-style-type: none"> 1. to agree on some basic principles, and 2. to establish new global contracts based on the deliberate choices of all the concerned actors, being aware of the necessity to act with a sense of urgency but in a long term perspective (one generation at least) and with a sense of priorities whilst encouraging changes in modes and means of governance. <ul style="list-style-type: none"> • <i>Principles and operation</i> <p>In order to progress towards effective global governance, it is imperative to elaborate a set of principles. These are: the instruments we use must be coopera-</p>
<ul style="list-style-type: none"> Tropical Rainforest Campaign • The United Nations of Youth • The International Popular Theatre <p>Alliance</p>	

tive. This is the necessary condition in order to ensure the principle of efficiency. While economic competition is not capable by itself of attaining adequately human development in the global society, collaborative processes - implying exchange, sharing, negotiations, common purposes - are not only instruments of betterment for human beings and the condition for long term security and development of humanity, but also contribute to democratic purposes and progress. Cooperation can make better use of resources and ensure confidence and efficiency;

the global civilian society must be supported, encouraged and taken into account. The many different types of organisations and social groups that compose the global civil society represent a powerful tool of democratic dynamics: they can bring visibility to issues, force accountability, bring precision to public decision-making and, sometimes, are the very basis for the emergence of democratic structures. This principle postulates a vitality of the new actors; it entails respect for the principle of responsibility, the commitment to giving, and sharing responsibility;

as a corollary to the principle of responsibility, local actions, behaviours and experiments that respond to the new paradigm of globalisation must be systematically recognized and supported at the global level. This is the principle of relevancy. A vast and fertile field of creativity remains unexploited, while attention is given to banal, standardized but highly marketable needs, goods and services which are not of direct relevance to the largest number of humans. Imaginative collaborations have to be deployed by transnational corporations, by the bureaucracy of the United Nations, by regional organisations and the NGO community to interconnect innovative local actions. It is time to reduce wastage of innovative potential;

cultural diversity has to be explicitly integrated into our ways of thinking and acting. The unease surrounding immigration in many countries, the resurgence of ethnocentric rhetoric and behaviours, the social tensions arising out of confrontations between racial groups in large cities across the world, the capacity for

religious adhesion to spearhead political aims and activities leading to violence, all indicate the necessity for the global society we have created, to address cultural diversity explicitly (the principle of universal tolerance). The universality of such diversity in everyday life is obvious and an absolutely unavoidable reality. It is essential to recognize this diversity as source of challenge, to communicate and share rather than to compete. Tolerance is a major task of the years to come within and between nations and groups throughout the world.

Based upon these principles, we must chart change that takes into account the issues, challenges and opportunities analyzed previously.

Proposals for action are thus devised under the names "COMMON ENDEAVOURS". They are based upon the idea that the global society as such and, in particular, the satisfaction of the basic needs and aspirations of the 8 billion people who will inhabit the planet by 2020, should be the primary target of the visions, strategies and actions of humankind.

Thus Common Endeavours to start are the following four global contracts. Promoting human and social development on a global scale requires:

- sustaining basic needs and aspirations;
- assuring mutual recognition and fruitful exchanges between cultures;
- building instruments of global governance;
- " adequately preserving environmental resources.

By "global contract", is meant the identification and promotion of principles, institutional modalities, financial mechanisms and practices that permit the orientation of the allocation and use of world material and non-material resources in the general interest of world society and, in particular, for the satisfaction of the basic needs of the poorest populations of the world. The target of each «social" global contract is to stimulate the growth of world wealth in the most sustainable manner from a human, social, economic, environmental and political perspective.

According to the most recent reports from the United Nations Development Programme and the World Bank, the poorest po-

populations of the world share 5.6% of the world income and represent 3.5 billion people. Additionally, according to local official data, there are 53 million poor people in the USA, 40 million in the European Community countries, not to mention approximately 80-100 million in the former Eastern Europe and the ex-Soviet Union.

The global contracts - in a tacit or explicit form - are destined to identify and promote those principles, institutional modalities, financial mechanisms and practices that will make it possible to satisfy the basic needs of more than 3.7 billion people in the coming 25-30 years.

• *The First contract :THE CONTRACT FOR «BASIC NEEDS»*

(removing inequalities)

Relieving the poorest populations of the world is not an unrealistic target. To give homes to the 30 million "homeless" in the United States and Western Europe or to the expanding army of homeless in Russia is possible. The same applies to millions of the homeless people in the rest of the world.

The object of this contract is:

- water, for 2 billion people
- shelter, for 1.5 billion people
- efficient energy, for 4 billion people

The components of the contract would be developed through a series of agreements between private firms, governmental agencies, financial institutions and foundations. It implies a close cooperation between private enterprises, public authorities, financial institutions and voluntary associations from both the developed and the developing countries. Each agreement should concern a specific number of jointly determined actions aiming at enhancing local and global skills, capital, infrastructures and institutions for the promotion of social development industries.

Regarding instruments for implementation, the original stimulus should come from the people of the three most developed regions of the world, in the form of a joint resolution by the Japanese Diet, the European Parliament and the

USA/CND/Mexico Parliaments. The resolution should commit the respective governments and invite concerned national and multinational firms as well as foundations and voluntary associations to set up and design the operational framework that will guide the implementation, management and assessment of these actions relating to shelter, water and energy. The resolution should also identify the means (in particular, financial ones) and ways for the definition of a "global pact" amongst relevant national and multinational corporations, banks, national governments and associations from the developed world and the developing countries. In the case of the action to develop water supplies and distribution and basic energy means, for instance, HydroQuébec (CND), la Lyonnaise des Eaux (F), The Instituto Costaricense de Electricidad, the Indian Water Board - just to mention a few corporations - should explicitly be involved, together with national and international authorities for energy and the environment, and grass roots movements.

The selected projects should receive the label of "global partnership". The firms prepared to enter the agreement would, in their turn, receive the "global partner" label which would entitle them to receive long term privileges (fiscal immunity, tax reduction, employment facility, information access, ...) attached to the implementation of the agreement.

As to desired consequences anticipated results would be massive construction of infrastructure, promotion of local capacity and use of local material, major steps towards a new technological basis for improved human and sustainable development.

Regarding water, some data helps to illustrate the problem and its urgency, and to delineate some major directions for action⁽¹⁰⁾:

- diarrhoeal diseases that result from contaminated water kill about 2 million children and cause some 900 million illnesses each year;
- 1.8-2.0 billion people lack access to safe water, whilst in the state of California alone (25 million inhabitants) there are 600,000 swimming pools;
- some 300 million people in urban areas and 13 billion in rural areas have no access to sanitation;

(10) See United Nations Development Programme, Human Development Report 1993, New York,

- fast declining fish stocks resulting from water pollution;
- aquifer depletion is leading to irreversible damage.

Water pollution and water scarcity demand immediate action. Action should be taken in several diverse ways: some actions are needed as a priority to confront local or national problems in developed countries (such as desalination, consumption saving measures, ...); provision of safe water in the large urban agglomerations; some others require joint action between developed and developing countries (reduction of oceanic pollution,...). Most of the very practical and effective measures that could and should be taken, are already detailed in agenda 21. A group of private and public corporations and foundations should promote the organization of a Joint Planning Conference where a Memorandum of Understanding and a Plan for Water for 2 billion People could be discussed and submitted for joint financing by the and World Bank and regional banks.

Regarding shelter, the combination of identified and implemented top-down and bottom-up projects will lead to an effective use of local materials, involving local communities and the application of "higher" technologies in hybrid ways. It will also favour new modular approaches and procedures to the development of housing and community projects. Again, the urgent need for immediate action is reflected in the following data¹¹:

- approximately 100 million people can be classed as homeless;
- 1-1.5 billion people live in "housing" unworthy of being described as such;
- 2-3 billion live in housing grossly inadequate for their needs;
- only 1.5-2.0 billion live in adequate or decent housing.

In the poorer countries, the priority should be given to a series of actions that could stimulate local building and the restructuring of existing buildings as well as the use, improvement and diversification of local materials, in particular via hybridization of local traditional materials and new technology. Equally, priority should be given to actions that would

minimize costs

In the developed countries, where the most critical problem is social exclusion, the priority should be given to the restructuring of declining city centres with the aim being to dedicate the reconvened area to housing favouring the introduction of communities of young couples, the elderly and immigrants from the LDCs. The construction of shelters by people themselves should be strongly encouraged. This could be done through NGOs that have the scope to intervene in habitat improvement processes. This would make it easier to introduce basic racial and social integration.

• *The Second Contract :*
THE CULTURAL CONTRACT

(tolerance and dialogue of cultures)

The object of this contract is the support of policies and campaigns to promote tolerance and Dialogue between Cultures.

The components of the contract would be designed and promoted through a series of events and action-programmes based among others on the extensive use of advanced information and communication technologies and of public places (schools, theatres, museums, enterprises..)

Instruments for implementation, include all institutions private and public throughout the world, but can provide a consistent forum for cultural initiatives. Our proposal is that a limited number of cities (40 to 50) from all regions of the world, together with local media firms and voluntary associations, with the support from national and international foundations, sponsor a series of World-Palia on the model of the initiative taken by Belgium called Europalia. World-Palia would provide the opportunity to promote awareness and cooperation at world level, through exhibitions, concerts, movies, articles in newspapers, joint TV programmes etc, every 2-3 weeks or month, on different cultures of the world and their interaction with other cultures, cultural problems and prospects. Large corporations such as Time & Warner, Bertelsman, Bell Atlantic and TCI should be invited to sponsor, programmes.

(11) Cfr. CERAGIOLI G. and MILONE L., *op. cit.*

debates, pieces on various aspects of religion, culture, people and history, on a bimonthly, world-wide basis.

Similarly, a network of universities should take the initiative to launch an ERASMUS type programme at the world level, i.e. a programme which would make possible the mobility of students for a six months learning period (initial target: a thousand students per year, for the first three years).

Finally, a group of "small countries" and NGOs (non-governmental organisations) should take the initiative to produce yearly a Report on the dialogue of cultures, comparable to the report of the United Nations Development Programme on "Human Development".

As a consequence, the DIALOGUE OF CULTURES should become one of the modus operandi for the implementation of the three other contracts, as well as constituting one of their explicit objectives.

Maximizing the Dialogue via a multiplicity of modes is a most effective road to a new global world and to the global contract.

• *The Third Contract :*

THE DEMOCRATIC CONTRACT

(towards global governance)

This contract is of fundamental importance. Its relevance and urgency derive from what we have called the fundamental weakness of present globalisation, i.e. the increasing dissociation between economic power organised on a world basis by global networks of industrial, financial and service enterprises, and political power which remains organized at the national level.

Under these circumstances, the more national public authorities assume that the principal task of the state is to ensure that "their national" multinational companies (the only ones "armed" to act within the world economy) are or become competitive in international and global markets, the more the state assigns these companies the task of defending and promoting the economic and social well-being of the country. In so doing, such corporations are given the legitimacy to ensure the opti-

mal worldwide management of global material and non-material resources.

The result is that representative democratic mechanisms do not operate at a global level. The global system is led by oligarchical power structures which tend to emerge into more efficient and integrated networks bypassing fading nation-state governments.

If the present trend continues, the world will be governed, not only in the economic sphere, by a group of private networks of stateless firms. These networks will generate new forms of political authority, legitimation and control which will have very little in common with what we are used to calling "democracy".

The object of this contract is to contribute to reversing the trend. It will be particularly difficult to do so but it is an unavoidable imperative.

The main component element would be a campaign to favour by the year 2000, the establishment of the Citizens Global Assembly.

The Assembly should be convened the first time by an ad hoc Interparliamentary Global Session of national parliaments, with the support of the UN General Assembly. An International Parliamentary Association would act as a forum for almost all parliaments of the world. Its main immediate task would be to re-assess and to define the elements, conditions and objectives of what could and should become in the Third Millennium a new citizenship. Such new citizenship would provide constructive prescriptions about global commonality in terms of economic goods and properties and would focus upon the practical implementation of the new frameworks for cooperative economic governance in as alternatives for competitive frameworks.

A Citizens Global Assembly would constitute the representation of the transnational/global civilian society which has been growing in the last 30 years at local (cities, regions, nation-states), continental and international levels, and that will further grow and expand in the XXIst Century.

More than 50 years after the foundation of the United Nations, which adequately reflected the inter-governmental and international characteristics of the state of the world at

that time, the acceleration of history makes it a necessity today to *establish new forms of common institutions for the United World* which reflect the growing transnational and global characteristics of the condition of the world now and, it is likely to be, for many decades to come. This development could turn the United Nations Assembly into a "*Senate of the world*" where national and supranational governments will be represented.

Embryonic examples of the Citizens Global Assembly - though largely inadequate - exist in many areas. Their experiences could serve to avoid mistakes and to enhance solutions which proved to be efficient and effective. The International Association of Cardiologists which is able to convene every four years, for a one-week seminar, more than four thousand specialists is but one of dozens of associations capable of global exchange and global organisation and management, the same applies to World Council of Churches of which more than one thousand representatives meet for a month every two years. These examples show that the organization of an ad hoc world assembly, representing sometimes thousands of people across the world, organized into national chapters, special committees and sub-committees, ad hoc task forces, general world secretariats and so on, is not only feasible but is also an intrinsic necessity to any world organization/system that wishes to survive.

The Citizens Global Assembly would be a major constructive step towards the imperative process of democratisation of world society in at least two respects:

- * it would offer the unique opportunity - that does not exist today - to formulate a global social demand resembling the one expressed on an ad hoc basis by the United Nations Conference on Environment and Development in Rio in 1992;
- it would also provide a second unique opportunity - which does not exist today - consisting of the emergence and development of a new global political player which could act as the needed organisational mechanism for dialogue, negotiation and partnership with the global private networks of multinational firms which govern today's

economic world. If only sectoral private interests primarily govern the world economy and society there will be no buffer to deal with major conflicts, wars, mal-development and social, economic, environmental and cultural costs. Private global players need public global players (and vice-versa). The present international/intergovernmental institutions are not an adequate response, in as much as they do not reflect the supranational textures of private global actors.

In order to prevent the Citizens Global Assembly from being transformed into a neatly justified political organisation but ineffective and distant from reality, several global networks should be strengthened or promoted.

They would thus constitute a formalised global network of cities. Several international networks amongst cities already exist and they play a positive role. They should be globalised and their ability to carry out joint projects must be strengthened by concrete action (such as the water shelter initiatives outlined above)

Secondly, a global network of scientific organisations. There are already in existence a large number of very valuable international and world scientific associations. They are as yet much too fragmented and specialised. It is time for scientists and their professional organisations to learn to work together on ad hoc projects in a more operational way. Some such projects exist ("Global Change", "Man and Biosphere"), but it is necessary to increase the effectiveness with which scientific knowledge is used in relation to the priority interest of the poorest populations of the world and not in the interests of competitiveness amongst the strongest and richest countries. This global network of scientific organisations should be one of the practical "instruments" of the *World Council of Knowledge* (see the next contract).

• *The fourth contract :*
THE EARTH CONTRACT

(sustainable development)

The final component of the policy for COMMON ENDEAVOURS is to accelerate the implementation of the commitments made

SO

and the prescriptions - adopted by more than 130 governments at the Rio Conference on Environment and Development (June 1992).

These commitments and prescriptions are assembled in a document called AGENDA 21. The Agenda deals with both the pressing problems of today and the need to prepare for the challenges of the next century. It recognizes the responsibility of governments for the promotion of sustainable development. It calls for the broadest public participation in implementation and underlines the need for substantial new financial assistance for developing countries.

Agenda 21 deals with four major areas:

- * social and economic dimensions
- * conservation and management of resources
- * strengthening the role of major groups

- * means of implementation

It is accompanied by

- * a Statement of Principles on Forests
- * a United Nations Framework Convention on Climate Change
- * a convention on Biological Diversity
- * and a declaration covering all the above

The range of issues and problem-areas covered by Agenda 21 is so broad and fundamental (for example: combating poverty, changing consumption patterns, protecting and promoting human health, combating desertification, evolving sustainable agriculture and rural development, managing radioactive waste, the roles of children and youth in sustainable development, strengthening the role of farmers, reorienting business and industry,...) that the real issue is simply political will and operational choice.

A series of national action plans for sustainable development have been approved in accordance with Agenda 21. For its part, the United Nations has created groups to put into action the commitments made (in particular the ratification of the Climate Change and the Biodiversity Conventions). These are necessary basic actions

The contract that is essential concerns business and industry.

A Euro-American-Japanese Round Table of Industrialists and Bankers should be set up the main task of which would be to propose to

the 1000 largest firms in the world (and other firms that will be willing to do so) that they sign a global contract on a common series of projects, selected from the areas covered by Agenda 21, destined to create a dozen "21st Century Building Works". These "works" would receive financial support from the firms themselves as well as from international financial development agencies. They would be eligible for the "global partners" label (see the first contract).

Unlike the national action plans, the "21st Century Building Works" promoted and implemented by the firms will be global by definition and purpose though locally operated through global networks. The 1000 largest firms in the world are used to networking and should not therefore be faced with a lack of experience.

To be effective and backed by adequate public support and legitimation, the Euro-American-Japanese Round Table of Industrialists and Bankers should design one on the global contract by 1995 and submit it/them to the World Social Summit of the United Nations that will take place on March 1995 on the occasion of the celebration of the 50th Anniversary of the U.N.

In view of making possible the implementation of Agenda 21 and the "works" initiated and implemented by industrialists and bankers, a major step could be taken in reviewing and reforming the economic and financial international institutions which constitute the "Bretton Woods System" (i.e IMF, World Bank) set up after the Second World War, which will also celebrate their 50th Anniversary in 1994, one year earlier than the United Nations.

The case for new frameworks is unquestionable and increasingly unquestioned.

One way to operate the regeneration of the world economic and financial frameworks is through the transformation of GATT into an Inter-regional Trade and Cooperation Organisation. As referred to in chapters 1 and 2, world economic development is no longer based on the exchange of flows amongst national economic entities interacting and competing with each other according to the old scheme of an international division of labour, based on each

nation's comparative advantages. Multinational firms and the rapid growth in the scope and importance of global cooperative networks and strategic alliances amongst multinational firms have made the international and global economy more of a home economy where firms, consumers, public authorities and other non-profit-making economic actors are increasingly taking part in the design, production, use and recycling of common products, services and processes.

Furthermore, chapters 2 and 4 have underlined the growing importance and role played by regional economic integration, and entities such as the European Community, NAFTA, AFTA, Mercosur, Maghreb, SADG. Their existence and strengthening are rendering disconnected some of the principles of liberalisation and de-regulation on which the GATT "raison d'être" are based. GATT can admit the creation of a larger unified market without a common external tariff, as in the case of EFTA; or as a move toward global liberalization, as in the case of the European Community. What has become important and necessary is the establishment of new rules for active cooperation amongst the new regional continental economic entities, with the aim of avoiding regional entities becoming closed trade blocs each competing against the others. As recent events have illustrated, GATT is a rather fragile mechanism to prevent and stop trade wars between blocs. New principles and modalities based on cooperative frameworks rather than on conflicting liberalization and de-regulation, have to be formulated and applied if the next century is not to become the theatre of major economic wars amongst mega world blocs. The Inter-regional Trade and Cooperation Organisation is one such possible framework. The multiplication and revamping of the Lome Convention-type Agreements will be another.

