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Small Development Projects

The review of international  
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# Introduction

## Evaluer l'action associative

La connaissance qu'ont les associations des réseaux qu'elles constituent et des effets synergétiques qu'elles exercent sur nos sociétés ne s'est développée que dans les temps récents.

Des recherches multiples et variées sont cependant apparues ça et là, au fil des dernières décennies, qui portent sur le phénomène associatif en tant que tel et tentent d'interpréter ses manifestations, les rôles qu'il assume et la perception qu'en ont les autres acteurs sociaux.

De sorte qu'aujourd'hui l'identité associative, qui n'existait pas à l'origine comme phénomène conscient, doit beaucoup à ce regard porté de l'extérieur sur les associations.

Les questions relatives à la guerre et à la paix sont de celles qui ont bénéficié de ce type d'investigation depuis une vingtaine d'années, à l'initiative le plus souvent des organisations non gouvernementales elles-mêmes, en attirant l'attention des historiens,

mais aussi des praticiens des disciplines les plus variées, sur un phénomène de société resté jusque là en marge des études universitaires. A cet égard, les études d'Elly Hermon(1), dont nous continuons la publication dans ce numéro, retracent de façon remarquable l'extension du mouvement associatif transnational face à la montée des périls et les rapports qu'il a entretenus avec les Etats, en l'occurrence les membres de la Société des Nations, ainsi qu'avec le Secrétariat général de l'Organisation.

Dans une dernière partie à paraître dans un prochain numéro de la Revue, l'auteur met en parallèle le déclin de la Société des Nations à la veille de la seconde guerre mondiale et l'accroissement notable du prestige des associations œuvrant en faveur de la paix. Où l'on voit le mouvement transnational d'éducation pour la paix s'adapter aux circonstances historiques, même après l'éclatement du conflit. Elly Hermon estime cependant que le nouvel essor du mouvement après la se-

conde guerre mondiale apporte des éléments nouveaux, qui justifieraient la réévaluation de l'action associative d'éducation pour la paix dans une perspective historique plus longue que celle de l'entre-deux-guerres.

Une perspective historique plus longue appelle naturellement une conceptualisation plus large de la paix, à laquelle s'était attaché le Comité d'entente des grandes associations internationales, qui de 1926 à 1939 joua auprès de l'Organisation de coopération intellectuelle de la Société des Nations un rôle analogue à celui assumé de nos jours par le Comité de liaison ONG/UNESCO.

A cette conception globaliste des problèmes, les recherches portant sur l'action associative "ajoutent aujourd'hui l'idée de complexité. Il n'est que de se référer à l'étude de James Robert Huntley, qui conclut des recherches menées pour l'Institut Battelle(2) aux Etats-Unis à l'inefficacité des aides financières accordées par les fondations sur la base de « pro-

jets» et préconise une approche plus englobante. Ou encore, au vaste programme de recherches mis sur pied par l'Université de Yale, dans le même pays, qui ne fait qu'accentuer l'orientation pluridisciplinaire: des spécialistes de l'anthropologie, de l'économie, de l'histoire, de la philosophie, du droit, de la sociologie et des sciences politiques se penchent sur le fait associatif dans une optique à la fois théorique, pratique et comparée.

Le domaine plus spécifique du développement est peut-être, comme on peut en juger par les évaluations commanditées par la Communauté européenne(3), l'un de ceux où l'approche globaliste se révèle être la plus féconde. Ici aussi, les chercheurs penchent en faveur d'une approche « non projet», même si elle s'applique effectivement, et c'est le cas de l'étude publiée plus loin, à des projets.

Une mention particulière doit être faite de l'article que le député européen Louis Eyraud consacre

dans le présent numéro sous le titre « *Vers un droit communautaire pour les associations* », à la proposition dont il est l'auteur, et qui a fait l'objet des travaux de la Commission juridique du Parlement européen avant d'y être récemment débattue en séance plénière. Cette proposition, souligne M. Eyraud, doit être considéré dans le contexte de l'Acte unique européen et de la construction d'une Europe des citoyens.

Il s'agit d'un dossier qui s'ouvre, aux aspects nombreux et complexes, d'un nouveau développement du phénomène associatif qui, à ce titre, sera suivi attentivement.

(1) Voir « Associations transnationales » n° 1/1987 : « *Regards sur les ONG dans le mouvement international de coopération intellectuelle de l'entre-deux-guerres. Le cas de l'UAI* ».

(2) L'article paru dans ce numéro (pp 88-100) est le dernier extrait que nous publions.