The regeneration of the world economy will also occur through the abandonment of the 3D ideology and strategy of the IMF and World Bank, i.e. deflation, devaluation, deregulation¹². The 3D prescription which has for decades constituted the core and the driving force of the structural adjustment policies has had many severe debilitating effects on the

poorer regions. Furthermore, not only have poorer nations incurred major unwanted ecological, social and human disruption but rich nations have also been penalized. The restrictions and influence of GATT in combination with the structural adjustment policies and economic requirements of the IMF and the World Bank have in fact ultimately contributed to global problems.

To reverse the trend, the 3D should become 3R, i.e. recovery of mutual growth and trade, restructuring of the relations between public and private economic power, redistribution of resources as a means of sustaining recovery itself.

Accordingly, new Co-Development Networks should be created following a restructuring and integrated activities of the World Bank, IMF, UNDP, UNICEF, FAO, UNESCO and ILO Public organisations have to be transformed urgently and pass through a profound re-organization in order to enter the globalisation process with effectiveness and in good condition.

The reorganization of the World Bank and IMF should aim at eradicating the present hierarchical system where the rich countries decide what is good and possible for the poor countries. Conversely, it should promote the gradual development of a multiple, pluralistic type of network composed of decentralized (regional and transnational) agencies, based on effective forms of partnership amongst today's rich and poor countries. The Co-Development Networks would act as a short term investment fund and as a long term development bank. They would promote and support a wide range of Lome Convention-type global or regionalized agreements ("glocal") or "integrated projects", as well as labour-market development and employment-creation initiatives which are cruelly absent today on a global scale. They would be based on project task forces and public/private partnerships to which will be linked not only international private and public financial and economic actors, but also non-profit-making organisations (such as Foundations) and voluntary associations.

In this context, a decentralized agency should be a World Council of Knowledge. Its

(12) These proposals are derived from HOLLAND

ton Woods: *Alternative for the Global Economy*, a FAST Report, Commission of the European Communities, FOP 325, Brussels, May 1993.

main aim would be to promote, via ad hoc private/public partnership projects, the use of existing knowledge and technologies and their improvement in such a way that:

- " local ability for innovation is enhanced;
- local human know-how and ingenuity can be exploited to solve local basic needs in a constructive North/South development context which does not introduce the usual negative constraints and requirements of the IMF, World Bank and GATT;
- * an effective cooperative transfer of knowledge in a South/South perspective and not only in a North/South unbalanced relationship could be stimulated, organized and experienced.

The World Council of Knowledge would have, also, the task of involving from the outset of each project scientists, technologists and business innovators - particularly from the poorer regions - in the design—process and in the development and implementation of new knowledge and technology. If such an integrated approach does not occur, the transfer of knowledge and technology will remain one-way (from the developed regions to the poorer ones) and will encounter in the future more and more severe obstacles. The "transplant" will be less and less possible because of the widening gap between the developed countries and the poorer regions concerning the socio-economic and political systems that make possible the design, development, appropriation and use of the new knowledges and technologies.

Being (the democratic contract), Having (the contract for the basic needs of 3 billion people), Living Together (the Earth Contract) and Dialogue (the cultural contract) are the key elements of "Working together for a global

contract and cooperative governance", on hopes for the people of this planet.

It is suggested that an important role is to be played by cities, foundations and other organisations from the civil society, in addition to, and in cooperation with, public authorities and private firms.

The cities are particularly important because one major consequence of the globalisation of technology, economy and society is the re-emergence of cities as key subjects of the global scene. This is evident not only for these "global cities" that play, precisely, a global role, such as New York, London and Tokyo in the area of financial services¹³, Paris in the cultural affairs or Amsterdam, Copenhagen, Frankfurt, Zurich, Los Angeles, Osk, Milan, San Francisco, Rome, Singapore, Hong Kong, Chicago, Houston, each of them in various sectors. Everywhere, cities are increasingly developing new metropolitan policies the scope of which is, in most cases, determined without direct link with national government. Increasingly numerous are the cities that take an active part in international and global networks. In many areas, cities can, in fact, offer a more open, flexible and participative framework than the nation state in the design and implementation of collaborative projects. They can represent one of the building blocks of the new global world.

A philosopher from ancient Rome said "The wind blows for those who know where they want to go". An even older Chinese maxim says "Those who have thought too long before making any next step, will remain all their lives on one foot". Very rarely do people deliberately choose to remain stuck on one foot.

(13) On this, see SASSEN Saskia, *The Global City*, New York/London, Tokyo, Princeton University Press, New York, 1991

La pertinence des réseaux associatifs pour le transfert des compétences scientifiques et techniques et leur appropriation

par Georges THILL*

Dans un contexte de codéveloppement global durable, comme réponse au mal-développement, au Nord comme au Sud, la fragmentation Nord-Sud est de moins en moins de mise que durant ces trente dernières années: dans une économie-inondée et une science-monde, et par rapport à un bien-être équitable, à une gestion rationnelle de l'environnement et à une habitabilité de la Terre, c'est désormais à l'échelle planétaire que s'impose un développement global des sociétés, lequel doit être à la fois écologiquement viable et culturellement soutenable. Ce qui rejaillit directement sur la formation et l'enracinement des chercheurs et sur les pratiques de coopération où de plus en plus la valorisation actuellement prédominante de l'outil doit faire place à celle des sujets en formation et en activité et où la composante temps prend une acuité déterminante.

Comme l'écrit Ignacy Sachs "de l'événementiel à la longue durée, du terroir à l'économie-monde, les temps et les espaces de l'histoire sont pluriels, l'art de l'historien consistant à montrer comment ils s'emboîtent"⁽¹⁾. L'imbrication aujourd'hui, où tout se pense et s'évalue à l'aune d'une efficacité à court terme pour répondre aux impératifs de la logique de compétitivité du supermarché mondial, constitue une des difficultés majeures, non seulement pour les citoyens-monde en général, mais également, et très particulièrement, pour les chercheurs. Il importe, quand il s'agit de formation et de recherche innovatrice, de prendre en compte dans un même mouvement environnement, culture et développement qui vont aujourd'hui de pair et obligent l'investigation et l'application scientifiques et technologiques à s'inscrire dans des allers-retours permanents entre le local et le global.

Une importance prioritaire va ainsi au terrain quand il s'agit de formation et de recherche, ainsi qu'à l'interdisciplinarité comme à la globalité et à la complexité. Les acteurs sociaux, et en particulier les chercheurs, sont aujourd'hui confrontés, au niveau du quotidien, aux contraintes comme aux possibilités de la particularité d'environnements socio-géographiques, en même temps qu'ils doivent fonctionner comme des "passeurs de fron-

tières"⁽²⁾. Tout au moins si leur fécondité et leur créativité doivent permettre de jeter des semences sur "une terre en renaissance"⁽³⁾. Tout à la fois l'analyse locale devient essentielle à la compréhension du global et les pratiques socio-scientifiques et socio-techniques ont à intégrer dans leurs processus la réalité des systèmes et des changements d'échelles.

Hybridation et métissage

La formation des chercheurs et les laboratoires ou unités de recherche sont marqués par la règle de l'universalisation d'un modèle occidental de rationalité, directement ou indirectement articulé sur la compétition économique et l'efficacité immédiate. Mais, paradoxalement, cette science universelle produit une sélection où dans un monde planétaire de plus en plus intégré les processus d'exclusion ne cessent de s'accroître. Les échanges du marché et les transferts scientifiques ou technologiques s'opèrent surtout entre et dans les pays industrialisés, et plus particulièrement de façon quasi exclusive entre et dans les sphères américaine, japonaise, ouest-européenne.⁽⁴⁾

De cette façon, la science, la technologie et la formation scientifique et technologique ne peuvent guère s'enraciner dans les terroirs, seule possibilité pourtant de garantir, au niveau des sociétés et à l'échelle planétaire, des partenariats effectifs entre chercheurs et avec les autres acteurs de la société. Non seulement au Nord, mais d'une certaine façon encore plus au Sud, la nécessaire "mise en culture" de la science dans la société, selon l'expression de Jean-Marc Lévy-Leblond, se heurte à des obstacles majeurs dont notamment Mohammed Larbi Bouguerra, Leopold Gnininvi, René Owona viennent de foire état dans le numéro déjà évoqué de *Savoirs 2 ! Le Monde Diplomatique*. En particulier, les savoirs, savoir-faire et faire-savoir locaux et/ou traditionnels et les solutions endogènes des problèmes ne sauraient être prises en compte par des chercheurs coupés de leurs racines et par des formations trop théoriques dans lesquelles on oublie que toute cohérence scientifique renvoie à des présuppositions et à des conditions pratiques de possibilités extraépistémiques. Et

* Programme de recherche et de liaison universitaires pour le développement (PRELUDE). Le texte qui suit est la communication soumise par l'auteur pour la 4ème table ronde des Assises francophones de la recherche, Abidjan, 1er et 2 décembre 1993 et est repris du *Bulletin de PRELUDE*.

(1) Ignacy SACHS, "Ces temps et ces espaces qui s'emboîtent", *Savoirs 2/Le Monde Diplomatique*, 1993, pp. 32-33.

(2) Selon l'intitulé du sous-titre de l'ouvrage de Marcel JOLLIVET (sous la direction de), *Sciences de la nature, Sciences de la société. Les passeurs de frontières*, Paris, CNRS Éditions, 1992.

(3) Selon l'intitulé de *Savoirs 2/Le Monde Diplomatique, op.cit.*

(4) Ugur MULBUR, "Integrated-excluded Divide World: World Market Share of Different Groups of Countries According to Trade Figures", FAST/CE, Bruxelles, 1993. Tableaux repris dans *Living Together*, par Riccardo PETRELLA et Philippe de la SAUSSAY, document FAST pour Europrospective III, Ecole Polytechnique de Wiesbaden, juin 1993.

cela, alors même que le défi de la croissance de l'économie et du progrès de l'industrialisation requièrent une indégénération de la technologie comme base nécessaire d'une certaine indépendance et d'une autonomie.

Qui plus est comme l'ont montré les travaux du Thème C du programme européen FAST (Forecasting and Assessment in Science and Technology): "Global Perspective 2010. Tasks for Science and Technology" et en particulier la contribution, à partir d'une série d'études de cas Nord et Sud, du réseau international PRELUDE (Programme de REcherche et de Liaison Universitaires pour le DEveloppement)⁵ à ces travaux, il importe aujourd'hui, si l'on veut que la science et la technologie soient au service des 8 milliards d'habitants censés habiter la planète en 2020, que l'on passe d'un simple transfert de la science et de la technologie et des formations de science occidentale à une hybridation des savoirs, savoir-faire et faire-savoir.

Ce qui implique incontestablement métissage des cultures au sein d'une économie-monde, d'un développement-monde, d'une communication-monde. Ce qui requiert aussi notamment que l'on dépasse les antinomies classiques: Nord/Sud, traditionnel/moderne, étranger/voisin, producteur/usager, science/culture, technique/social, évaluation/prospective... Ce qui exige encore la mise en perspective permanente de composantes et de dimensions variées: symbolique, économique, éducatif, éthique, social, ethnique, politique, organisationnel, écologique.

S'indiquent aujourd'hui les approches systémiques et globales de situations complexes à hétérogénéité maximale. Là où la multiplicité des disciplines et des modes technologiques sont simultanément présents. Où, par exemple, le savoir-faire du paysan et du guérisseur se met en interaction avec la science avancée des spécialistes en agronomie et en bio-médecine humaine et vétérinaire. Où se tracent des trajectoires dans lesquelles ne cessent de surgir le perçu, l'inattendu, l'incertain, d'un avenir jamais donné d'avance, de plus en plus sujet à des surprises ou à des turbulences et attestant que le sens n'advient que dans des interactivités. Dans une perspective de formation et de

recherche, devenue aujourd'hui de plus en plus proactive, le sens tant recherché n'est jamais saisissable comme tel, sinon en pointillés dans le jeu de circulation multiple régi par les noeuds d'interface qui sont autant de balises.

C'est la combinaison des connaissances et arts de faire locaux et/ou traditionnels avec les sciences et technologies avancées qui permet - critère-clé pour une science et une technologie au service d'un développement humain et global — de promouvoir une qualité globale, condition et point de passage aujourd'hui obligés pour relever le défi d'un mal-développement global généralisé et d'un déficit de facteurs fondamentaux de développement global.

Qualité globale

La qualité globale d'une activité de recherche-formation ou de formation-recherche comme de toute autre activité, se définit et s'apprécie à partir de finalités très concrètes. Elle suppose de façon permanente une prise en considération de la globalité, de la complexité et de nouveauté souple.

La qualité globale n'est pas transférable, même si les idées et les compétences scientifiques et technologiques peuvent être transférées et appropriées. Elle fournit un cadre de travail et des conditions pratiques pour une autogestion et une autorégulation. Elle requiert des coopérations discutées et négociées entre tous les partenaires concernés d'une société globale. Aussi bien, une technologie, par exemple, ne peut être évaluée selon une échelle unique de référence, quoiqu'on ait besoin de standards et de normes techniques.

Une formation et un enracinement de chercheurs supposent, tant sur le plan planétaire que dans une aire donnée: locale, régionale, nationale, continentale ou intercontinentale, en vue de l'invention scientifique et technique et de l'innovation sur le marché, la reconnaissance et la promotion dès la conception de tout projet, de la nécessaire diversité et interaction culturelles. Autrement dit, il s'agit de susciter partout la création et la diffusion de la qualité globale dans chaque société.

(5) PRELUDE (sous la direction de Georges THILL), *Transfert de compétences scientifiques et technologiques et leur appropriation. La pertinence des réseaux associatifs*, Commission des Communautés Européennes, Science, Recherche et Développement, FAST/MONTOR FOP 307, Bruxelles, 1992.

Réseaux associatifs

La promotion de la qualité globale passe prioritairement par les réseaux associatifs. Les actions de ces réseaux, eux-mêmes réseaux de réseaux, ouvrent des brèches, des fractales, pour des plus-values et des mieux-values au sein d'écosystèmes biophysiques et socio-humains. L'expérience du réseau international de chercheurs PRELUDE dont l'objectif est la conception et la mise en oeuvre de pratiques de développement global, comme les réseaux thématiques de l'UREF, et d'autres réseaux associatifs, attestent l'importance d'une création et d'une diffusion de la qualité globale dans chaque société.

De par leur topologie, les réseaux associatifs anticipent, en même temps qu'ils reprennent, les différentes dimensions temporelles que tracent les phases des processus technologiques et les étapes de l'innovation: sont co-présents les inventeurs, les concepteurs, les producteurs, les héritiers de traditions multiples⁶, les usagers (les utilisateurs des technologies et ceux qui porteront la marque de leurs impacts et coûts techniques, politiques, économiques, sociaux, écologiques). Ils constituent des médiations de communication (au sens fort du terme), lesquels impliquent métissage et permettent créativité. Ils constituent ainsi de précieux relais pour les institutions, dont ils sont complémentaires, et qui doivent retrouver leur dimension instituante, pour faire connaître et apprécier à tout point de vue les expériences et les pratiques nouvelles.

S'il est vrai que les sciences et les technologies, sur le plan de la recherche comme sur celui de la formation, sont de véritables stratégies de développement, les réseaux associatifs sont des instances privilégiées pour une stratégie de promotion de la qualité globale⁷. Ils sont des lieux ouverts de formation mutuelle et globale. Ils favorisent la création de formes inédites de la démocratie et un contexte culturel nouveau qui rend possible cet exercice en matière de techno-science. Car ils rendent la tactique contemporaine de la stratégie. Et, de par leur caractère hétérogène, ils corrigent la logique stratégique à l'aide de tactiques dialogiques et éco-logiques. Par où ils ré-intro-

duisent dans les politiques de développement des réseaux matériels et logistiques les finalités et les options des sujets concernés. L'usager n'est plus client, il est pleinement sujet. Et ce, de l'amont à l'aval de tout processus de développement

Si dans le cadre d'une institution les effets hiérarchiques s'expriment sur le mode sanctions liées à leur mission, en revanche, les effets réseaux remplissent le rôle de catalyseurs d'effets locaux auto-organisés pour opérer des transformations au niveau des conditions initiales. À condition toutefois d'intégrer délibérément les rapports de force et les négociations entre acteurs, non point sur le mode dominant-dominé mais à l'image des jeux de force en architecture. Et ce, alors même qu'ils assurent les flexibilités nécessaires tout en aboutissant à des concrétisations/configurations claires.

L'expérience de réseaux scientifiques montre — un critère décisif — la nécessité d'effectuer, même dans les universités hors-les-murs, un travail de visualisation des réseaux afin de permettre de mieux cerner les dimensions de la complexité et de déboucher sur des déplacements et des dépassements initiateurs de nouvelles viabilités.

Ce sont sans doute les réseaux qui permettront à la formation des chercheurs d'articuler la rigueur scientifique à la multiculturalité. Tout monopole disciplinaire, sectoriel ou linguistique, ne peut, à terme, que conduire à une stérilisation. L'intérêt d'avoir dans notre monde planétaire des réseaux associatifs de langue française s'inscrit dans ce combat contre un monopole scientifique monolingue. U importe toutefois que ceux-ci n'oublient point que même le français comporte des variétés linguistiques et que la "créolisation" présente un terrain de fertilité nécessaire au métissage naturel et inventif, et partant une chance de formation et d'innovation enracinées dans des terroirs donnés et en même temps ouvertes à une appropriation possible en n'importe quel point du globe.

À l'heure où un développement durable et soutenable fait apparaître l'exigence décisive d'une maîtrise sociale du contrôle des sciences et des technologies et de la formation que celui-

(6) Le bio-médecin, tout comme tradipraticien, est porteur d'histoire, de culture, de mémoire, d'institution. Voir PRELUDE, *Transfert de Compétences scientifiques et technologiques et leur appropriation. La pertinence des réseaux associatifs*, op. cit.
(7) Les réseaux associatifs se distinguent ainsi d'autres types de regroupement, tels que certains clubs ciblés sur des objectifs précis.

ci requiert, les réseaux associatifs exercent un rôle de détecteur avancé, de processus d'évaluation afin que la conditionnalité économique et financière, seul guide le développement actuel, socialement injuste et destructeur d'environnement, puisse être complétée et revisitée, par

une conditionnalité sociale, culturelle et écologique. Sans celle-ci il est difficile de concevoir en pratique, au Nord comme au Sud, et entre le Sud et le Nord et le Sud et le Sud, des partenariats viables pour un développement humain global.

NGOs, the continuing factor in development co-operation.

by *Henny Helmich**

With the broadening of the field of development co-operation from development assistance in the 1960s, international development co-operation in the 1970s to sustainable human development in the 1980s and 1990s, with a new agenda coming up for the year 2000 ('achieving global human security'), increasing numbers of NGOs are now directly relevant for the co-operation agenda. The change in terminology reflects not only a change in semantics, but also an attempt to conceptualise a new complex world 'order'. The original goal of supporting GNP growth in developing countries has been broadened by including a number of areas in development co-operation that have been accepted as indispensable to make GNP growth sustainable: the ecological management of the world's resources, the realisation that respect for human rights cannot be left any longer to the realm of individual sovereign states, the support for reproductive health to stabilise population growth, the 'discovery' of the crucial role of women in societies' management, production and reproduction, and the need to achieve greater transparency and accountability in all areas of government in the interest of participation and democracy.

Formerly separate NGO families (development NGOs, women NGOs, human rights NGOs, population NGOs, environmental NGOs) are increasingly working together. NGO parallel sessions during the world conferences of the last three years (1992-UNCED in Rio, 1993- the Vienna Conference on Human Rights, 1994- the International Conference on Population and Development in Cairo, and this year's Social Summit in Copenhagen, Habitat in Turkey and the Conference on Women in Development in Beijing) are drawing increasingly large numbers of NGOs trying to influence the public opinion. During the preparatory processes before these conferences, NGOs were among the most active players influencing the drafting of the conference documents.

However, looking at the numbers of NGOs from OECD member countries, working in the field of sustainable development, we can see a considerable increase in absolute

terms, from approximately 4000 in 1989 to some 7000 NGOs in 1995. This growth clearly illustrates the interest of the population of OECD countries in the issues of sustainable development, since these NGOs represent millions of members and supporters. Together, they represent the major constituency for development co-operation within the OECD donor countries. The growth of this constituency belies the perception of 'development fatigue'. Over the years, this NGO sector represents a stable 10 per cent of ODA resources flowing from North to South.

The growth of the NGO sector also raises some concerns. Roughly 5 per cent of these 7000 NGOs have a large capacity to implement development projects. This means that approximately 350 independent actors add their development programmes to those of 21 DAC donor governments and a number of multilateral actors and UN agencies. NGOs are among the strongest critics of the lack of co-ordination of official development efforts. However, there is not much evidence that the large — increasing — number of NGO activities are co-ordinated any better.

NGOs claim that they have more experience and are better equipped to reach the poor in developing regions and in this way that they are able to implement a real people-to-people development effort. Governments increasingly leave to NGOs whole sectors of small-scale development projects on the basis of the results that NGOs achieve. However, there seems to be a lack of a cumulative measurable effect in the achievement of NGOs in these sectors. Few NGOs publish evaluation reports of their projects. Overall benchmarks to judge development impact of NGO activities have not been developed or vary considerably from country to country and sector to sector.

Development is a knowledge based endeavour, and knowledge is based on information about successes and failures in development projects. This information is amazingly scarce. Evaluation reports are published mainly to inform the NGO constituency or a government donor of the successes of a project in relation to the original project design.

In addition, the proliferation of the

* OECD Development Center. This document is the original English version of a preface to the upcoming Italian edition of OECD's book on Government-NGO relations. Opinions expressed and arguments employed are the responsibility of the author only and do not necessarily represent those of the OECD or of OECD Member countries.

number of NGOs suggests that there is a huge and growing intellectual capacity of NGO leaders each using their own approach to solve development problems. Each of these approaches has justified in the eyes of at least one individual or group the establishment of a separate NGO to undertake this new approach. But the available evidence suggests that the various approaches are not very different. In fact, the development community could need more evidence of successful new approaches.

However, information based knowledge about development and results from evaluations cannot be expected to be created overnight. The demand for 'quick fixes' in developing countries ignores the fact that results often can only be measured after more than a decade of investment of resources. Serious overall evaluation efforts and impact assessments have been carried out in some countries only since the beginning of the 1990s. Development projects have been implemented in socio-economic environments in developing regions which were, to say the least, not very conducive to positive results. The overall record of development co-operation is, despite some setbacks and a general regression in sub-Saharan Africa, positive. It would be extremely useful to add to this record a clearer view of NGO results. However, NGOs which are honestly reporting their failures as well as their successes run the risk of - deadly - punishment in public media, which all too often regard waste and scandals as worthy news items and have no place for 'good news' stories. Media punishment not only results in loss of public confidence, but also loss of donor government resources.

With the increase of NGOs in sustainable development, one can also observe some hesitant efforts at a division of labour within countries and between NGOs from different donor countries. Most division of labour actually takes place in the area of advocacy and lobbying. In the interest of a more effective use of resources, this division of labour should be strengthened in the programme execution area. However, strong influences keep NGOs from doing the necessary in this respect. The requirement to be visible in the public eye, to be seen

as being active in each emergency situation, to maintain 'market share' in public donations, often keeps NGOs separate.

While governments channel increasingly large shares of otherwise stagnating ODA resources through their NGO communities, they seem to leave to these NGO communities those areas where it is most difficult to measure impact. At the same time, governments demand 'results', often in terms of 'financial accountability'. In addition, many governments expect NGOs programmes in sensitive fields (such as democratisation, support for human rights, participatory development) to be somehow 'cheaper' than government programmes. This expectation is reinforced by NGO competition for government financing 'advertising' this capacity to undertake projects more effectively with less money. Development, however, cannot be bought 'on the cheap', it is more often a process of careful long-term nurturing of change in fragile societies. There is absolutely no evidence that this can be done with small amounts of resources. NGOs and governments should be more realistic in this respect, not in the least because they should inform their public better about what to expect for what price. Public support is bound to become shaky when the 'quick-and-cheap fix' solutions are shown to be illusory. Governments are also more likely to support their 'own' NGO constituency, than to support the 'international' NGOs or NGOs from other countries that have demonstrated their effectiveness. Development agencies' policies to strengthen their national constituency coincide with the short-term interest of most NGO communities who resist 'outside' intrusion on 'their' domestic market. However, this segmentation of the NGOs in 'national donor NGO communities' is not conducive to a better division of labour within the overall NGO community. Meanwhile some 'transnational' NGOs are increasingly taking up a large part of the home turf with successful modern marketing techniques and emotional fundraising styles, ignoring the carefully worked out 'indigenous' NGO codes of conduct to avoid the 'poverty pornography'.

The contribution of NGOs to the devel-

opment co-operation field is perhaps most important in the area of development education. The public opinion in most donor countries lacks the basic information to form an impression of the real conditions in developing regions. Where the basic information is provided, a framework to understand this information is often absent. Most people in OECD countries are prepared to make an effort, indeed feel the urge to 'do something' in the face of growing global needs. Most public opinion surveys show a surprisingly stable support for development efforts. However, most public support tends to be available to 'one-issue' parts of the development agenda, such as emergency relief, human rights issues, food and child support. After the formal education process, most people rely only on the media to get their information about development and the only additional source is the NGO community. Sometimes governments make an active effort to inform the public as well, although most government information is given about their own efforts. NGOs are not different in this respect and their information campaigns and fundraising are very closely connected. Given the fact that development educa-

tion resources are already in short supply in most countries, and most of these resources are actually used for fundraising-information campaigns, there seems to be a real need to re-orient the NGO development education effort. Governments need to be much more open to the huge challenge in this area and should be much more forthcoming to provide their own active constituency with larger resources to undertake these education efforts. They should also be more open to confront the challenge of a sometimes critical approach from NGOs. But it will depend on the NGOs themselves, whether they will be able to put education before fundraising and contribute in this way to a sustained public constituency for development co-operation.

After all, NGOs claim that they better understand the people in the developing countries than most governments. Most of the Southern partner organisations have urged NGOs in the OECD countries to re-orient their efforts to development education. With their better understanding, and their greater receptiveness to justified demands from the South, their agenda seems to be ready to implement.
25 Jan. 1994

Integration of church-related NGO health facilities into district health systems: why not ?

by *Marieke Verhallen**

When in 1986 the World Health Assembly adopted a resolution calling for action to strengthen district health systems on Primary Health Care, Memisa welcomed this policy with great enthusiasm.

The definition of the District Health Care System based on PHC led us to believe that 'Church-related' Health Facilities would be integrated into the district health systems.

This would then mean that these NGO Health Facilities would base their plans (and their applications) on the District Health Plan and the role they were requested to play in it. Thus in turn Memisa's assistance to realize these plans could contribute in a more structural way to improving coverage, accessibility and equity for a given population in a given area.

However, now, after eight years, we have to conclude that little progress has been made in this field.

This article is the fruit of my search for the reasons why all too often NGO health facilities are not really part of the district health system. To find the answers I have tried to analyse two country experiences (Ghana and Tanzania) and studied literature of various sources regarding District Health Systems (see list of references). At the end, I will try to draw some conclusions as to how the various parties could improve the integration of Church-related Health Facilities into the District Health System.

Problem definition

Definition of a district health system

"A district can be defined in very general terms, as the functional unit of decentralisation of health care organisation for a defined population. Its optimum size and complexity of a given situation is the result of two opposing requirements:

- It has to be large enough because a certain concentration of technical and human resources is required to be able to provide comprehensive integrated, continuous and effective care.
- It has to be small and flexible enough to allow

for communication with the population and community participation, so that health care can be made relevant and priorities defined with a bottom-up strategy. In its simplest form such a system is an integrated three-tier system: community health care activities supported by a first line health facility (dispensary or health centre) which in its turn is supported by a district hospital. (Abbreviated definition as stated in MMI survey, see MMI survey', see for more extensive definitions The Challenge of Implementation District Health Systems for Primary Health Care'.)

Based on the Alma Ata Declaration and the Global Strategy for Health For All WHO recognises the following general principles for developing district systems:

- Equity
- Accessibility
- Emphasis on promotion and prevention
- Intersectoral action
- Community involvement
- Integration of health programmes
- Coordination of separate health activities.

From this definition and the guiding principles it seems obvious that each health activity, health programme or health facility has to be part of this system to ensure its efficacy towards the population's health care needs. A study of the reasons for decentralisation strengthens this conclusion.

Actual situation regarding integration of NGO health facilities into district health systems

In many English speaking African countries studies have shown that between 30 to 50% of all health care services are provided by NGO facilities. In rural areas this percentage is often even higher.

When we translate this presence to district level: most districts will have one or more church-related health facilities within its borders.

Looking at categories of facilities it means that a considerable number of NGO hospitals could act as a district hospital and quite a number of health centres could be in charge of a subdistrict.

* Medicus Mundi International. This article previously appeared in Medicus Mundi's newsletter, Autumn

The Medicus Mundi Internationalis Mail Survey among church owned hospitals showed that out of 88 hospitals in 25 countries 39 are actually district hospitals with technical and administrative responsibilities for a well defined population. These 34 hospitals are mainly found in Ghana and Lesotho.

A recent assessment of the rehabilitation needs of 108 roman catholic health facilities (12 hospitals and 96 peripheral units) in Tanzania found that only one hospital really functioned as a district hospital. Only a minority of all the facilities mentioned the district or regional health authorities as reference point. Hardly any recognised the district as planning and coordinating authority.

Conclusion: the cooperation between district health authorities and church-related health facilities, necessary to establish adequately functioning district health systems, is still far from being a fact.

Problems caused by a lack of cooperation and integration

A close study of the aims of the Primary Health Care Strategy and the District Health System, we can foresee that problems will arise if certain health facilities in a district function in isolation. Project evaluations confirm this. Some of the most important problems seen are:

- Limited accessibility for the population.
- Unfair competition.
- Lack of technical support at various levels.
- Inadequate referral system.
- Inadequate planning.
- Duplication of efforts/resources.
- Inadequate use of resources.

These problems are experienced at the facility level and at district level but it is obvious that the population will experience the brunt of the consequences.

In the interest of equity, efficiency and sustainability of Primary Health Care, these kinds of problems have to be solved. At the moment, a good functioning district health system and thus integration of all health facilities into the network, seems the best option to tackling them in a structural way.

Observations in Tanzania and Ghana

The following are observations which seem to me significant and which are based on my experience in these countries.

Tanzania

At independence the Tanzanian government inherited a health care system comprising governmental and NGO facilities. Subvention of NGO services was continued. Around 1970, the health system was subdivided into regional and district systems. A considerable number of NGO hospitals (22 out of 64) were appointed District Designated Hospital. In practice, this means that the DD Hospital has to provide free health care services and receives its running cost budget from the state. Management and investments remain the responsibility of the NGO owner.

Since 1986, a renewed attention has been given to the district health system. More district medical officers (DMO's) were appointed and the local governments were stimulated to support the district health care system.

To my knowledge, no clear policy guidelines, job descriptions and planning guidelines have been circulated. Neither has a sustained effort to retrain the various levels been undertaken.

In the case of the DDH's, the DMO's are not stationed in these hospitals and the hospitals have received no instructions as to their relation to the DMO, nor of their role in the District. Some of the hospitals try to realise their technical responsibilities but have no formal administrative mandate. Talking to various representatives, one gets the strong impression that duties have been pushed down the hierarchical line without the accompanying authority and without the necessary strengthening of the system. A complicating factor is also that district staff is appointed by local government and the DMO by the Ministry of Health. The church organisations are still often suspicious of the government. Past nationalisation activities have left deep scars. Corruption and lack of adequate functioning of government facilities often gives rise to activities of competition.

Church authorities are still very much focused on institution building instead of service development. At levels where coordination and cooperation can be fostered all too often religious staff without a health professional training are appointed. At instances where an effective cooperation between NGO facility and district authorities has been achieved, this is largely due to personal efforts from individuals at both sides.

The Dutch Ministry of Development Cooperation is assisting a number of districts in Tanzania. In one district a district health assessment and planning exercise has resulted in an integration of the Church organisations as full members into the District PHC Committee as well as in assigning responsibilities to each organisation and each health facility (Bukoba Rural District). In another district, the district health plan does not include the NGO facilities. The expatriate consultant had not included them in the assessment.

Ghana

Its history and inherited system is largely comparable to that of Tanzania. In 1978 the government started a decentralisation process. Between 1986-1988 the renewed interest for District Health Systems resulted in new policy guidelines. One of these was: which ever hospital was centrally placed in a district was to become district hospital and one of its doctors was appointed DMO. The other members of the District Health Management Team (DHMT) are government employees and stationed in the district capital. This policy meant that a large number of NGO hospitals became district hospital with all the ensuing responsibilities. A continuous education programme for DHMT's and regional teams is still going on. Job descriptions and planning guidelines are widely known.

A good example of well functioning cooperation is the Brong Ahafo region (Sunyani Diocese) where 6 out of 12 districts are run by the Catholic Church. The elements which seem to influence the good cooperation are:
- Both regional and diocesan authorities actively pursue cooperation.

- The number of NGO facilities is high and mostly of hospital level.

— At coordination level and hospital management level the church personnel is highly qualified. A recent temporary change in Regional Medical Officer did show that strong personal motivation of such an officer is of great influence.

The differences in effectiveness per district can be retraced to training, management and the willingness of DHMT members to work together.

The diocese has recently undertaken a five year planning exercise based on the district health needs. A new dialogue with its NGO donors is now not the way as to how to cover the difference between the available district budget and the actual needs.

Though cooperation between government and NGO health providers is a definite policy issue in Ghana, the actual implementation in other regions is less successful. The causes of these differences can be retraced to differences in the elements which seem to foster the success in the Brong Ahafo.

Analysis of reference material

In international and national health policy documents of developing countries, NGO health providers are never mentioned as structural components of the health system. This is surprising, knowing how numerous they are and knowing that in many countries they are provided with subsidies for their operational cost. The explanation for this can probably be found in views that only governments are responsible for the provision of health care. In the WHO policy documents and in other manuals on Strengthening District Health Systems, NGO facilities are mentioned as possible elements of the system. The need for cooperation and coordination is often mentioned. Sometimes the need to involve community representatives in problem identification and planning is stressed. One manual describes a possible organisational structure for cooperation.

However, no where did I find guidelines or policy proposals regarding how to realise this

cooperation at district level nor at other levels within the system. The only document I found which paid specific attention to NGO or private health care providers in the title was 'The Public Private Mix in National Health Systems'. In a bid to improve efficiency of the health care system, privatisation is considered a feasible option. This option is further elaborated in the World Bank Report 1993 'Investing in Health'.

The first report sees as driving force behind the growth of the private sector the decline of the public sector services mainly due to financial difficulties. Overlooking the history of NGO health care development, this conclusion might need nuancing. Certainly when the main policy concerns of the participants are: how to control the private providers and how to ensure that preventive and promotive services are safeguarded.

Though the report does not mention integration of private non-or-profit (NGO) facilities into the system as such, it does suggest that it might be possible to increase district responsibilities of NGO facilities.

The conclusions of the report are even more far-reaching towards cooperation:

— At a next meeting on this subject, representatives of the private sector, including the non-profit agencies should be invited.

— Their closer and more active involvement should be sought.

— They should be fully involved in evaluation, regulation and policy making.

Conclusions

From the country observations and literature study, I come to the conclusion that the following are the probable causes i.e. influencing factors for the lack of integration of NGO health facilities into District Health Systems.

Policy level

WHO, as leading policy authority, but also other international organisations did not, till recently, recognise church-related health

provider organisations as potential structural partners in health systems of developing countries. Thus, countries following international guidelines closely also did not recognise NGO's as potential partners. This is strengthened when the responsibility for health care provision is interpreted in such a way that delegation of responsibilities to other actors such as NGO's cannot be considered.

Both Tanzania and Ghana experiences also show that the sole adoption of a policy is not sufficient for real change. Elaboration and wide circulation of guidelines, strengthening the implementation level and continuous support are key issues.

Church authorities are too much focused on their own internal matters and have long considered their facilities independent from international policies. Few attempts have been made by church organisations to develop their own policy views on health or to liaise with fellow organisations. For leadership positions, loyalty to the church seems more important than professional capability. Training for leadership and public health need much more attention. The result is that NGO coordinating bodies have difficulties in matching government bodies which in turn does not facilitate recognising each other as partners.

Implementation level

At this level, individual health facilities or health workers can hardly be expected to take initiatives in the direction of close cooperation if higher levels of authority are not seen to do the same.

Lack of a clear translation of the national policy into specific guidelines and strengthening programmes by the national and intermediate levels (regional and diocesan) leaves too much to chance and individual interpretation.

Assignment of duties without the accompanying authority frustrates personnel and the effective functioning of the system.

Personal motivation, though being a key factor in establishing cooperation, cannot be counted on if lasting integration is the aim.

Training of district workers without including the NGO facility representatives

(and vice-versa) only serves to continue the rift between the two parties.

Recommendations

The analysis and problems show that key issues are:

- Recognition at all levels that NGO Health Services are a structural component in future development of Health Systems.
- Policy elaboration is needed to facilitate sharing of responsibilities.
- Political will to cooperate has to be fostered at all levels and by all parties.
- Manpower development and continuous training for district management should be made the effectual base for change, both in church and government sectors.

International level

WHO and international agencies can take the lead in recognising NGO's roles in health systems and elaboration policy guidelines. The report on 'Public/Private Mix' and the World Bank report suggest that out of economical and control motivation this recognition is dawning. It would, however, be regrettable if the health Care Policy makers let themselves be overshadowed by controllers and financial policy makers.

National level

Ministries of Health and Church leaders

should engage in health policy discussions. Both parties could invite the other on their coordinative bodies and consult one another for evaluations and planning exercises at all levels. Positive examples can be widely published and used for training purposes. District training activities should include the NGO facilities. District Management Teams should include at least one NGO representative. The Ministry of Health and Regional Health Offices should elaborate and clearly publish guidelines and job descriptions for district functions. They should assign clear responsibilities to the NGO facilities capable of leading a district or a subdistrict.

Donor level

All donors could make it a point to investigate the existing cooperation at district level and stimulate further cooperation when allocating funds. Exchange of information on successful district projects can be stimulated. Manpower development and training for district management should be part of each district health project. Bilateral donors can use their influence to stimulate integration efforts at national level. NGO donors should use their influence to stimulate NGO organisations and leaders to actively seek integration and assist them in this process. Both bilateral and NGO donors will have to be ready to support districts as a whole i.e. including the traditional non-affiliated party as this might be the strongest signal that districts should function as an entity. Both bilateral as NGO donors should coordinate their activities at district level through the district authorities.