(3) Voir dans le présent numéro l'étude de G. de Crombrughe, M. Nieuwkerk et M. Howes pp. 79-87.

# Le Comité d'entente des grandes associations internationales

## Un chapitre de l'histoire du mouvement transnational d'éducation pour la paix et la coopération intellectuelle internationale

I<sup>ère</sup> partie

par Elly Hermon\*

L'évolution de l'éducation pour la paix pendant l'entre-deux-guerres et plus particulièrement le rôle des organisations internationales non gouvernementales (OING) dans ce contexte représentent un chapitre d'histoire négligé par les chercheurs contemporains(1). Ce chapitre est pourtant d'un intérêt particulier car ce fut précisément à cette période que l'éducation pour la paix s'était clairement définie sur les plans conceptuel et méthodologique tout en se dotant des structures organisationnelles au niveau international(2). Cette évolution était due notamment à l'influence du mouvement d'opinion favorable aux idées de la Société des Nations (SdN) dont l'impact sur la conceptualisation de l'éducation pour la paix fut déterminant.

Le Comité d'entente des grandes associations internationales (C.E.) joua un rôle important dans l'émergence du mouvement transnational d'éducation pour la paix servant à la fois comme centre de coordination entre les OING intéressées à l'éducation pour la paix et comme organe de liaison entre celles-ci et les organes spécialisés de la SdN impliqués dans le développement de l'esprit international. Cette position privilégiée lui conférait un droit de regard sur cette sphère d'action semblable à celui attribué de nos jours au Comité de liaison OING/UNESCO, à la différence que les OING ne jouissaient pas à l'époque d'un statut consultatif après de l'organisation de coopération intellectuelle de la SdN à l'instar de leurs homologues contemporaines affiliées à l'UNESCO. Ce n'est que le C.E. qui parvint à un moment donné de son évolution à se faire reconnaître

un statut analogue à ce dernier, ce qui témoigne de son importance à l'époque.

Dans l'histoire du C.E. de l'entre-deux-guerres on peut distinguer deux phases qui correspondent à l'évolution générale des relations internationales pendant cette période et plus particulièrement aux mutations relatives à la place de la SdN dans ce contexte.

La première phase va du milieu des années vingt, moment où s'était formé le C.E., jusqu'à, grosso modo, l'arrivée des Nazis au pouvoir en Allemagne et l'invasion japonaise de la Chine, coïncidant ainsi avec la période de l'apogée de la SdN qui reléguait le mouvement des OING intéressées à l'éducation pour la paix à une position subalterne. La deuxième phase qui va de ces derniers événements jusqu'au conflit mondial correspond à la période du déclin progressif de la SdN qui en quête de l'appui de l'opinion publique internationale s'était tournée de plus en plus vers les OING, concédant à cet effet un rôle accru et plus autonome au C.E.

L'analyse de l'évolution du C.E. vise à mettre en lumière l'attitude du mouvement des OING intéressées à l'éducation pour la paix à l'égard de questions-clé dans sa sphère d'action. Seront examinées ainsi les priorités de l'éducation pour la paix telles que conçues par ce mouvement: la réforme de l'enseignement, l'éducation extra-scolaire etc.; des concepts cardinaux qui se rattachaient à cette problématique tels que le pacifisme, le racisme, etc.; l'évolution de ce mouvement sur le plan organisationnel et ses rapports avec les autres principaux acteurs impliqués dans sa sphère d'action tels que gouvernements et organisations intergouvernementales.

\* Historien. Ses recherches qui ont mené à la rédaction de la présente étude ont été facilitées par une subvention du Conseil de recherches en années humaines du Canada.

Cette analyse servira de base à l'évaluation de l'attitude adoptée par les OING face à des problèmes internationaux qui allaient en s'aggravant et qui rendaient de plus en plus difficile la coopération internationale, fondement de leur action. Ainsi, même si la contribution du C.E. consistait en la création d'un certain climat d'opinion plutôt qu'en la mise au point d'instruments juridiques et politiques qui devaient servir à atteindre ses objectifs fondamentaux, l'analyse de ses délibérations est révélatrice des approches conceptuelles qui se sont manifestées à l'époque au sein du mouvement transnational d'éducation pour la paix et des procédures adoptées pour assurer sa cohésion et son unité d'action.

Il reste enfin à souligner l'intérêt de la documentation sur laquelle est fondée la présente étude et qui explique notre démarche méthodologique. Il s'agit d'une documentation

inédite et essentiellement encore inexplorée que nous avons jugé bon de mettre en lumière par d'amples références visant à faire revivre les protagonistes et leurs préoccupations particulières, leurs hésitations, leurs débats mais aussi leur détermination à poursuivre une action qui semblait devenir de plus en plus utopiste. En laissant ainsi les protagonistes parler, en nous attardant à examiner de près les nuances de leur pensée et leurs réactions devant les circonstances et des événements qui contrastaient le plus souvent leurs idéaux et remettaient en question la valeur de leurs activités, nous avons estimé pouvoir éclairer d'une façon appropriée la problématique de l'éducation pour la paix ainsi que de la coordination de l'action menée par les OING dans ce domaine et combler ainsi une lacune historiographique dont l'importance commence à être reconnue(3).

## Dans l'orbite de la SdN Le C.E. de 1926 à 1933

### Cadre organisationnel et principes d'action

La nécessité d'une coordination des activités des OING engagées dans la promotion de l'esprit international et d'une liaison continue entre celles-ci et la communauté internationale officielle est apparue dès le lendemain de la première guerre mondiale, bien avant que le C.E. ne vit le jour. Avant la guerre et au cours des premières années de l'après-guerre, ces fonctions avaient été assumées par l'Union des associations internationales (U.A.I.) qui pour un moment semblait être en mesure de répondre aux attentes de ses fondateurs qui entretenaient des projets audacieux quant au rôle de pivot à attribuer à leur organisation dans la promotion de la coopération intellectuelle et de l'esprit international. La crise qui ébranla l'U.A.I. vers le milieu des années 20(4) secoua en profondeur le mouvement associatif international sans que le rôle de sa représentation auprès de la communauté internationale officielle perdît pour autant sa raison d'être. Ce fut seulement un certain modèle des relations entre le mouvement des OING et la communauté internationale officielle qui fut abandonné avec l'éclipsé de l'U.A.I. pour céder la place à un modèle alternatif dans lequel les OING étaient appelées à suivre docilement la direction de la SdN. Celle-ci n'entendait plus en effet laisser le champ du développement de l'esprit international aux OING et cherchait à les confiner à un rôle d'auxiliaire dans la promotion d'un vaste mouvement d'opinion en faveur de ses propres idéaux. La création du C.E. répondait précisément à cette nouvelle orientation de la communauté internationale.

Le C.E. s'était constitué vers la fin de 1925 à un moment où la SdN s'appropriait à prendre en charge la coordination du mouvement international de l'éducation pour la paix. La nécessité d'une action concrète à ce propos de la part de la SdN fut officiellement reconnue dès 1924 par sa cinquième Assemblée générale qui vota une résolution soulignant l'importance fondamentale de l'éducation de la jeunesse dans l'esprit de la SdN et pria son Secréariat de rechercher « les moyens les plus propres à développer et à coordonner les efforts » menés dans ce domaine(5).

L'intérêt de la SdN ne se limitait pas aux efforts menés à cet effet par les gouvernements mais portait également sur ceux entrepris par les OING. Ainsi le rapport rédigé par son Secréariat à la suite de la résolution citée ci-dessus faisait état aussi des activités déployées par les OING en vue de la diffusion de l'idée de la coopération internationale et du rapprochement international de la jeunesse. En septembre 1925 l'Assemblée générale de la SdN adopta une résolution invitant son Conseil à confier à sa Commission internationale de coopération intellectuelle (C.I.C.I.) l'étude de ces questions et de la possibilité d'établir un Sous-comité d'experts qui examinerait « les méthodes les mieux appropriées en vue de coordonner tous les efforts officiels et non officiels pour faire connaître à la jeunesse du monde entier les principes et le travail de la SdN et à habituer les jeunes générations à considérer la coopération internationale comme la méthode normale de conduire les affaires du monde »(6).

Ces résolutions constituaient l'ébauche d'un projet de coordination du mouvement international d'éducation pour la paix sous l'égide de la SdN. Le projet de résolution présenté au Conseil de la SdN par Julien Luchaire, directeur de l'I.I.C.I.- l'organe exécutif de la C.I.C.I., dépassait en effet largement le cadre de la SdN. Il visait, en plus des « efforts officiels », aussi ceux « résultant d'initiative privée » de même que la coordination de tous les efforts menés en vue de l'éducation pour la paix « dans les Etats membres de la SdN aussi bien que dans les autres Etats »(7).