The Wisdom Council: A New Process for Building Community in Large Organizations*

by Jim Rough

"I'm tired of all the small talk around here. I want some BIG talk for a change." These were the words of the manager before a meeting with his coworkers. This desire for meaningful communication with others is a step beyond the traditional working relationship where people are hired for their physical labour. It even goes beyond the work of professionals where people are hired for their minds. This manager's quest is a desire for community. The BIG talk he seeks is not only desirable, it is also a key ingredient in the search for corporate excellence. In fact, the authors of the classic business book, *In Search of Excellence*, characterized the single most important difference between excellent companies and the rest as "rich informal communication." Another way to phrase it might be "having BIG talk in the organization." I have developed a new process for creating community in large organizations through BIG talk. I have come to call it the "Wisdom Council."

* This article was published in February, 1995 in the book *Community Building: Renewing Spirit and Learning in Business*. The publisher is The New Leaders Press in San Francisco. Discounted copies of the book will be available through the author, who may be reached c/o Jim Rough and Assoc., 1040 Taylor St., Port Townsend, WA 98368. 206-385-7118, fax 206 385 4839.

An independent consultant to business since 1985, Jim Rough develops and teaches facilitative methods to help groups, individuals and organizations transform. His work was featured in a 1992 *Industry Week* magazine cover story on The New Leadership. He presents his discoveries in the internationally acclaimed four-day seminar Dynamic Facilitation Skills. Jim also speaks at numerous conferences including fourteen years as a faculty member of annual Creative Problem Solving Institutes in Buffalo, N.Y. He has published articles on empowerment, facilitation and systems thinking. He is developer of An American Constitutional Invention, a breakthrough approach to societal change. Jim's education includes a B.A. in physics from Occidental College in Los Angeles, M.S. and M.B.A. degrees from Columbia University in New York, and many years independent study in Jungian psychology.

Random Selection

A Wisdom Council is comprised of twelve to twenty-four people who are randomly selected to act as a microcosm of a larger population. The pool of possible participants generally includes everyone - such as managers, hourly employees and salaried people. Like a jury, they seek an unanimous view. Unlike a jury, the group itself determines what they will discuss. It's like a "time-out," where the members of an organization ask themselves how things are going and how they might go better. With the aid of a facilitator, these people enter into a high quality dialogue seeking collaborative breakthroughs. At its conclusion, the group issues an unanimous, non-binding statement that articulates the informed *wisdom of the people*. This particular group then disbands, but each year, or each quarter, a new group is randomly chosen.

The Wisdom Council creates change the same way a crisis transforms an organization. It is the kind of time-out that happens in a game when a player gets hurt. The game stops, the energy shifts, and everyone remembers that we are all connected in ways that go beyond who

wins and who loses. Caring and concern are shown, where only a moment ago there may have only been competition and self-interest. With a Wisdom Council, an organization symbolically enters into this structured, limited kind of time-out. In it, people are encouraged to respond with creativity and open-mindedness so the organization is elevated to a new level of trust and capability.

In a county public works department, for example, a group of employees similarly met and determined that the critical issue for them was their overwhelming workload. At first, they talked about the need to hire more people. Then they decided that they really needed more time in the day. They achieved a breakthrough when they eventually realized that the underlying issue was that they didn't feel respected by the community they served. Each employee in the agency was independently working at a frantic pace to prove his or her own worthiness, despite a system they all felt was inadequate. Facing this issue and talking it through to a new resolution was a quantum step forward for the organization. It was healing to each person and to relationships between workers. Each person gained a greater sense of shared responsibility and many collective improvements were made.

When a group like this faces critical issues with creativity, there is great potential for change. In addition, a group's unanimous conclusions, when presented to the whole, possess power. In the example, the group expressed its new understanding about the need for mutual respect and suggested ways that people might earn that respect. Even people who were outside of the conversation were changed. Discussions about problems among coworkers, letters to the editor from citizens, and entrenched positions across the bargaining table were all positively influenced by the group's conclusions.

Another example illustrates how statements that come from the Wisdom Councils can make a difference. Employees and managers in the steam plant at a paper mill met and determined their key issue. At first, they listed issues like the need for better cleanup procedures, the need for more training, and the need

for improved communication between operators and the maintenance department. As the issues were categorized, it became clear to all that there was one overriding problem that everyone was afraid to mention. It was the ash that hung in the air of the plant.

Everyone knew that the mill had a competitive advantage because it was running at two times its design capacity and that ash was a natural result. All believed that nothing could be done without a major investment because the engineers had been studying the problem for years. The employee union and management had already tangled on the issue and everyone had backed away from a potential conflict. The black ash problem had disappeared from everyone's consciousness until this group brought it to the surface. Naming it in a statement to the rest of the mill sparked a new creative resolve and it wasn't long before two people invented a patentable device that solved the problem. The statement and the shared understanding of the issue's importance constellated creative energy throughout the whole organization and spontaneous change was the result.

Transformational Change

The Wisdom Council provides people at all levels in the organization with a symbolic opportunity to meet outside the hierarchy and to connect meaningfully on larger issues. It is a place for fundamental, deeply felt questions. "Is our organization really contributing something of value?" or, "Am I proud to work here?" are questions that might be dealt with. Rather than top management addressing *strategy issues*, everyone deals with *existential issues*. As a symbol of the whole, each random group wrestles with the issues and reaches consensus that brings meaning to everyone.

The Council's power of change comes in three non-traditional ways. First, the existential crisis of BIG talk within the Council and in the larger community generates a transformational change. Secondly, the statement of unanimous wisdom of the group sparks dialogue and constellates creative energy. Thirdly, the periodic selection and disbanding of the Council estab-

lishes a learning process by which the community can evolve itself, reflecting on progress. Because the Council is all-inclusive and because it disbands immediately after presenting its results, it invokes a self-organizing process rather than a managed change process. Proposals, goals, action plans, and timetables may eventually result after it has disbanded.

When intelligent people stop to reflect on what really matters, change is created. Sometimes this change involves specific action items but, more often, it runs deeper. It evokes subtle changes away from the need for extrinsic controls and toward the spirit of community. I believe Dr. Deming was talking specifically about this type of change when he said in his famous quality seminars, "We are destroying our people by the methods we use." He was talking about the system of extrinsic control and hierarchy vs. self-managed change and transformation, or what Deming called "metanoia." Managed change has obvious value in ensuring that specific actions are completed, but its overuse causes many problems. When used with people, they eventually either succumb to the control or rebel against it. In business, some people just wait for retirement. Some become bureaucratic thinkers seeking their own sense of control through rigid adherence to the rules. Still others opt out and profess to not care. Related problems like stress, burnout, rising health costs, and poor quality are secondary effects of people feeling manipulated. People under control feel estranged from community and from the impacts of their actions. Transformational change can eliminate many pressing problems as the spirit of community replaces the mechanisms of control.

The Structure

The Wisdom Council is similar to other approaches of building community, yet fundamentally different. One special feature is that, even though only a few people participate in a particular Council, the whole community is involved vicariously. The random selection process and its short life span are particularly responsible for this. Anyone can be selected and

those chosen do not become an elite group. Each member speaks his or her own personal - and even spiritual - viewpoint without representing anyone else. Council members resume their normal activities almost immediately after disbanding.

Other group structures which are similar to the Wisdom Council, but not the same, are:

- A *jury* because it assembles peers to reach unanimity on a decision for the whole community. However, a jury reaches a verdict on a predetermined issue through discussion and voting. The Wisdom Council picks its own issues and uses dialogue to evolve consensus.
- An *advisory board*, in that it provides non-binding guidance to an organization. The advisory board is not randomly selected. It meets over a long period of time and doesn't necessarily reach unanimity. The Council doesn't advise top management as much as it articulates the whole system view.
- A *survey* because it uses a random sample to identify the views of the total population. But in a survey there is no dialogue among participants. There is no vicarious sense of participation among those who weren't selected.
- A *focus group* because there is a facilitated dialogue among a microcosm of a population. But a focus group does not choose the issue and doesn't reach unanimity.
- A *future search conference* because it seeks to involve the whole community in dialogue and to evolve the culture using a facilitated process. But the future search is a large group process particularly oriented toward developing a vision of the future. With the Wisdom Council, a smaller group having few management people determines the topics based on their own interests and energy.

Quality of dialogue

Beyond its unique structure, quality of dialogue is vitally important to a Wisdom Council. If members were to argue and develop a legalistic, statement of compromise or, if people just complained about how awful things were and issued a statement that expected others to do something about it, much of the

Council's power for change would be lost. The spirit of dialogue is essential. The late physicist, David Bohm, drew a distinction between a *discussion*, where people talk back and forth with one another, and a *dialogue*, where people meet without a predetermined agenda yet a "coherent culture of shared meaning" emerges. In the book *The Fifth Discipline*, author Peter Senge builds on Bohm's work, describing dialogue as (1) going beyond one person's understanding to a larger pool of meaning, (2) exploring complex issues from multiple points of view, and (3) inquiring in a way that people become observers of their own thinking.

In a Wisdom Council, this same spirit of mutual inquiry and emergent meaning is needed, but the group also needs to reach consensus on a specific statement. For a brief process, with people who have been randomly picked, the question is "How can we ensure a spirit of creative dialogue yet also achieve an unanimous statement?" In a trial jury, people are on their own to make a simple judgment on a predetermined issue. The need for a Council is for something more like a Quaker business meeting, where a deep and open spirit of inquiry exists, yet the group still reaches unanimous decisions. A facilitator is essential to achieving this blend.

Facilitation

According to Senge and Bohm, dialogues *per se* are not suited to decision-making. They envisage facilitative leadership, participant guidelines, and taking time to be sure the guidelines are met. Examples of guidelines might be 1) drop all previously-held assumptions, 2) respect all views, and 3) allow equal air time for all those who wish to speak. Bohm views the facilitator's role as limited to setting the stage and pointing out "sticking" points. Senge envisages more of a knowledgeable discussion leader, even contributing opinions at times. To reach decisions, Senge suggests that discussion is probably needed and suggests using both.

The Wisdom Council, on the other hand, needs a process facilitator who takes a more

active role. He or she 1) helps the group determine and meet the key issues, often in an environment where they seem undiscussable, 2) influences the group process so that dialogue, not discussion, is used, and 3) helps to stimulate creative thinking where breakthrough insights, understandings, or new feelings can emerge. The aim is an emergent consensus, or a collective breakthrough, rather than agreement on a compromise. For this, one cannot rely on a step-by-step approach, nor exclusively on the self-management approach to dialogue. It is better to have facilitators with advanced knowledge of group dynamics and creative thinking who influence the group process. In this case the need for discussion is greatly diminished, usually only valuable for fleshing out details.

Although exerting a strong influence on the process, this type of facilitator does not participate in the content- He or she ignores his or her views on the topic in order to help the group create its viewpoint. He or she is not concerned with "what" the group decides but with "how" the group talks and thinks together. Some pioneers of this type of process facilitation, besides 300 years of Quaker meeting leaders, are Michael Doyle and David Straus who wrote the book *How to Make Meetings Work*. Also, The Institute for Cultural Affairs¹ has developed facilitation tools for dialogue and for large group processes, The Guild for Psychological Studies² has pioneered dialogue as a process of individual transformation for over 50 years, and the Creative Problem Solving Institutes³ have been advancing creative thinking for over 40 years.

Six Facultative Principles

These approaches rely on a facilitator to help groups address issues with creativity and trust. Dialogue on crisis-level challenges leads to transformational changes. This is not "decision-making" and it's not "problem-solving." Instead, I coined the word "Choice-creating" to better describe it. This quality of thinking seeks quantum movements, changes of mind, and changes of heart. Key facultative principles

that go into Choice-creating are:

1) The facilitator orients the group toward developing lists (of issues, solution ideas, data, etc.) to avoid discussion. An opening sentence might be "What are some of the issues we might address?" This question asks for a listing instead of discussion. If someone starts to talk about one of the issues, the facilitator might head that off by saying "please turn your comment into another suggestion." In this way, discussion is averted and participants maintain a spirit of discovery.

2) The facilitator ensures that each person is protected from all forms of judgment. For instance, if one person has an idea and another starts to say why it won't work, the facilitator helps turn this judgment into a concern. Both people are protected and each comment is useful.

3) The facilitator helps people express themselves fully. For instance, if someone says, "There should be better communication," it is important to urge them to say more, to the point of risking and exposing real feelings. This expansion builds trust in the group.

4) The facilitator reflects back to the group what they are saying or what is happening. This raises the level of capability for self-management in the group. It also helps all to listen and understand more fully what has been said. Also with reflection, members often change views of their own accord, allowing the group to spontaneously move forward. Simply by standing and writing ideas on the flip chart, the facilitator uses reflection and accomplishes a lot of this.

5) The facilitator supports the vital energy of the group. If some people are excited about an idea before the problem has been defined, for instance, the facilitator goes with their energy and asks them to articulate their solution. In this kind of setting, the group energy leads while the intellect follows.

6) The facilitator can help the group capture and acknowledge group movement. He or she might say, "It sounds like you are all in agreement about this part of the issue. Can someone summarize what you are saying here?" People often don't recognize their progress unless this progress is captured and articulated.

1. The Institute for Cultural Affairs, 1054 25th Ave, Seattle, WA 98122, 206 323 2100

2. The Guild for Psychological Studies, 2230 Divisadero Street, San Francisco CA 94115, 415 931 0647

3. Creative Problem Solving Institutes, The Creative Education Foundation, 1050 Union Road, Buffalo

Using the Wisdom Council

The Wisdom Council is a low risk, low investment strategy for building community. This is not a top-down cultural intervention to be managed, but a small, limited structural addition that may generate system-wide, heart-felt change. In a formal sense, it has no power. But by creating an organization-wide dialogue and consensus, it has great potential for transformational change.

Organizations that are a part of the quality movement that wish to focus on real quality can find the Wisdom Council valuable. Some organizations install a Total Quality Management program that is exclusively focused on making quality measurable and more controllable. Such a strategy is a continuing part of an extrinsic control paradigm and not what the quality movement is about. As Peter Senge said in a recent keynote address, "If you don't understand that the quality movement is about intrinsic motivation, then you don't understand the quality movement." The Wisdom Council supports intrinsic motivation in people. It is a way to ensure a vital quality effort for companies.⁴

Other examples of potential use are: A large university hospital might use this approach to overcome organizational barriers between doctors, administrators, and staff. A competitive software company might use it to call "time out" from their hectic pace and to build depth in the environment without losing competitive focus. For a large government agency it is a way to overcome bureaucratic thinking that regulations and micro management encourage. In a manufacturing company one group of employees has proposed this approach to their management as a way to build and maintain a shared vision for everyone to invest in.

In these instances, the Wisdom Council is composed of people who are within a hierarchical system. The president of the organization has just as much likelihood of being selected as anyone else. But in a different, more powerful application, the Wisdom Council might also be used to empower and give a new voice to the people of a democratic organization. An

employee-owned corporation, a labour union, or a school, for instance, can use the process to create wise, democratic leadership. With a Wisdom Council in a high school, for example, the faculty and administration can assume a more facilitative role, helping students get what they want, instead of trying to conrol them toward predetermined aims. It can reinvigorate the learning environment.

When twelve students participated in a high school Wisdom Council, they developed six unanimous points. The six points were focused on class sizes, the need for creative lessons, more meaningful requirements for graduation, etc. In the meetings students talked about serious matters. Some wanted harder classes. Others needed help to keep up. All wanted a safe place where they could be challenged to learn. At a presentation to the superintendent, principal, and city council, the adults expressed pleasant surprise. Many people had underestimated the level of responsibility and capability that the students would show. The Wisdom Council was an initial step in building BIG talk with and among students.

A Wisdom Council builds a culture based on *intrinsic* instead of *extrinsic* motivation. By giving a voice to the wisdom of the students the whole system is brought into dialogue. In a similar application this process could be used to reinvent both government and citizenship. In fact, the Council concept originally arose as a way to enliven responsible citizenship and to build community at the national level. In seminars where people were learning about facilitation skills, groups resembling Wisdom Councils addressed issues of their choice. They chose societal issues: the rising violent crime rate, the breakdown of families, the inequitable distribution of wealth, etc. These groups sought simple, non-threatening ways to reverse the negative spiral of these problems. The breakthrough that emerged was the Wisdom Council concept as a constitutional amendment. By creating a national and wise "Will of the People", government could reinvent itself to be more facilitative. By building community and empowering responsible citizenship this process offers a low-risk, high-return way to deal with issues in a fundamental, systemic way.

⁴ For more information see "Static Quality vs. Dynamic Quality" by Jim Rough in *Quality Digest*, December, 1993.

Large Organizations

As thinking developed, it became clear that the Wisdom Council process can be applied to most large organizations. It is a way to subtly move the system away from the extrinsic control via rules and hierarchical structures toward the intrinsic control of individual initiative and mutual trust. It doesn't directly confront the hierarchical system but, by establishing BIG talk, it empowers the potential for transformation. It is best to structure the Council in a way that is consistent with this bottom-up power. Rather than being set up by the president of an organization to find out what people really think, for instance, it is better to consider the Wisdom Council to be the people stopping to reflect on how their system is working. Structuring the context of the Council to be above the hierarchy supports the transformational potential. The Wisdom Council best functions from the assumption that the ultimate authority is with the people of the organization.

Arranging the Wisdom Council requires coordination. A person or group needs to establish meeting rooms, identify facilitators and schedule times. They need to help assure that everyone selected can attend. In any random selection process, it is critical that those selected choose to participate. The coordinators help the organization contract with itself so that people who are chosen will participate. It may be helpful to turn the selection process into a ceremony. Each person in the organization is eligible, so everyone should be aware and interested. It might be like a lotto drawing, or a large door prize. This enhances the sense of identification with those who are chosen.

During Wisdom Council meetings, the coordinators ensure that participants can be sequestered if need be, that they have accurate meeting notes, and that requests from the

Council can be met. For instance, the group may ask for the opportunity to meet with experts, or the organization's president, or to present their results to certain audiences. If top management does attend, it must be remembered that the real "top manager" is the Council in this setting.

Sessions may be videotaped and viewed. This can increase the sense of participation. At the conclusion, it is understood by everyone that the Council will present their results to the whole organization. Individual Council members need to distinguish when they are speaking for an unanimous Council and when they are speaking for themselves.

After the meetings and presentations, Council members have no further official role except possibly to help improve the process and to plan the next one. I suggest that a small committee of former members be created to oversee the Wisdom Council process facilitators, and coordinators.

Summary

The Wisdom Council can be a powerful and valuable process for any large organization that is open to exploring growth through transformation. It can provide a basis for self-organization and self-management, and eliminate much of the need for extrinsic controls. It is a new concept for building community - ensuring that people address the issues that really matter and remain in dialogue. It helps everyone remember that, at the most basic level, we are just people and we are connected. The Wisdom Council ensures that there is room for BIG talk. It creates a time for "just folks" around the campfire. It's a way for the wisdom, good, and creativity in people to emerge and to help in building community.

A survey of NGO access to intergovernmental events

Benchmark Environmental Consulting has been asked by the Norwegian Department of Development Cooperation to explore how the process of NGO participation at intergovernmental events can be made more democratic. This project takes the form of a survey which is being distributed widely throughout the international NGO community.*

At present, there is no comprehensive picture of what this community feels would make their participation more effective at international intergovernmental meetings, or how this relates to variables such as

north-south, male-female, black-white, age-experience, organizational size, thematic concerns, and so on. The survey is expected to allow Norwegian Government and the NGO community to make informed and therefore effective choices about what needs to be done differently. In addition, the Norwegians have suggested that the result might be provided to other Governments during the ECOSOC Review process.