L'initiative de convoquer la réunion des représentants des OING intéressées à l'éducation de la jeunesse dans l'esprit de la paix qui mena à la création du C.E. était ainsi due notamment à des personnes associées à la SdN. En plus de Luchaire qui fut l'hôte de cette réunion convoquée à l'I.I.C.I.(8), prirent part à cette initiative Laura Dreyfus-Barney du Conseil international des femmes, qui allait bientôt devenir membre du Sous-comité d'experts de la C.I.C.I., pour l'enseignement de la SdN, et André Waltz, expert à l'I.I.C.I., qui allait servir en tant que président du C.E. dès sa fondation jusqu'à son décès en 1935. Dès sa

création, le C.E. était donc orienté vers une étroite collaboration avec la SdN et ses organes spécialisés, une collaboration soulignée par le fait que le siège du Comité fut établi à N.I.C.I., qui s'était aussi chargé de s'occuper de son secrétariat.

Dans la perspective de la SdN, le C.E. devait servir essentiellement deux objectifs: servir de centre de liaison avec les OING intéressées à l'éducation pour la paix et orienter les activités de celles-ci conformément aux recommandations de la SdN tout en conservant au moins une apparence d'autonomie afin de ménager la susceptibilité des OING jalouses de leur autonomie.

Il reste que si la SdN n'entendait pas substituer son action à celle menée par les organisations internationales privées, elle cherchait toutefois à canaliser celle-ci vers ses propres fins en prenant la direction de leur coordination.

L'importance attachée par la SdN à la coordination des OING impliquées dans l'éducation pour la paix est déjà clairement indiquée dans les commentaires accompagnant le premier rapport dressé par la princesse G. Radziwill qui représentait la SdN aux réunions du C.E. à titre d'observateur. A. Waltz, qui assumait la présidence du comité, fut accusé de ne pas être suffisamment conscient du *«danger d'admettre n'importe quelle organisation à une telle réunion, ni de la nécessité de se garder de la propagande pacifiste dans les écoles, qui serait la mort de tout le mouvement de la SdN et des organisations volontaires»*(9).

Il ressort ainsi que la SdN s'intéressait à la coordination du mouvement international d'éducation pour la paix dans un but bien précis: assurer que l'orientation de ce mouvement ne débordât pas le cadre des objectifs fixés par l'institution internationale. Or la propagande pacifiste ne cadrait pas avec ces objectifs tant pour des raisons tactiques que pour des considérations liées aux orientations fondamentales de la SdN. En effet, sur le plan idéologique celle-ci divergeait du mouvement pacifiste radical qui se définissait par sa ferme opposition à tout usage de la force armée. La légitimité de l'emploi de cette force soumise à l'autorité internationale et au service de la loi internationale fut un principe cardinal de la SdN qui voulait s'attribuer les fonctions d'une police internationale capable de dissuader et au besoin sanctionner les agresseurs. D'autre part, bien que le maintien de la paix représentât sa raison d'être, la SdN pouvait difficilement se permettre de soutenir même des velléités pacifistes par crainte de susciter les critiques des adversaires du pacifisme, très influents dans les milieux officiels(10). Un tel soutien risquait de compromettre l'action, de beaucoup plus modérée, en faveur de la diffusion des idéaux de la SdN visée par les résolutions de son Assemblée générale mentionnées plus haut. Les commentaires de Radziwill laissaient ainsi entrevoir le rôle envisagé pour le président du C.E. dans les milieux de la SdN qui s'intéressaient à ses activités: assurer que les orientations des organisations représentées au Comité restent compatibles avec les intérêts propres de l'institution internationale en exerçant au besoin son influence pour écarter et marginaliser les organisations dont l'action était jugée gênante pour celle-ci.

Le règlement adopté par le C.E. lors de sa fondation n'avait pourtant nullement un caractère exclusif et laissait la porte ouverte à l'adhésion de toutes les associations internationales qui faisaient à *«l'éducation de l'opinion publique et principalement celle de la jeunesse en vue de la paix une pan satisfaisante dans leurs préoccupations»*

(11). Cette définition rendait admissibles des organisations impliquées dans l'éducation et la formation de l'opinion publique dans les milieux scolaires, para-scolaires et post-scolaires à la fois. En effet, le règlement du C.E. précisait que celui-ci était ouvert à l'adhésion des OING ayant comme raison d'être des questions d'éducation au niveau scolaire et post-scolaire (associations pédagogiques, associations des membres du personnel enseignant, associations d'étudiants, etc.), des OING groupant enfants et adolescents pour des buts sportifs et éducatifs en vue du rapprochement international (Eclaireurs, Croix-Rouge de la jeunesse, etc.), des organisations ayant manifesté leur compétence en matière d'éducation pour la paix sans que celle-ci représente leur principal domaine d'action (La Dotation Carnegie pour la paix internationale, l'Union internationale des associations pour la SdN, etc.). Ainsi, la compétence fut considérée comme critère déterminant d'admissibilité au C.E. tandis que la seule condition d'admission à caractère idéologique stipulée par le règlement exigeait l'acceptation du principe de la coopération internationale qui est à la base de la SdN. Le règlement affirmait encore le souci du comité d'assurer une représentation adéquate à toutes les principales régions du monde, aux principaux groupes ethniques et aux principales religions(12) dans le souci de paraître comme un représentant authentique de l'opinion publique mondiale.