The following text is the document distributed to the International NGO community.

Who speaks for the People? Who speaks for Nature? Who speaks for You?

*How effective is NGO access to intergovernmental decision-making?
How can it be made more democratic?*

Democratic decision-making has long been an undercurrent of concern in the international NGO movement. Who is an NGO? Who decides which NGOs can attend international meetings? How are 'NGO statements' adopted? Which NGO representatives can speak before intergovernmental meetings? The common consensus is that the ability NGOs have to affect the intergovernmental process depends on their ability to influence the formal governmental process and on their ability to have a process of collective NGO decision-making during intergovernmental conferences. The Norwegian Department of Development Cooperation Programmes has commissioned this poll to learn the views of the international NGO community on these issues. It is hoped that the results will also be helpful to other Governments during the current ECOSOC review on NGO status and to the international NGO community as it evolves its own independent views.

Some history: As originally conceived in the UN Charter discussions, NGOs would be recognized by the Economic and Social Council as important participants in considering issues before the Council and that's all. Subsequently, large numbers of NGOs arrived at official UN conferences and made their presence felt through counter-conferences, parallel events, and demonstrations.

A period of diverse and ad hoc special arrangements started. During the 1970s experts and individuals from leading NGOs were 'invited' in to expert group meetings specialized conferences, and UN staff planning meetings. At the UNCTAD negotiations for a New International Economic Order, NGOs were given the ability to produce in-house newspapers during inter-governmental meetings in order to inform Governments about the on-going proceedings. Under the discussions of the Human Rights Commission, NGOs were 'asked' to monitor the behaviour of Governments and to report back to inter-governmental bodies on the compliance of Governments to the relevant international standards. In the World Health Organization, NGO expertise was given a prominence in drafting international guidelines and standards on infant formula sometimes equal to or greater than individual Governments. The Bergen conference on sustainable development experimented with a five sided formula: Governments, business youth, labour, and environmental groups had to agree on a common statement. The European Union has now held ministerial / NGO level consultations. And the UNCED process formally defined a new the role of NGOs in the preparation for global conferences and their follow-up.

* 33 Barlett St., Portland,
Maine 04103 USA
Tel: (207)775-9078
Fax: (207)772-3539

This poll is an attempt to gather the views of a wide diversity of NGOs. Your experiences and views can help cast the framework for the next phase of NGO / intergovernmental relations. We hope that you will take the time to make your crucial contribution to this process.

French and Spanish versions of this questionnaire are available on request.

Overview

1. In general, how are we doing? Please rank #1 (well) #3 (so—so) #5 (awful)

- a. Are the 'peoples' voices heard at international events: 1 2 3 4 5
b. Are the concerns of 'Nature' heard at international events: 1 2 3 4 5
c. Are you heard at international events: 1 2 3 4 5
d. Do Governments think 'peoples' voices are heard: 1 2 3 4 5
e. Do Governments think 'Nature' is heard: 1 2 3 4 5
f. Do Governments think NGOs are heard: 1 2 3 4 5

2. At international events, who does your organization claim to speak for:

3. Who do you think other NGOs feel your organization speaks for:

4. Who do you think Governments feel your organization speaks for: _____

5. If you were to think of the most and least democratic cases in your experience of NGO participation at intergovernmental negotiations / conferences / expert meetings / prep-conferences and their associated NGO events, which would rank as the best and worst? [list up to three events]

Three most democratic events (title, year, city) Three least democratic events (title, year, city)

- | | |
|--------|--------|
| (i). | (i). |
| (ii). | (ii). |
| (iii). | (iii). |

6. What were the good and bad elements of these events?

Good elements:

Bad elements:

- | | |
|--------|--------|
| (i). | (i). |
| (ii). | (ii). |
| (iii). | (iii). |

7. Organizations and people go to international events for various reasons:

a. For my NGO, the two most important actors to influence at international events are (1st & 2nd):

- Our national Government Intergovernmental organizations
 Governments in general Other NGOs
 The international media Other _____

b. For my NGO, the two most important types of international events are (1st & 2nd):

- Large global specialized conferences Annual sessions of governing boards
 Specialized inter-governmental meetings Negotiations on international conventions
 Expert level meetings Other _____

c. Personally, the two most important actors to influence at an international event are (1st & 2nd):

- Governments Inter-governmental organizations
 Other NGOs The international media
 Related professionals and friends Other _____

d. Personally, the two most important types of international events are (1st & 2nd):

- Large global specialized conferences Annual sessions of governing boards
 Specialized inter-governmental meetings Negotiations on international conventions
 Expert level meetings Other _____

8. Please tell us something about your NGO:

Size of your current NGO (circle answer)

membership	< 10	10 - 99	100 - 250	250 - 1,000	1000 - 10,000	10,000+
full-time staff	< 5	5 - 15	15 - 25	25 - 100	100+	
Int'l oriented staff	< 1	2 - 3	4 - 9	10-20	20+	

Which UNCED Major Group best describes your organization (please circle):

Women, Children & Youth, Indigenous People, NGOs, Local Authorities, Workers and Trade Unions, Business & Industry, Scientific and Technological Communities, Farmers

Is your NGO accredited to ECOSOC, CSD, WHO, UNEP, ILO, FAO, UNESCO, other _____

Geographic location of NGO: Base country _____ Number of foreign branches, if any _____

Thematic focus/foci of your NGO _____

Please tell us something about yourself:

Age (approx!) _____ Gender _____ Nationality _____ Status within your NGO _____
 Years with current NGO _____ Years active in int'l NGO community _____ First int'l conference 19__

How did you receive this questionnaire? _____

NGO Involvement in Intergovernmental Events

The following are a list of things that could have made you feel included or excluded from the proceedings of official intergovernmental conferences. These questions are designed to learn what 'made' or 'broke' your sense of participation in these events.

9. Please indicate your 1st and 2nd choices of the items in the following lists:

Why do you attend official UN conferences?

- a. ___ to influence your national government
- b. ___ to influence your national media
- c. ___ to strengthen your NGO
- d. ___ to learn more about an issue
- e. ___ to alter final conference outcome

You prefer to convey your views

- f. ___ through documents distribution
- g. ___ through display of posters
- h. ___ through addressing plenary sessions
- i. ___ through 'official' NGO newspapers
- j. ___ through face-to-face discussions with individual delegates
- k. ___ through street demonstrations

You most need information in

- l. ___ conference rules & prior decisions
- m. ___ pre-conference documents
- n. ___ working conference documents
- o. ___ daily work agenda
- p. ___ conference newspaper

You most need unrestricted access to

- q. ___ your own Government delegation
- r. ___ other Government delegations
- s. ___ UN conference staff
- t. ___ media representatives
- u. ___ NGO support staff

10. At intergovernmental conferences, do you generally feel restricted by

- a. ___ own Government's delegation Yes/No
- b. ___ Aid-providing governments Yes/No

- c. ___ Governments funding NGOs Yes/No
- d. ___ United Nations agencies Yes/No
- e. ___ national or international media Yes/No
- f. ___ host country culture Yes/No
- g. ___ racist attitudes Yes/No
- h. ___ patriarchal attitudes Yes/No

limited by

- i. ___ lack of technical knowledge Yes/No
- j. ___ use of professional jargon Yes/No
- o. ___ lack of negotiating skills/ experience Yes/No
- l. ___ lack of public speaking skills Yes/No
- m. ___ inadequate translation facilities Yes/No

- n. ___ lack of handicapped access Yes/No
- o. ___ host country visa requirements Yes/No
- p. ___ United Nations conference format Yes/No

11. After intergovernmental conferences, do you generally feel pleased by success in

- a. ___ altering final text of the event Yes/No
- b. ___ defining the problem area Yes/No
- c. ___ contacts with your Government Yes/No
- d. ___ contacts with other Governments Yes/No
- e. ___ contacts with UN officials Yes/No
- f. ___ new linkages with NGOs Yes/No

stimulated to

- g. ___ meet your Government at home Yes/No
- h. ___ raise money for the next conference Yes/No
- i. ___ recommend other NGOs participate in future conferences Yes/No
- j. ___ increase your time on international solutions Yes/No
- k. ___ pursue issues defined at the conference Yes/No
- l. ___ organise opposition to the decisions Yes/No

12. If your NGO was offered \$20,000 to improve NGO involvement in an intergovernmental conference, how would you recommend it should be spent:

- a. \$ ___ for a special pre-meeting with other NGOs to develop common positions
 - b. \$ ___ for additional equipment (faxes, computers)
 - c. \$ ___ for additional publications to distribute to delegations
 - d. \$ ___ for financing a demonstration at the conference
 - e. \$ ___ for lobbying your home Government
 - f. \$ ___ for travel and expenses for additional participants
 - g. \$ ___ for travel and expenses for an NGO that has never attended a global event
 - h. \$ ___ for other uses _____
- \$ 20,000 total

13. If your organization could give you 10 extra days to prepare for an international event, how would you use it:

- a. ___ lobby your own Government
 - b. ___ arrange internal meetings on your international strategy / tactics
 - c. ___ write a formal policy statement to present at the event
 - d. ___ co-ordinate with other NGOs from your region
 - e. ___ co-ordinate with other NGOs sharing same thematic interest
 - f. ___ attend pre-conference meetings with other NGOs
 - g. ___ for other uses _____
- 10 days

14. If asked to co-sign a final Governmental consensus document, would you (check any number)

- a. ___ be authorized to commit your organization
- b. ___ be able to sign only in your own name
- c. ___ need to call / fax home for authority
- d. ___ need to submit it to a formal adoption process
- e. ___ be unable to sign for your organization
- f. ___ refuse to sign a document with Governments
- g. ___ other _____

15. If you could re-structure the format of official conferences so that they involved all delegations and NGOs in a more democratic structure, your 1st and 2nd choices would be to:

- a. ___ have NGOs as regular members of official delegations
- b. ___ have small work groups of delegations and NGOs within the official conference
- c. ___ host off-the-record pre-conferences between NGOs and Government delegations
- d. ___ arrange daily Government - NGO sessions to review proceedings and to hear NGO views
- e. ___ form a consensus between Government/NGO/Business/Youth/Labour (Bergen model)
- f. ___ vote in NGO plenaries for a common citizen's position before Governments debate an issue
- g. ___ use video conferencing to broadcast the meeting to your home office (no actual meeting)
- h. ___ other _____

Your NGO at International NGO Events

The following are a list of things that could have made you personally feel included or excluded from the proceedings of the NGO events held in conjunction with intergovernmental meetings. These questions are designed to learn what 'made' or 'broke' your participation in the NGO-related events.

16. Please indicate your 1st and 2nd choices of the items in the following lists:

- YOU most expect from the 'NGO leadership'
- a. ___ pre-conference plans
 - b. ___ NGO event 'rules'
 - c. ___ info on official conference
 - d. ___ documents from the official conference
 - e. ___ info on alternate conference
 - f. ___ info on alternate accommodations

- You prefer to convey your views to NGOs
- g. ___ by the circulation of documents
 - h. ___ by individual face-to-face discussion
 - i. ___ by small group discussions
 - j. ___ by addressing NGO sessions
 - k. ___ by using the NGO newspaper
 - l. ___ by using NGO exhibition space

- You most need access to
- m. ___ inexpensive, clean hotels
 - n. ___ inexpensive, healthy food
 - o. ___ computers
 - p. ___ telephones / faxes
 - q. ___ office space
 - r. ___ translation facilities
 - s. ___ interpretation facilities

17. At NGO international events, do you generally feel

- the potential dominance of
- a. ___ northern NGOs Yes/N
 - o Yes/No
 - b. ___ larger NGOs Yes/No
 - c. ___ accredited NGOs Yes/No
 - d. ___ male-run NGOs Yes/No

- e. ___ white-run NGOs Yes/No
- f. ___ English language-run NGOs Yes/No

- unable to
- g. ___ organize special NGO sessions Yes/No
- h. ___ get into official conference building Yes/No
- i. ___ have handicapped access in the official conference building Yes/No
- j. ___ locate NGOs with similar political interests Yes/No
- k. ___ locate NGOs with similar thematic interests Yes/No

18. After an international NGO conference, do you generally feel

- your biggest impact was
- a. ___ in networking with other NGOs Yes/No
 - b. ___ on your national media Yes/N
 - o Yes/No
 - c. ___ on your potential fundraising contacts Yes/No
 - d. ___ on other NGOs' views Yes/No
 - e. ___ in future official conferences Yes/No
 - f. ___ on the public Yes/No

- pleased by success in
- g. ___ defining scope of problem Yes/No
 - h. ___ helping to word a common NGO text Yes/No
 - i. ___ contributing strategies to impact the official conference Yes/No
 - i. ___ setting future NGO work plans Yes/No
 - k. ___ setting structure for future NGO linkages Yes/No

19. If your organization received \$20,000 to improve NGO involvement in NGO related international conferences, how would you recommend it be spent

- a. \$ ___ for increased education of national NGOs in international issues
 - b. \$ ___ for additional equipment (faxes, computers)
 - c. \$ ___ for additional publications for other NGOs
 - d. \$ ___ for travel and expenses for additional representatives of your NGO
 - e. \$ ___ for travel and expenses for a grassroots NGOs with no prior international experience
 - f. \$ ___ for a post-conference reporting back session with other local NGOs
 - g. \$ ___ for other uses
- \$ 20,000 total

20. If money was not a constraint, how many members of your organization would have attended an international conference in the last year:

no change —; 1 - 2 more —; 3 - 5 more —; 5 - 10 more —; more than 10 more —?

21. If asked to sign a final NGO declaration, would you (check any number)

- a. ___ be able to call/fax home for authority
- b. ___ be able to sign only in your own name
- c. ___ be authorized to commie your organization
- d. ___ refuse to sign a document with other NGOs

22. If you could re-structure an NGO alternate conference, the first two things you would do are:

- a. ___ insist on gender / racial balance in NGO delegations
- b. ___ provide documentation / translation in additional languages
- c. ___ schedule a series of NGO policy panel discussions
- d. ___ arrange voting in NGO plenaries based on membership size
- e. ___ have open editorial board meetings for the NGO newspaper
- f. ___ book all NGO participants into the same hotel / district
- g. ___ remove the podium and arrange chairs in a large circle
- h. ___ other

If you would like a copy of che final report, please provide :

Name. _____

Organization _____

Address _____

Questionnaires should be returned to :

Harris Gleckman / **Riva Krut**
Benchmark Environmental Consulting,
33 Bartlett Street, Portland, ME 04103 USA.
Tel: 207-775-9078 Fax: 207-772-3539 EMail: Harris-Gleckman@together.org

STATUS OF THE INTERNATIONAL HUMAN RIGHTS INSTRUMENTS

(as at 1 June 1994)

The international human rights instruments of the United Nations which establish treaty bodies to monitor their implementation are the following:

- (1) the International Covenant on Economic, Social and Cultural Rights (CESCR), which is monitored by the Committee on Economic, Social and Cultural Rights;
- (2) the International Covenant on Civil and Political Rights (CCPR), which is monitored by the Human Rights Committee;
- (3) the Optional Protocol to the International Covenant on Civil and Political Rights (OPT), which is supervised by the Human Rights Committee;
- (4) the Second Optional Protocol to the International Covenant on Civil and Political Rights aiming at the abolition of the death penalty (OPT2);
- (5) the International Convention on the Elimination of All Forms of Racial Discrimination (CERD), which is monitored by the Committee on the Elimination of Racial Discrimination;
- (6) the International Convention on the Suppression and Punishment of the Crime of Apartheid (APAR), which is monitored by the Group of Three;
- (7) the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), which is monitored by the Committee on the Elimination of Discrimination against Women;
- (8) the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT), which is monitored by the Committee against Torture;
- (9) the Convention on the Rights of the Child (CRC), which is monitored by the Committee on the Rights of the Child;
- (10) the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (MWC), which was adopted by the General Assembly in 1990 and will enter into force when at least 20 States have accepted it.

The following listing of all Member States of the United Nations shows which of those States are a party (indicated by the year of entry into force or, for the Migrant Workers' Convention the year of acceptance) or signatory (indicated by an "s") to the various United Nations human rights instruments listed. As at 1 June 1994, 174 Member States and three non-Member States were a party to one or more of those instruments and only 10 Member States were not a party to any.

STATE	CESCR	CCPR	OPT	OPT2	CERD	APA P	CEDA W	CAT	CRC	MWC
Afghanistan	1983	1983			1983	1983	s	1987	1994	
Albania	1992	1992			1994		1994	1994	1992	
Algeria	1989	1989	1990		1972*	1982		1989*	1993	
Andorra										
Angola	1992	1992	1992				1986		1991	
Antigua and Barbuda					1988	1982	1989	1993	1993	
Argentina	1986	1986	1986		1969	1985	1985	1987*	1991	
Armenia	1993	1993	1993		1993	1993	1993	1993	1993	
Australia	1976	1980	1991	1990	1975*		1953	1989*	1991	
Austria	1978	1978	1988	1993	1972		1982	1987*	1992	
Azerbaijan	1992	1992							1992	
Bahamas					1975	1981	1993		1991	
Bahrain					1990	1990			1992	
Bangladesh					1979	1985	1984		1990	
Barbados	1976	1976	1976		1972	1979	1981		1990	
Belarus	1976	1976	1992		1969	1976	1981	1987	1990	
Belgium	1983	1983	1994	s	1975		1985	s	1992	
Belize							1990	1987	1990	
Benin	1992	1992	1992		s	1976	1992	1992	1990	
Bhutan					s		1981		1990	
Bolivia	1982	1982	1982		1970	1983	1990	s	1990	
Bosnia and Herzegovina	1992	1992			1993	1992	1992	1992	1992	
Botswana					1974					
Brazil	1992	1992			1969		1984	1989	1990	
Brunei Darussalam										
Bulgaria	1976	1976	1992		1969*	1976	1982	1987*	1991	
Burkina Faso					1974	1978	1987		1990	
Burundi	1990	1990			1977	1978	1992	1993	1990	
Cambodia	1992	1992			1983	1981	1992	1992	1992	
Cameroon	1984	1984	1984		1971	1976	s	1987	1993	
Canada	1976	1976	1976		1970		1982	1987*	1992	
Cape Verde	1993	1993			1979	1979	1981	1992	1992	
Central African Rep.	1981	1981	1981		1971	1981	1991		1992	
Chad					1977	1976			1990	
Chile	1976	1976	1992		1971*		1990	1988	1990	s
China					1982	1983	1981	1988	1992	
Colombia	1976	1976	1976		1981	1988	1982	1988	1991	
Comoros									1993	
Congo	1984	1984	1984		1988	1983	1982		1993	
Costa Rica	1976	1976	1976		1969*	1986	1986	1993	1990	

STATE	CESCR	CCPR	OPT	OPT2	CERD	APA R	CEDA W	CAT	CRC	MWC
Côte d'Ivoire	1992	1992			1973		s		1991	
Croatia	1991	1991			1991	1991	1991	1991*	1991	
Cuba&					1972	1977	1981		1991	
Cyprus	1916	1976	1992		1969*		1985	1991*	1991	
Czech Republic	1993	1993	1993		1993	1993	1993	1993	1993	
Democratic People's Republic of Korea	1981	1981							1990	
Denmark	1976	1976	1976	1994	1972*		1983	1987*	1991	
Djibouti									1991	
Dominica	1993	1993					1981		1991	
Dominican Republic	1978	1978	1978		1993		1982	s	1991	
Ecuador	1976	1976	1976	1993	1969*	1976	1981	1988*	1990	
Egypt	1982	1982			1969	1977	1981	1987	1990	1993
El Salvador	1980	1980	s		1979	1979	1981		1990	
Equatorial Guinea	1987	1987	1987				1984		1992	
Eritrea									s	
Estonia	1992	1992	1992		1991	1991	1991	1991	1991	
Ethiopia	1993	1993			1976	1978	1981	1994	1991	
Fiji					1973				1993	
Finland	1976	1976	1976	1991	1970		1986	1989*	1991	
France	1981	1981	1984		1971«		1984	1987*	1990	
Gabon	1983	1983			1950	1980	1983	s	1994	
Gambia	1979	1979	1988		1979	1979	1993	s	1990	
Georgia	1994	1994	1994							
Germany	1976	1976	1993	1992	1969		1985	1990	1992	
Ghana					1969	1978	1986		1990	
Greece	1985				1970		1983	1988*	1993	
Grenada	1991	1991			s		1990		1990	
Guatemala	1988	1992			1983		1982	1990	1990	
Guinea	1978	1978	1993		1977	1976	1982	1989	1990	
Guinea-Bissau	1992						1985		1990	
Guyana	1977	1977	1993		1977	1977	1981	1988	1991	
Haiti		1991			1973	1978	1981		s	
Holy See					1969				1990	
Honduras	1981	s	s	s			1983		1990	
Hungary	1976	1976	1988	1994	1969*	1976	1981	1987*	1991	
Iceland	1979	1979	1979	1991	1969*		1985	s	1992	
India	1979	1979			1969	1977	1993		1993	
Indonesia							1984	s	1990	
Iran, Islamic Rep. of	1976	1976			1969	1985			s	
Iraq	1976	1976			1970	1976	1986			

STATE	CESCR	CCPR	OPT	OPT2	CERD	APA R	CEDA W	CAT	CRC	MWC
Ireland	1990	1990	1990	1993	s		1986	s	1992	
Israel	1991	1992			1979		1991	1991	1991	
Italy	1978	1978	1978	s	1976*		1985	1989*	1991	
Jamaica	1976	1976	1976		1971	1977	1984		1991	
Japan	1979	1979					1985		1994	
Jordan	1976	1976			1974	1992	1992	1991	1991	
Kazakhstan									s	
Kenya	1976	1976				s	1984		1990	
Kuwait					1969	1977			1991	
Kyrgyzstan										
Lao People's Dem. Rep.					1974	1981	1981		1991	
Latvia	1992	1992			1992	1992	1992	1992	1992	
Lebanon	1976	1976			1971				1991	
Lesotho	1992	1992			1971	1983	s		1992	
Liberia	s	s			1976	1976	1984		1993	
Libyan Arab Jamahiriya	1976	1976	1989		1969	1976	1989	1989	1993	
Liechtenstein								1990x	s	
Lithuania	1992	1992	1992				1994		1992	
Luxembourg	1983	1983	1983	1992	1978		1990	1987*	1994	
Macedonia, the Former Yugoslav Republic of	1991	1991			1991	1991	1991		1994	
Madagascar	1976	1976	1976		1969	1977	1989		1991	
Malawi	1994	1994					1987		1991	
Malaysia										
Maldives					1984	1984	1993		1991	
Mali	1976	1976			1974	1977	1985		1990	
Malta	1990	1990	1990		1971		1991	1990*	1990	
Matschall Islands									1993	
Mauritania					1989	1989			1991	
Mauritius	1976	1976	1976		1972		1984	1993	1990	
Mexico	1981	1981			1975	1980	1981	1987	1990	s
Micronesia									1993	
Moldova	1993	1993			1993				1993	
Monaco								1992*	1993	
Mongolia	1976	1976	1991		1969	1976	1981		1990	
Morocco	1979	1979			1971		1993	1993	1993	1993
Mozambique		1993		1993	1983	1983			1994	
Myanmar									1991	
Namibia					1982	1982	1992		1990	
Nepal	1991	1991	1991		1971	1977	1991	1991	1990	
Netherlands	1979	1979	1979	1991	1972*		1991	1989*	s	

STATE	CESCR	CCPR	OPT	OPT2	CERD	APA R'	CEDA W	CAT	CRC	MWC
New Zealand	1979	1979	1989	1990	1972		1985	1990*	1993	
Nicaragua	1980	1980	1980	s	1978	1980	1981	s	1990	
Niger	1985	1986	1986		1969	1978			1990	
Nigeria	1993	1993			1969	1977	1985	s	1991	
Norway	1976	1976	1976	1991	1970*		1981	1987*	1991	
Oman						1991				
Pakistan					1969	1986			1990	
Panama	1977	1977	1977	1993	1969	1977	1981	1987	1991	
Papua New Guinea					1982				1993	
Paraguay	1992	1992					1987	1990	1990	
Peru	1978	1978	1981		1971*	1978	1982	1988	1990	
Philippines	1976	1987	1989		1969	1978	1981	1987	1990	s
Poland	1977	1977	1992		1969	1976	1981	1989*	1991	
Portugal	1978	1978	1983	1990	1982		1981	1989	1990	
Qatar					1976	1976			s	
Republic of Korea	1990	1990	1990		1979		1985		1991	
Romania	1976	1976	1993	1991	1970	1978	1982	1992	1990	
Russian Federation	1976	1976	1992		1969*		1981	1987	M	
Rwanda	1976	1976			1975	1981	1981		1991	
Saint Kitts and Nevis							1985		1990	
Saint Lucia					1990		1982		1993	
Saint Vincent and Grenadines	1982	1982	1982		1981	1981	1981	1992	1993	
Samoa							1992		s	
San Marino	1986	1986	1986						1991	
Sao Tome and Principe						1979			1991	
Saudi Arabia										
Senegal	1978	1978	1978		1972*	1977	1985	1987	1990	
Seychelles	1992	1992	1992		1978	1978	1992	1992	1990	
Sierra Leone					1969		1988	s	1990	
Singapore										
Slovak Republic	1993	1993	1993		1993	1993	1993	1993	1993	
Slovenia	1991	1992	1993	1994	1992	1992	1992	1993*	1992	
Solomon Islands	1985				1982					
Somalia 1990	1990	1990	1990		1975	1976		1990		
South Africa							s	s	s	
Spain	1977	1977	1985	1991	1969		1984	1987	1991	
Sri Lanka	1980	1980			1982	1982	1981	1994	1991	
Sudan	1986	1986			1977	1977		s	1990	
Suriname	1977	1977	1977		1984	1980	1993		1993	
Swaziland					1969				s	

STATE	CESCR	CCP R	OPT	OPT2	CERD	APA R	CEDA W	CAT	CRC	MW C
Sweden	1976	1976	1976	1990	1972*		1981	1987*	1990	
Switzerland	1992	1992					s	1987*	s	
Syrian Arab Republic	1976	1976			1976	1976			1993	
Tajikistan							1993		1993	
Thailand							1985		1992	
Togo	1984	1984	1988		1970	1984	1983	1987*	1990	
Tonga					1972					
Trinidad and Tobago	1979	1979	1981		1973	1979	1990		1992	
Tunisia	1976	1976			1969	1977	1985	1988*	1992	
Turkey					s		1986	1988*	s	
Turkmenistan									1993	
Uganda	1987				1980	1986	1985	1987	1990	
Ukraine	1976	1976	1991		1969*	1976	1981	1987	1991	
United Arab Emirates					1974	1976				
United Kingdom	1976	1976			1969		1986	1989	1992	
United Rep. of Tanzania	1976	1976			1972	1976	1985		1991	
United States of America	s	1992			s		s	s		
Uruguay	1976	1976	1976	1993	1969*		1981	1987*	1990	
Uzbekistan										
Vanuatu									1993	
Venezuela	1978	1978	1978	1993	1969	1983	1983	1991*	1990	
Viet Nam	1982	1982			1982	1981	1982		1990	
Yemen	1987	1987			1989	1987	1984	1991	1991	
Yugoslavia (Serbia and Montenegro)	1976	1976	s		1969	1976	1982	1991*	1991	
Zaire	1977	1977	1977		1976	1978	1986		1990	
Zambia	1984	1984	1984		1972	1983	1985		1992	
Zimbabwe	1991	1991			1991	1991	1991		1990	
TOTAL NUMBER OF STATES PARTIES	129 CESCR	127 CCP R	76 OPT	22 OPT2	139 CERD	99 APA R	133 CEDAW	82 CAT	159 CRC	2 MWC

* Indicates that the State party has accepted the individual communications procedure (article 14 of CERD and/of article 22 of CAT)

NGOs continue to doubt EBRD's commitment to its environmental policies

Ten European environmental NGOs continue to allege that the European Bank for Reconstruction and Development (EBRD) is not following its own Approved Environmental Procedures despite detailed correspondence with president Jacques Larosière over the controversial Mochovce nuclear power station.

They claim that, contrary to its published principles, the bank has not looked sufficiently at safer alternative sources to meet Slovakia's electricity needs, reports Christine Moir.

A secondary disquiet concerns the arrangements for public participation. A meeting in mid-August was called at only a fortnight's notice, participants received only partial documentation and the project sponsors (the Slovakian Energy Authority, SEP) refused to extend public debate to neighbouring countries that could be at risk from an accident at Mochovce.

Five US NGOs (in separate correspondence with Mr de Larosière) have come out in strong support of their European counterparts.

At the end of September, their criticisms were unexpectedly reinforced when Jacques Yves Cousteau, the undersea explorer and scientist, announced bluntly: "There are much better, safer and economical ways to meet the Slovakian needs for electrical power than the Mochovce nuclear plant" - a surprising public move for a member of the bank's illustrious

Environmental Advisory Council (but see story at left). Frustration is also mounting over the slow progress on the bank's review of its Environmental Procedures. In April, Mr de Larosière promised a review in "the near future". Bank staff hoped to have it ready, first by the end of the summer, then in the autumn. Internally now the review is seen rather as "an ongoing process which will not be a hot subject on the agenda in coming months".

The mounting criticisms have won certain concessions from Jacques de Larosière. Originally, he had insisted that a "least-cost" study of alternatives to Mochovce would be limited to economic alternatives. Now he will ask the consultants to produce "an environmental assessment of ... the options which appear to be closest in economic performance to Mochovce".

Public debate will also be extended to the neighbouring countries of Austria, the Czech Republic, Hungary, Poland and Ukraine. Finally, although this goes beyond approved procedures, he will publish the least-cost study alongside other documentation on 8 December. The long-awaited 70-day period for public participation begins from that date. Notwithstanding, Greenpeace, in particular, still argues that the EBRD is not following its laid down environmental procedures at Mochovce. It also criticises the bank for apparently changing procedures arbitrarily (as witness the change of heart over the Mochovce

least-cost study).

Finally, it laments the delay in completing the review of procedures and calls for the publication of the new energy policy that was agreed during the summer.

Philip Weller reports from Vienna: Two independent studies concluded that the Mochovce plant is not the most effective means of meeting Slovakia's energy needs. "Nor only is there no need to complete new plants but the dangerous reactors of the existing Bohunice power plant could be shut down by 1995," says Radko Pavlovec, author of a global 2000 Research Institute report on the energy situation in Slovakia, released in September. According to the study, "the increase in demand for electricity (which is not expected to occur until the end of this decade) can be fully met by expanding the co-generation system with the use of combined gas-steam plants".

A second report, released in August by the Foundation for Alternative Energy in Slovakia, reached a similar conclusion: "Development of combined heat and power (CHP) production is the least-cost option among three possible ways of providing the same heat and power outputs (CHP plant, nuclear power plant and condensing steam and power plant and heating plant) in Slovakia."

(For details on the NGO's preferred alternative to Mochovce, see our Technology in Action columns).

(AEGIS, October/November 1994)

Le PAM et les ONG

Dans sa mission consistant à aider les pauvres qui ont faim et les groupes vulnérables, le PAM travaille de concert avec les organisations non gouvernementales (ONG). En 1993, le PAM a collaboré avec un large éventail d'environ 300 ONG, qu'il s'agisse de petits organismes nationaux ou de grandes organisations internationales. La communauté internationale des ONG a réagi rapidement aux catastrophes naturelles ou provoquées par l'homme en contribuant à mobiliser et à soutenir les institutions publiques et locales, ou en faisant intervenir des équipes internationales de secours d'urgence. La distribution des vivres de secours aux victimes de catastrophes est souvent une mission impossible pour les gouvernements. Les ONG sont souvent chargées de transporter et de distribuer les vivres, vu qu'elles ont accès aux réunions les plus reculées et qu'elles dirigent les centres d'alimentation.

Le PAM et les ONG coopèrent dans les situations d'urgence pour faire parvenir des vivres aux personnes dans le besoin. Ainsi, dans le sud du Soudan ravagé par la guerre, l'ONG Action Africa in Need a dû interrompre ses convois alimentaires en direction des villes d'Équatoria occidentale, les routes étant coupées par les combats. Les réserves des ONG ayant été échangées contre celles du PAM, des vivres ont pu être livrés par avion derrière les lignes de combat, et les stocks des ONG ont été distribués ailleurs. En Haïti, la distribution des secours alimentaires du PAM a été effectuée entièrement par les ONG locales, en l'absence d'un gouvernement reconnu.

Les projets de développement visant à rendre les communautés auto-suffisantes constituent un volet important des projets de développement du PAM. La parti-

cipation locale, encouragée par les ONG, notamment dans le projet de développement rural au Pérou, est utile pour identifier les besoins locaux et améliorer la durabilité. L'expérience a montré que la participation de groupements locaux tels qu'organisations d'agriculteurs et associations villageoises rendait les projets plus susceptibles de réussir. Bien qu'elles aient recours à un personnel qualifié pour assurer le transfert de technologies, les ONG respectent l'organisation communautaire traditionnelle et en tiennent compte dans leur travail.

L'exode rural massif vers les villes, dans les pays en développement, s'est souvent accompagné d'une perte des valeurs traditionnelles et d'une rupture des liens familiaux et communautaires. Pour réenraciner ces personnes, les organisateurs communautaires, les églises et les ONG internationales préconisent souvent la création d'ONG locales pour aider les pauvres des villes à résoudre leurs problèmes eux-mêmes. Dans le cadre de projets de développement urbain soutenus par le PAM à Addis Abeba, Lusaka et Maseru, des ONG locales et internationales ont organisé les personnes sans emploi pour qu'elles puissent améliorer leurs conditions de vie et l'environnement urbain. Les conseils municipaux ont participé activement à ces activités, et en déléguant leurs pouvoirs d'organisation et de supervision, ils ont pu consacrer leurs rares ressources aux problèmes techniques et administratifs. Le PAM soutient de plus en plus de petits projets dirigés par des ONG, vu qu'un nombre croissant de Directeurs de bureaux de pays du PAM profitent des pouvoirs qui leur ont été délégués pour travailler en coopération avec les ONG.

Le Mémoire d'accord

révisé HCR/PAM est entré en vigueur le 1er janvier 1994. Il comporte des améliorations qualitatives pour toutes les phases des opérations d'alimentation des réfugiés, qu'il s'agisse des évaluations initiales conjointes

donateurs/ONG (les directives d'enregistrement sont plus opérationnelles et plus précises), des modalités de mise en œuvre plus rationnelles et plus claires des systèmes logistiques au niveau des pays, ou des opérations finales de gestion, de suivi, d'établissement de rapports et de comptabilité des distributions de vivres aux bénéficiaires. Le HCR et le PAM sont aussi convenus de mettre au point des procédures propres à garantir les besoins nutritionnels des groupes vulnérables, notamment les femmes et les enfants. En outre, le PAM examinera les possibilités d'intervention en faveur des réfugiés, des rapatriés, et des personnes déplacées à l'intérieur de pays dans certaines situations d'urgence causées par les troubles civils dans des pays développés, de façon sélective et en consultation avec le HCR.

En 1993, le PAM a renforcé sa collaboration avec les ONG. Ces dernières jouent un rôle croissant dans la mise en œuvre des opérations de secours, notamment des opérations d'alimentation des réfugiés et des personnes déplacées à l'intérieur d'un pays. Le PAM s'efforce actuellement de conclure des accords plus formels dans les pays où la collaboration avec les ONG s'est établie au cas par cas. Ces accords portent notamment sur le suivi, l'établissement de rapports, et la comptabilité de la mise en œuvre des distributions alimentaires actuelles, tout en réservant une certaine souplesse pour permettre aux partenaires de conserver leur liberté d'action. Au Mozambique, par exemple, des accords ont été signés avec la Croix-Rouge

mozambicaine, CARE et World Vision concernant la distribution des vivres aux rapatriés. Au Soudan, le PAM a organisé la livraison

de produits alimentaires à Port Soudan et leur transport jusqu'aux ONG, notamment CARE, OXFAM et FSE (Royaume-Uni).

(RAPPORT ANNUEL 1993
"ARTISANS DE
LA PAIX FUTURE")

Greenpeace calls World Bank 'unfit for the job of planetary protection'

While the World Bank celebrated its 50th anniversary with a major meeting in Madrid in October, Greenpeace took the opportunity to warn that "the Bank's stranglehold on global environmental agreements threatens to undermine efforts to protect the ozone layer, climate and biodiversity".

Greenpeace's criticisms of the World Bank are compiled in a contemporary report, *Money to Burn: The World Bank, Chemical Companies and Ozone Depletion*. "The Bank," says the environmental group, "has the dominant role in transferring money, technology and expertise from the industrialised countries, who are largely responsible for the problems, to the developing world... Developing countries are getting a raw deal and the environment suffers."

In a vituperative attack, Greenpeace states: "Despite repeated claims that it has changed its ways, the Bank is funding:

" - Replacement of CFCs with ozone destroying chemicals and powerful greenhouse gases

marketed by chemical companies. It has appointed a panel of seven advisers on CFC replacement, all representing western industrial interests including two from ICI. The Bank has ignored real solutions despite its commitments to protect the ozone layer.

" - A \$1,200m 15 coal-fired power station programme in India while spending a fraction of this on energy conservation, despite its commitments to control climate change.

" - Forest destruction in Nepal and eastern Europe, despite its commitments to protect biological diversity."

Moreover, says Greenpeace, "The Bank has stubbornly resisted CFC replacements which use the 'greenfreeze' refrigeration concept pioneered by Greenpeace and now standard among European household names such as Bosch, AEG and Electrolux. To bypass the World Bank, Greenpeace brought together Chinese fridge manufacturers and the German government. The result has been a highly successful project, which promises

to introduce a real solution to ozone depletion in one of the world's fastest growing and largest markets."

The group maintains that it will continue to push real solutions to global environmental problems and keep up the pressure on the World Bank to adopt them. Unless the Bank "changes its ways", Greenpeace undertakes to join "the rising clamour" to have the Bank's funding slashed.

Greenpeace calls for: no further funding of projects using ozone depleting substances (HCFCs); no funding of projects using powerful greenhouse gases (HFCs) unless there is no alternative; abolition of the World Bank's panel of experts, the Ozone Operation Resource Group (OORG), and its replacement by an independent panel with equal representation of donor and recipient countries; support from "greenfreeze" and other appropriate alternatives to CFCs.
*Further information: Mr Clive Bates, Political Unit, Greenpeace - UK.
Tel: +44.171.3545100.
Fax: +44.171.6960012.*

'Greenpeace's objection is a case of the perfect being the enemy of the good'

Greenpeace received considerable attention earlier in October when two of its mountaineer

representatives unfurled a banner directly above the heads of the King and Queen of Spain at the

opening ceremony of the annual meeting of the IMF and World Bank in Madrid. The banner read,

"World Bank: No S for Ozone Destruction".

Why this kind of criticism - at a time when half of all projects supported by the World Bank involve NGOs and a new Bank report encourages participation of an even wider range of groups; an outside inspection panel has been established to address complaints; and access to information on the World Bank's activities has been significantly enhanced with the Opening of a Public Information Centre?

It is instructive to look at the Greenpeace allegations. They suggest a misunderstanding with respect to two issues: the direction in which progress is heading, and the definition of successful environmental improvement.

Trends and achievements.

The most important objective is to achieve tangible environmental improvements as rapidly as possible. The complexities of ODS (ozone depleting substances) phase-out are instructive in this regard: all projects funded through the Multilateral Fund for the Implementation of the Montreal Protocol phase out the use of ozone depleting substances. Most projects eliminate 100% of ODS use. In some cases, the use of transitional substances (such as HCFCs) allows enterprises to reduce their impact on ozone layer depletion by up to 95% until a commercially

viable long-term solution is found. This is in line with trends in industrialised countries and consistent with the Montreal Protocol, which recognised that phasing out ODS very quickly was simply not possible for many developing countries.

Greenpeace's objection to the use of HCFCs as not being the perfect solution is surely a case of the perfect being the enemy of the good. In fact, the World Bank has helped eight countries prepare 12 projects that use cyclopentane and other CFC-free technologies (the largest such portfolio in the world). In a little over two years, the Bank has helped identify and prepare projects that will phase out 20% of ODS use in developing countries. Inside the World Bank, the shift in lending and staffing has been remarkable. The Bank now has 300 environmental staff - of which a large and increasing number are in operational departments, and another 600 staff who have received systematic environmental training in the past year alone. The Bank is the largest financier of environmental projects in the developing world. By July 1994, almost 120 environmental projects totalling US\$9,000m were being implemented - and many other projects contain environmental components.

The measure of success. More serious is Greenpeace's alle-

gation that disbursements of funds have been too slow. For one, the numbers quoted in its report are outdated. Over US\$ 1 00m has been approved to finance projects under the Multilateral Fund to implement the Montreal Protocol. Disbursements are approaching US\$ 10m and are rapidly growing. But should disbursements really be the measure of success? The Environmental Action Programme for Central and Eastern Europe - which was drafted by the World Bank in close collaboration with over 30 countries and with contributions from NGOs - illustrates how weak capacity in recipient countries makes implementing sound programmes difficult, if not impossible. Building up that capacity as a first step is essential. Indeed, there is a high risk that more money could be burnt if insufficient time is given to developing sound country programmes and building the broad and committed constituency needed to implement programmes.

What should be the measure of success: money disbursed or a cleaner environment?

Andrew Steer, Director, Environment Department, The World Bank.

(AEGIS,
October/November 1994)

'My Vision on the NGOs and ICPD'

The International Conference on Population and Development 1994, unlike other UN Population Conferences is in a sense a by-product of NGO efforts worldwide.

Held in Cairo, it had a revivalist and invigorating effect on Egyptian NGOs who were invited on this occasion by the government to organize on their own terms, and they were officially recognized as a visible entity and partner in the preparation of this great event. Hence the birth of the Egyptian NGO Steering Committee which I have the honour of chairing.

Going back to history, population policies did not figure on national agendas until relatively recently.

There had been too many myths and raboos surrounding population, and no one was bothered to count numbers. But when at the insistence of the UN population commission, more facts and figures were gathered, a new kind of awareness set in about the need to face up to this totally new phenomenon, particularly for its possible negative effect on the economies of nations, and they began one by one to develop their own population policies according to their difference national circumstances.

But there was no precedent or model to follow for the management of this problem. There had to be trails and errors. Governments were timid and needed to develop culture-sensitive population policies. So they began to listen to NGOs - many of whom had been involved nationally and internationally on the micro-level with the implications of unregulated fertility on women's reproductive rights and health. The prevailing concept then was family planning, now becoming an obsolete term,

replaced by reproductive rights and reproductive health.

In Egypt, NGOs had started in the early sixties pioneering in integrating family planning with women and child health service in poor communities with some success. As early as the 1930s Egyptian NGOs had been instrumental in bringing about a Muslim *fatwa* (religious opinion) in favour of family planning by a Grand Mufti, Abdel Megid Selim.

On the other hand, the developed world's NGOs have been concerned with unregulated fertility resulting in unsafe abortion that had been playing havoc with women's health and lives; a high price that women had to pay silently for population stabilization in the Western world. Some NGO leaders like Margaret Sanger, the founder of IPPF, was imprisoned in defense of women's reproduction rights and reproductive health. There were too many obstacles, cultural, religious and legal.

So any NGO efforts to place the concept of family planning on national or international agendas seemed for a long time an impossible task, until governments began to feel the economic pinch of population growth.

On the political level, NGOs worked hard to promote reproductive choice and women's reproductive health as a human right, irrespective of demographic considerations. This was where east and west could meet.

As a result of their efforts a resolution was passed by the UN Status of Women's Commission, at Egypt's initiative, requesting the Secretary General to provide information on the relationship, if any, between family planning and the status of women in countries suffering from overpopulation. There was shock in UN corridors - It was

the first time that a UN organ had mentioned family planning. A historic departure. To some outsider scepticism was expressed about any possible link existing between women's status and population. The population Commission and the status of Women's Commission had never been consulting across their borders.

In February 1974, a few months before the holding of the Bucharest World Population Conference the status of Women's Commission authorized its family planning Rapporteur, Helvi Sipita, to convene a World Forum on Women Population and Development and cooperation with the Draper Fund, a US based NGO. The forum which I had the privilege of attending, as Egypt's representative, produced carefully worded recommendations which were later fully incorporated into the World Population Plan Action passed in Bucharest. The original draft of the World Plan, had completely ignored the role of women. At last this fragmentation has been healed and ever since Women and Population have been inseparable.

The story of NGOs role in influencing governments had the UN is endless. It took some time for the governments and the UN at large to officially recognize it. But it reached its zenith with the ICPD 1994 which sent an open invitation to NGOs skin them to participate at all levels in an unprecedented manner. We thank and hail Dr. Nafis Sadek for her initiative in this direction.

In Cairo, NGOs had to organize themselves in record time, since July 1993, we have been very busy coping with briefings, consultations, in-depth studies and UN requirements. We are happy to expand our concerns through the process of interlinking the major topics handles by the

ICPD. We have opened up to each other and the world. We would like to thank the Population Council for all its assistance - material, technical, human and perhaps even spiritual.

*Aziz Hussein
Chairperson of the Egyptian
NGO Steering Committee*

(From: Civil Society, Ibn Khaldoun
Centre for Development Studies
(ICDS) 17 Street 12, Mokkatam,

Cairo, Egypt P.O. Box 13
Tel: (202)-5061617/5060662/
5060663 Fax: (202)-5061030
Internee E-mail: saadelin aux-
acc.eun.eg
Bitnet E-mail: saadedein
egaucacs.bitnet)

Décentralisation de l'information Nouvelle conception des associations de coopération GATE par Roland Seifert, Hannah Schreckenbach et Siaka Koné*

Le programme de partenaires de coopération GATE entre dans une nouvelle phase. Les besoins croissants en échanges de vues, informations, interconnexion et coordination rendent indispensable une décentralisation du service d'information sur les technologies appropriées (ISAT) de GATE, y compris de son programme de coopération avec 20 organisations. Deux réseaux ont déjà été mis en place en Afrique. Ils concrétisent les recommandations de la réunion déterminante de l'ISAT/GATE et de ses partenaires de coopération qui s'est tenue à Mexico.

Mexico: Ouverture d'un nouveau chapitre des associations de coopération

Plus de quatorze mois se sont écoulés depuis la réunion de l'ISAT/GATE et de ses partenaires de coopération à Mexico. Cette période a été mise à profit pour tirer un bilan mais aussi pour mettre en oeuvre certaines modifications. Les 20 partenaires de coopération ont appliqué, en collaboration avec GATE, les décisions prises lors de la réunion internationale de novembre 1992 à Mexico.

Le programme de partenaires de GATE a été adapté à la situation actuelle de l'hémisphère sud et élargi. La décentralisation de l'information détient désormais un rôle de premier plan au sein de la coopération. Deux réseaux ont été mis en place en Afrique, à savoir RATIS au Zimbabwe et SIATA au Burkina Faso, concrétisant ainsi les décisions prises à

Mexico.

Les contacts étroits entretenus dans le cadre de l'association de coopération seront complétés à l'avenir par une coopération multiforme au niveau régional. Les partenaires ayant collaboré de nombreuses années à GATE, mais également de nombreuses autres organisations et personnes, poursuivent actuellement la mise en commun de leur savoir et de leur expérience au niveau local et régional, en vue de leur exploitation et diffusion.

Dans le cadre du programme de partenaires, les organisations ont profité jusqu'à présent d'un appui en vue du développement de leur structure, mais aussi pour la mise en place et l'extension de services d'information et de vulgarisation ainsi que pour le perfectionnement des méthodes et instruments d'élaboration et d'exécution de projet. Elles ont en

outre toujours été pour GATE d'importants multiplicateurs étant donné que la sélection et l'évaluation des technologies appropriées restent dans la plupart des cas irréalisables sans une profonde compréhension des problèmes des utilisateurs ni sans une connaissance précise de la situation locale. Dès Mexico, il ne faisait aucun doute qu'il ne pourrait pas s'agir, lors de la décentralisation des activités d'informations, de solutions globales interchangeables. Ce travail devait être élaboré et réalisé en conformité avec les conditions locales. Les graphiques montrent clairement que les organisations participant aux deux réseaux en Afrique ont d'ores et déjà tenu compte de ces faits dans leur structure, jetant ainsi les bases d'une étroite coopération.

Roland Seifert

* Hannah Schreckenbach et Roland Seifert sont des collaborateurs de GATE German Appropriate Technology Exchange. Siaka Koné travaille comme expert pour le compte de GATE.

Service Régional des Technologies Appropriées (RATIS)

Les débats et propositions exprimés lors de la réunion des partenaires de coopération

ISAT/GATE qui s'est tenue en novembre 1992 à Mexico à propos de la poursuite du programme de

partenaires de coopération, ont conduit à organiser l'an passé à Harare au Zimbabwe, un groupe

de travail régional constitué d'ONG.

A Mexico, le nouveau rôle du programme de partenaires de coopération ISAT/GATE en Afrique, a été défini comme suit:

- décentraliser les services de l'ISAT;
- mettre ces services à la disposition des ONG qui en ont besoin;
- lancer un processus de régionalisation ayant pour objectif la création de réseaux de TA prenant en compte les besoins spécifiques des organisations de TA en Afrique anglophone et francophone et améliorant la communication entre elles et leurs groupes cibles.

A Harare, 22 ONG venues de sept pays (Ethiopie, Kenya, Zambie, Zimbabwe, Botswana, Namibie et Afrique du Sud) ont discuté de la manière dont ISAT/GATE pourrait jouer ce nouveau rôle en collaborant avec les ONG par le biais de structures régionales. Cette réunion très féconde proposa le "Service régional d'information sur les technologies appropriées (RATIS, Régional Appropriate Technology Information Service)" en tant que service non institutionnel décentralisé. Il serait orienté marché, adapté aux secteurs et fonctionnerait avec un minimum de ressources et un

maximum de soutien de la part des utilisateurs nationaux. Il serait finalement clairement mandaté par les ONG locales spécialisées ou de base.

Le groupe de travail émit les recommandations suivantes:

- Les clients devront payer les tarifs du marché;
- les utilisateurs payeront des tarifs subventionnés; "
- les organismes de soutien (tels que ISAT/GATE) apporteront compétence, fonds, formation et conseils;
- les ONG devront prévoir une prise en compte des politiques gouvernementales.

Les groupes cibles/bénéficiaires sont:

- les ONG;
- le secteur informel;
- les communautés de base;
- et indirectement les gouvernements.

Les organismes de soutien sont:

- les ONG TA;
- les organisations internationales;
- les organismes donateurs;
- les gouvernements centraux.

Les clients sont:

- d'autres ONG;
- des organismes de recherche;
- l'industrie;
- des services gouvernementaux;
- des organismes d'enseignement

et de formation.

Les services offerts par RATIS sont la coordination et la gestion de:

- l'information;
- l'enseignement/la formation;
- des réseaux;
- des prestations de conseils;
- de l'assistance juridique;
- de l'action des lobbies;
- de la solidarité.

Il a été décidé d'organiser, au cours d'une première étape, des réunions nationales dans les pays membres début 1994. Celles du Kenya et du Zimbabwe ont eu lieu en février 1994, du Ethiopie en décembre 1993, celles du Botswana et de Namibie se tiendront en avril 1994. Ces réunions nationales ont confirmé la conception de RATIS, accepté Harare comme siège du bureau de RATIS et élu des coordinateurs TA nationaux auprès de RATIS. La seconde étape sera la nomination du coordinateur RATIS. Son entrée en fonction est prévue en mai 1994. Le graphique illustre le fonctionnement de RATIS.

Hannah Schreckenbach

Adresse:
RATIS
c/o GTZ - PAS Office
P.O. Box 2406
Harare/Zimbabwe

Possibilité de Coopération des ONG d'Afrique Centrale et Occidentale

La réunion régionale des ONG d'Afrique occidentale et centrale, avec la participation de GATE, qui s'est tenue en décembre 1993 à Ouagadougou au Burkina Faso, a décidé de créer un service de coordination du nouveau réseau SIATA-ONG (Service Interafricain de Technologies Appropriées). Le SIATA se charge-

ra, dans le cadre de la diffusion de technologies appropriées, essentiellement des quatre tâches suivantes:

1. Promotion des contacts et des échanges sud-sud entre ONG;
2. Collecte, exploitation et archivage des informations sur les TA;
3. Prestation de conseils techniques aux ONG et autres utilis-

teurs de TA;

4. Diffusion de TA.

Un comité de pilotage, chargé du contrôle et de la gestion, a été mis en place. Il est composé de:

- APICA (Cameroun) et CEDITA (Zaïre) pour la région Afrique centrale,
- CCA-ONG (Mali) et FID

(Sénégal) pour la région Afrique occidentale,
 - CESAO pour le Burkina Faso,
 - GATE/ISAT comme partenaire ainsi que
 - du/de la coordinateur/ trice.
 L'assemblée a chargé le comité de réaliser un planning détaillé pour le début des activités du SIATA-ONG.

En ce qui concerne la diffusion de TA, les ONG ont défini, comme l'illustre la présentation détaillée (cf. encadré), les points d'effort principal suivants:
 - la conception et/ou l'adaptation d'équipements et de procédés simples pour la mise en valeur de produits agricoles et forestiers,
 - l'appui à la diffusion des équipements et procédés,
 - la valorisation des techniques et matériaux de construction locaux,
 - la promotion des artisans locaux en vue de l'adoption des nouvelles technologies. L'assemblée constitutive a également défini comme activité prioritaire la mise en place d'une base de données simple comprenant les

informations de base importantes.

La coopération de ISAT et du SIATA portera dans un premier temps sur les domaines suivants (ce point sera précisé par le comité):

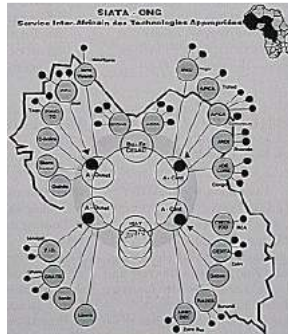
- La création d'une documentation régionale ainsi que le choix et l'acquisition d'ouvrages de base importants du domaine des TA;
- La mise en place d'un système de base de données adapté aux besoins locaux en TA (collecte et exploitation des informations concernant les technologies importantes);
- Mise en place d'un service de question-réponse adapté aux besoins locaux;
- L'échange de matériel d'information sur
- les TA importantes
- les détenteurs de savoir-faire (organisations et personnes).

Un appui et une assistance de SIATA-ONG par ISAT dans les domaines suivants semblent par ailleurs nécessaires au cours de la phase de démarrage:

- Elaboration et évaluation de projet
- Réalisation de publications et de médias
- Mobilisation des fonds
- Mise en place du système d'échange de données sud-sud et sud-nord
- Promotion et entretien des contacts entre SIATA-ONG et les autres ONG en Allemagne et en Europe
- Définition des critères de recensement et d'exploitation de technologies locales performantes
- Réalisation de matériels de travail sur des technologies locales choisies
- Définition des critères de sélection de mesures innovatrices dans le cadre du fonds de petits projets, en vue d'une gestion directe par SIATA-ONG,

Siaka Koné

Adresse:
 SIATA - ONG
 s/c GTZ
 01 B.P. 1485
 Ouagadougou - Burkina-Faso



Activités des ONG d'Afrique centrale et occidentale

ORGANISATIONS	ACTIVITES	ORGANISATIONS	ACTIVITES
CEDIFOD, BP1389, Bangui, R.C.A.	- Formation - Recherche-développement et réalisation en TA	SPONG, 01 BP 131 Ouagadougou 01, Burkina Faso	- Collecte, traitement diffusion des informations sur les TA en milieu rural - Cadre de concertation et d'organisation pour ONG
INADES-FORMATION, BP 2520, Bunjumbura, Burundi	— Formation pour l'auto-promotion	CESAO, BP 305 Bobo-Dioulasso, Burkina Faso	- Formation des adultes - Appui à l'auto-promotion du monde rural
APICA, BP 5946, Douala-Akwa, Cameroun	- Appui création de micro-entreprises, - Appui à la diffusion des TA	ODE, BP 108, 01 Ouagadougou 01, Burkina Faso	- Appui aux Communautés rurales — Organisation des Groupements villageois - Formation - Formation des artisans ruraux, - Appui aux artisans ruraux
AfricAvenir, BP 9234, Douala IV, Cameroun	- Documentation - Recherche-développement	CETAK, BP 17, Courey, Burkina Faso	- Assainissement - Transfert technologie: agriculture, énergies renouvelables - Recherche-développement et formation - Appui aux groupements de base — Centre de documentation - Appui aux Communautés rurales
RAFTA, BP 5946, Douala, Cameroun	- Formation - Echanges technologiques, - Diffusion information technologique - Transfert de technologie en poterie, apiculture, filature du coton, tissage, extraction des huiles végétales etc....	ADRA-BURKINA, BP4273,01 Ouagadougou 01, Burkina Faso	— Appui aux actions sanitaires (SIDA) et environnementales - Réseau SAHEL-MAGREB (REDISMA) - Collecte et diffusion des informations sur les TA, banque de données - Appui concertation entre ONG au Mali - Appuis techniques et financiers - Appui institutionnel aux ONG, - Echange et diffusion des informations — Documentation
GRATIS, P.O. Box 151, Tema, Ghana	- Information et formation sur TA - Appui technique à l'animation et à la diffusion des TA	GRAT, BP 2502, Bamako, Mali	
FID, BP 305, Louga, Sénégal	- Formation et Recherches - Appui et Conseils	TERRE VIVANTE, BP 1848, Nouackchott	
APICA, BP 208, Sahr Tschad	- Formation - Etudes et Recherches - Appui et Conseils	CCA-ONG, BP 1721, Bamako, Mali	
FONGTO, BP 1176, Lomé, Togo	- Information et formation - Coordination action des ONG - Documentation sur TA - Appui en financement aux ONG - Recherche-développement	IREN, BP 12675, Niamey, Niger	
APRODEC, BP 180, Kinshasa n° 83, Zaire	- Formation - Appui aux Associations et communautés de base - Recherche-développement		
CEDITA, BP 3585 Kinshasa, Zaire, CE	- Formation - Appui aux Associations et communautés de base - Diffusion information sur TA - Documentation sur TA		
CREDITA, BP 3585, Kinshasa, Zaire, CE			

* Participants de la réunion de Ouagadougou en décembre 1993.

New... Creations... Plans... New... Creations... Plans... New...

Leaders of the Asia Pacific countries set their nations on an ambitious course towards free trade on Nov 15 1994 setting a deadline of 2020 for barriers to tumble.

At a five-and-a-half hour summit at Bogor, 60 km (40 miles) from Jakarta, members of the Asia-Pacific Economic Cooperation (APEC) forum said their economies responsible for half of world commerce - would lead the way in the next century. APEC groups Australia, USA, Canada, Mexico, New Zealand, Japan, China, Hong Kong, Taiwan, South Korea, Malaysia, Brunei, Indonesia, Philippines, Singapore, Thailand, Papua New Guinea and a new member, Chile.

"Our goal is an ambitious one. But we are determined to demonstrate APEC's leadership in fostering further global trade and investment liberalisation," the final declaration said.

"We will start our concerted liberalisation process from the very date of this statement."

Leaders of 18 Asian and Pacific nations agreed to scrap all barriers to trade and investment in the region by the year 2020. It is hoped that the Pacific will become world's largest free trade zone, President Suharto of Indonesia announced the decision at the Asia Pacific Economic Cooperation (APEC) summit in Bogor.

The agreement opens the way for the largest free trade area in the world. But in fact the decision is not binding and carries no legal weight.

President Suharto said only the leaders have agreed to work towards a long-term objective of free and open trade. But many difficult decisions still lie ahead.

He said the liberalisation process would follow rules already set out by the world's trade organisation GATT - a reassurance to some Asian countries like Malaysia

who have been fearful that APEC could become some formal trade block, an idea they vehemently oppose. Bogor's summit represents a victory for the Indonesian leader who worked hard to bring along some of the grouping's more reluctant members.

Malaysian Prime Minister Dr. Mahathir said timetable for liberalising trade in the Pacific announced by President Suharto was not binding. Malaysia made it clear that it rejects the idea of a fixed deadline and will work towards trade liberalisation at its own pace.

APEC countries do produce half of the world's output, its GDP is \$13 trillion and also account for 40 per cent of world's trade, but they are so far-flung and at such widely divergent stages of development that they have little in common e.g. Per Capita Income of USA is \$23,240, New Zealand is \$12,300, Thailand is \$1,840 while Papua New Guinea is \$950, and China \$470. APEC is a regional grouping but its problems will not be just a matter of size or politics or even variegated economies. Question arises, is all such efforts useful, because the forthcoming World Trade Organization would eventually supersede regional efforts like APEC free-trade-zones. (*The Muslim world*, 3 Dec 94)

Les 34 pays représentés au "sommet des Amériques" les 10 et 11 décembre 1994, à Miami, se sont engagés à créer une vaste zone de libre échange, à l'échelle du continent, s'étendant de l'Alaska à la Terre de Feu, à l'horizon 2005.

Si tout se passe bien, cette libéralisation du commerce et des investissements, qui prendra la forme d'une suppression des barrières douanières, devrait se traduire par une période de croissance économique génératrice d'emplois et de prospérité, permettant de

rompre cette spirale de la pauvreté dont pâtissent depuis si longtemps les pays latino-américains.

Les esprits chagrins se rappellent cependant que lors du précédent sommet panaméricain de Punta-del-Este (Uruguay), en avril 1967, un même espoir avait pris naissance : un "Marché commun latino-américain" devait voir le jour en 1985, grâce à une succession de projets multinationaux. On sait aujourd'hui à quel point les réalisations n'ont pas été à la hauteur des ambitions.

Le sommet de Miami, placé sous le signe du "partenariat économique", bénéficie quant à lui d'un contexte plus favorable. La "bataille idéologique" qui a si longtemps dominé la relation interaméricaines est terminée. C'est pourquoi l'avenir de la zone de libre-échange des Amériques (AFTA), portée sur les fonds baptismaux à Miami, peut être envisagé avec un certain optimisme. Washington a pris la mesure de l'important potentiel constitué par les économies en pleine expansion des pays latino-américains, et ceux-ci ont réalisé que l'instauration de la démocratie était féconde de développement économique.

Mais bien des problèmes devront être résolus pour réussir ce que l'administration américaine appelle l'"intégration économique de l'hémisphère". Le moindre n'est pas de rendre viable la juxtaposition des différents accords et "pactes" à connotation économique et commerciale qui ont vu le jour ces dernières années, et qui ont tous pour objectif la libéralisation des échanges. L'AFTA n'est pas encore qu'une coquille vide.

(*Le Monde*, 11-12 déc 94)

WorldTel was officially launched in January by the ITU, a United Nations specialized agency for telecommunications. The WorldTel mission is to develop

and support, privately-funded telecommunications projects in developing nations. Client nations would obtain badly needed credit on reasonable commercial conditions so as to establish access to basic telecommunications at a time when nearly four out of every five people in the world lack primary services. Operators would benefit from increased traffic. The industry would gain more market opportunities. Industrialized nations would benefit from improved and increased global communications. Private investors would also benefit from large, newly created markets and diversified portfolios.

Through its efforts, WorldTel hopes to break the vicious cycle that exists in developing Countries whereby economic growth is needed to generate funds to improve telecommunications capacity and capability, but the poor availability and quality of telecommunications deters investors from providing the required capital.

WorldTel can deliver value in ways that powerfully differentiate it from existing institutions. It will focus exclusively on the telecommunications and information technology sector to provide specific expertise to client countries. These countries will be selected and served by a regionally decentralized organization, so WorldTel can deliver tailored solutions that provide unique capabilities. It will make equity investments and can undertake a direct operating role if required. No existing entity combines these attributes. Contact : Mr Terrefe Ras-Work, +41 22 730 5401 / 5427 (phone), +41 22 730 6448 (fax).

(Communiqué ITU)

In view of the upcoming UN Fourth World Conference on

Women, to be held in Beijing, China, in September 1995, the South Asian Perspective Group of the Bangladesh National Preparatory Committee Towards Beijing, NGO Forum '95 recently held a workshop to bring together South Asian women and formulate a common Platform for Action. The purpose of the workshop was to adopt an action plan reflecting the issues and concerns of women within the region, and identify new strategic areas for future action. Fifty-five women from Bangladesh, India, Nepal, Pakistan, and Sri Lanka participated in the meeting.

Participants unanimously agreed to form a *South Asian Women's Caucus* (SAWC) that would address and strengthen the strategic interests of South Asian women. The Caucus nominated the Bangladesh National Preparatory Committee as its first Secretariat to coordinate and facilitate the activities of the Caucus.

The fundamental goal of the SAWC is to preserve the momentum of the global movement towards gender equality, development and peace, and, at the same time, strengthen the regional movements. Its goal is to implement the Regional Platform for Action and continue playing an active role in the follow-up to Beijing. The Caucus hopes to develop a comprehensive networking of issues, groups and strategies leading to bilateral and regional action plans. This is to be achieved through lobbying at the national, regional and international levels; dialogues with policymakers; enforcing the implementation of national and UN conventions on gender and development; and follow-up on the implementation of the SAWC's Platform for Action.

The Regional Platform for Action identifies five major issues affecting South Asian women. These include the economy and environ-

ment; political empowerment; violence against women; trafficking of women; and religious fundamentalism and ethnic chauvinism. In each of the areas discussed, specific problems and goals were identified, leading to the formulation of strategies involving government, NGOs, regional networks and other organizations.

The Regional Platform for Action will serve as the foundation from which the SAWC is to function as a collective force, advocating and lobbying for changes nationally, regionally and internationally in the areas of critical concern to South Asian women. It is to act as a pressure group at all South Asian Association for Regional Cooperation (SAARC) meetings as well as UN and international conferences.

Contact : *South Asian Perspective Group, Bangladesh National Preparatory Committee Towards Beijing, NGO Forum '95, 1/3 Block-F, Lalmatia, Dhaka 1207, Bangladesh; tel : (880 2) 324 162/327 424; fax: 813 095.*

(*The Network*, March 1995)

Le 12 décembre dernier a été signée dans les locaux de l'Ambassade de Bulgarie à Paris la convention d'implantation, à Sofia, de l'Institut francophone d'administration et de gestion (IFAG).

Les deux signataires, MM. Ivaylo Znepolsky, Ministre roumain de la Culture et Michel Guillou, Directeur général de l'AUPELF et Recteur de l'UREF, ont ainsi scellé des relations de partenariat entre le gouvernement bulgare et l'instance francophone chargée de l'enseignement supérieur et de la recherche pour la mise en place et le lancement, dès septembre 1995, du premier institut francophone à gestion multilatérale dont l'objectif est double :

former, en langue française, des spécialistes de haut niveau en gestion des administrations et des entreprises pour contribuer au développement des pays de la région; soutenir des projets d'études et de recherche-développement en relation avec les problèmes liés au développement des pays de la région et de favoriser l'émergence de jeunes équipes et de laboratoires associés à l'UREF.

Selon les termes de la convention, la République de la Bulgarie s'engage à mettre à la disposition de l'AUPEL-FUREF les locaux nécessaires au fonctionnement de l'IFAG à Sofia pour la formation de 150 auditeurs environ. Un avenant a par ailleurs été cosigné le 22 septembre à Sofia dans les murs du ministère de la culture définissant le bâtiment mis à disposition : situé à Sofia, rue Montévidéo, il comporte une superficie totale de 2000 m² sur 4 étages.

La structure de fonctionnement de l'IFAG se compose d'un Comité de soutien, d'un Conseil d'administration, d'un Conseil des études et de la vie universitaire, d'un Président et d'un directeur. (UREF Actualités, janv.-févr 95)

At an international interreligious conference in Khartoum, Soudan (October 8-10, 1994) more than 200 representatives of world faiths from 30 countries gathered and in a communique called for the creation of a world council of religions. There exist at least 10 international bodies promoting interreligious dialogue. Nothing entirely new can be established; what is new is the willingness of Muslims to engage in dialogue.

Islam was represented through high-ranking political and religious leaders from Egypt, Libya, Pakistan, Yemen, Palestine and Jordan. Among the Christian participants were representatives of

Vatican, WCC, Anglican Church and the Middle East Council of Churches. At the Khartoum gathering the establishment of the Sudanese Association for Inter-Religious Dialogue has also been announced.

(cpc information 455 - November 1994)

On 18 January 1995, the North Atlantic Council agreed to the establishment of a new NATO Standardization Organization which will comprise a Committee for Standardization, composed of high level national representatives, an internal NATO Headquarters Standardization Liaison Board, and an Office of NATO Standardization composed of existing, joint civilian and military NATO staff.

This organization will give renewed impetus to Alliance work aimed at improving the coordination of allied policies and programmes for materiel, technical and operational standardization. It will also support the Partnership for Peace initiative by addressing specific proposals for improved standardization put forward by Partner countries. In addition, the new organization will promote closer collaboration with International Civilian Standards Organizations.

The Committee for Standardization will be co-chaired by the Assistant Secretary General for Defence Support, Mr. Robin Beard, and by the Director of the International Military Staff, General G.J. Folmer. In their opinion, the Council decision "underlined the importance of improved standardization in the new Alliance Strategic Concept, and in the establishment of multinational forces to support peacekeeping, crisis management and collective defence".

(NATO Review, March 1995)

Representatives of broadcasting companies throughout the Mediterranean area met in Palermo (Sicily) from 3-6 December 1994 and decided to set up a Permanent Conference of the Télévisions of the Mediterranean and establish themselves as a common, recognisable interlocutor of the intergovernmental institutions, particularly the European Union and the Council of Europe.

In addition to the broadcasters, an impressive number of governmental and intergovernmental institutions, international agencies, cultural and research institutions, professional audiovisual organisations and NGOs took part in the event.

In their final resolution, the broadcasters stated that "they should play the part of mediators in any difficulties and tensions that may arise and, even more, give support to the processes of adaptation of the immigrant minorities within the socio-cultural contexts of the host nations, by means of their information programmes, magazines and other specific types of programme... aware of the problems that have arisen with migration and of the need to foster reciprocal knowledge between the cultures of the host country and the immigrants' country of origin and a serene manner of living together in the same society".

The broadcasters reiterated that it was the task of the mass media and the cultural industry to help make the Mediterranean an area of cultural exchange, economic cooperation, peaceful cohabitation, reciprocal understanding and acceptance of different ethnic, political and religious realities, which must maintain their own identity even when faced by the phenomenon of migration.

(The Interdependent, February 1995)

Some items in recent issues:

Issue number:

*Parmi les thèmes traités récemment :**Numéros :*

Transnational actors in the international system 4/1993, <i>Les acteurs transnationaux dans le système international</i>	1/1990, 2/1994, 6/1994.
The recognition of the legal personality of INGOs 3/1990 <i>La reconnaissance de la personnalité juridique des OING</i>	3/1986 5/1990, 6/1990.
Cooperation between INGOs and IGOs (Unesco, World Bank, HCR, EU, OECD) 2/1993, 1/1994 <i>La coopération entre les OING et les OIG (Unesco, Banque mondiale, HCR, UE, OCDE)</i>	2/1991, 3/1992, 2/1994 3/1994 1/1995.
Latin American Associations <i>Les associations latino-américaines</i>	6/1989, 3/1990 1/1993.
African Associations <i>Associations africaines</i>	3/1994.
European Associations after Maastricht <i>Les associations européennes après Maastricht</i>	1/1994, 2/1994, 6/1994, 1/1995.
Social movements and trade unions <i>Mouvements sociaux et syndicats</i>	6/1989, 1/1990, 3/1990, 4/1994.
Social and economic development <i>Développement économique et social</i>	4/1994.
INGOs view of environmental problems <i>Les OING et les problèmes écologiques</i>	3/1989, 4/1989, 1/1990.
Humanitarian aid and humanitarian law <i>Laide et le droit humanitaires</i>	2/1988, 6/1989, 4/1990, 2/1992, 5/1994
Population and Development <i>Population et développement</i>	
Language and transnational communication <i>Langage, communication et transnationalité</i>	1/1992, 2/1992, 5/1994, 6/1994.
Civil Society and the State <i>La société civile et l'Etat</i>	3/1994, 4/1994, 1/1992, 1/1994,

Forthcoming topics :

Dans les prochains numéros ;

- Humanitarian actors
Les acteurs de l'humanitaire
- The concept of civil society
La notion de société civile
- Development NGOs after Maastricht
Les ONG de développement après Maastricht

Articles appearing in the journal are indexed in PAIS (Public Affairs Information Service) and AGRIS (International Information System for the Agricultural Sciences and Technology), FAO.

	FB	FF	FS	£	US\$	DM
Subscription / Abonnement 1994	1.450	250	58	24.00	46.00	72
+ postage : surface mail or by airmail	300	50	13	5.00	9.50 16.00	13

Commande à envoyer directement à / Order to be sent directly to :

UNION DES ASSOCIATIONS INTERNATIONALES

Rue Washington 40 - B-1050 BRUXELLES, Belgique - Telex 65080 INAC B - Fax (32 2) 646 05 25

Order Form :

Name

Address

Payment enclosed

Payment made to your account n°

Invoice required

Date.....

Signature

Bon de commande :

Nom

Adresse

Paiement ci-joint

Virement fait à votre compte n°

Veuillez envoyer une facture

Methods of payment / Modes de paiement

Mandat international à notre compte chèque postal n° 000-0034699-70 à Bruxelles ou virement en francs belges auprès de la Générale de Banque compte n° 210-0508283-55 Agence Magistrat, 1050 Bruxelles.

Genève : Compte n° 472.043.30 Q o l'Union de Banques Suisses.

Köln : Konto nr 1.0672712.90, Generale Bank &C°, Christophstrasse 33

Paris : Compte n° 54515004200 au Crédit du Nord, bld Haussmann, 6-8.

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

Transnational Associations

Associations transnationales

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

Published by/Publié par:
Union of Internacional
Associations (UAI)
(founded 1910)
Issn-0020-6059

rue Washington 40,
1050 Bruxelles (Belgium)
Tel (02) 640 18 08-
640 41 09

Tx 65080 INAC B
Fax (322) 646 05 25

Editeur responsable:
Jacques Raeymaeckers
rue Washington 40
1050 Bruxelles (Belgique)
Tél. 02)640 18 08 -
640 41 09
Télécopie: (322) 646 05 25

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

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

London: Account n°
04552334, National
Westminster Bank Ltd,
21 Lombard Street.

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

Paris: par virement compte
n° 545 150-04200 au Crédit
du Nord, 6-8 boulevard
Haussmann, Paris 75009.

Copyright © 1995 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,
recording, taping or
information and retrieval
systems - without written
permission of the Secretary
General, Union of
International Associations.

UNION DES ASSOCIATIONS INTERNATIONALES
UNION OF INTERNATIONAL ASSOCIATIONS

EXECUTIVE COUNCIL
CONSEIL

President:
Marcel Merle (France)
Professeur émérite
Université de Paris I

Vice-Présidents:
Frits HONDIUS
(Netherlands)
Secrétaire général adjoint,

de l'état civil.
Raymonde MARTINEAU
(Canada)

Chargé des relations avec
les ONG, Office européen
des Nations Unies
Egon SLOPIANKA
(Allemagne)
Ancien secrétaire général de
l'Alliance européenne des
UCJG-YMCAS (EAY).

Trésorier général /
Treasurer General:
Paul E. HIERNAX
(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 / Members:
Mario BETTATI (France)
Professeur à l'Université
de Paris 2

Anne Marie BOUTIN (France)
Conseiller maître
à la Cour des Comptes
Paul CARÓN (Suisse)
Expert financier
Christian DE LAET
(Canada)
Président, Development,
Alternatives, Montréal.

Philip EVERTS
(Netherlands)
Professor, Instituut voor
Internationale Studien
George KIBEDI (Canada)
President, GKIC
Consultants Toronto
Georges MALEMPRE
(Belgique)
Directeur adjoint du
Cabinet du directeur général
UNESCO
Gregori MOROZOV
(Russie)

Maître émérite des sciences,
Institut de l'économie
mondiale, Académie des
sciences de Russie.
Turkia OULD DADDAH
(Mauritanie)
Directeur général Institut
International des sciences
administratives
Andrew E. RICE (USA)
Consultant; Former Deputy,
Society for International
Development
Cyril RITCHIE (Ireland)
President, Federation of
Semi-Official and Private

Established in Geneva.
Myriam SCHREIBER
(Belgique)
Vice-présidente, Fédération
abolitionniste
internationale.
Gianni TIBALDI (Italie)
Professeur, Università di
Padova.
August VANISTENDAEL
(Belgique)
Ministre d'Etat

REPRESENTATIONS
PERMANENTES DE
L'UAI
UAI
REPRESENTATIVES
Organisation des Nations
Unies:
New York: Andrew RICE
Genève: Cyril RITCHIE
Paris: Maryvonne
STEPHAN