L'aspiration du C.E. à représenter l'ensemble de l'opinion publique mondiale n'a pas été satisfaite dans la pratique. Bien que le C.E. soit parvenu à grouper les représentants d'environ une vingtaine d'OING qui comptaient effectivement parmi les principales organisations impliquées dans l'éducation pour la paix, les organisations européennes et chrétiennes y étaient prépondérantes tandis que les autres courants de pensée et les autres régions du monde, avec l'exception possible de l'Amérique du Nord, y étaient sous-représentées ou absentes. Notons pourtant que le C.E. se pencha longuement sur la problématique des relations interculturelles et fit un effort particulier en vue du développement des relations entre l'Occident et l'Orient.

Il reste toutefois que dans la pratique la promotion de la diversité des courants d'idées représentés au C.E. fut compromise par ses règles d'admission qui accordaient aux organisations fondatrices, une quinzaine environ, la prérogative d'écarter les candidatures jugées indésirables en faisant prévaloir des considérations d'ordre strictement administratif. En effet, le règlement du Comité semblait ignorer que dans la même sphère d'activité on pouvait trouver des organisations qui, tout en ayant différentes approches conceptuelles, souscrivaient aux principes de la SdN et qu'en leur imposant une représentation unique l'on portait atteinte à la représentativité du Comité.

Enfin, étant donné le caractère apolitique déclaré du C.E., il pouvait rejeter toute demande d'adhésion d'une organisation à caractère politique prononcé. Le C.E. décida pourtant de ne pas introduire dans son règlement une clause définitive à ce propos, préférant examiner à part chaque demande d'admission. Son président, Waltz, se contenta d'affirmer à ce propos que la restriction de l'admission à des organisations internationales s'occupant de l'éducation de la jeunesse *«exclut par définition toute organisation tendant à quelque politique particulière»*. La même restriction s'appliquait, selon Waltz, aux organisations qui ne s'occupaient pas directement de l'éducation de la jeunesse, telles que les organisations syndicales ouvrières(13).



C'est donc surtout à l'intérieur du noyau de ses membres fondateurs que se manifesta l'esprit libéral dont fut animé le C.E. Ce cadre, où l'influence du courant de pensée chrétien et notamment catholique fut pourtant considérable, restait en effet assez hétérogène sur le plan conceptuel aussi bien que sur celui des méthodes d'action. Le C.E. considérait cette diversité comme un trait essentiel de son caractère, laissant aux associations membres toute liberté de décider de leur adhésion à ses documents et à ses démarches(14).

Le C.E. n'avait d'ailleurs nullement le caractère d'un organe exécutif. C'était un organe de liaison à caractère purement consultatif qui s'était fixé comme but non pas la réalisation d'un programme d'action précis mais la préparation d'études et de suggestions visant à faciliter une action commune des organisations membres de la coordination d'une telle action avec la SdN et ses organes spécialisés. Il n'avait pas, non plus, un caractère officiel tout en étant étroitement lié à l'I.I.C.I. et à la SdN. En plus de sa dépendance sur le plan administratif à l'égard de l'I.I.C.I., son programme d'activité était largement déterminé en fonction des préoccupations de ce dernier et de la C.I.C.I. Celles-ci coïncidaient généralement avec celles de ses membres, il est vrai, mais les priorités de son propre programme reflétaient bien le poids de l'influence de ces deux organes de la SdN qui envoyaient régulièrement à ses réunions des «observateurs» qui prenaient souvent une part très active à ses délibérations. Cette situation allait changer, comme nous allons le voir plus loin, à partir de 1933 quand le C.E. obtint un droit de regard sur l'élaboration du programme de la C.I.C.I. Il reste que durant la première phase de son évolution le comité conservait encore un caractère plutôt privé, bien défini par un de ses membres qui constata : « *Nous sommes, non pas un corps constitué, mais une réunion de personnes qui ont les mêmes préoccupations* »(15).

Ce caractère du C.E. durant les premières années de son existence ne fut pas d'ailleurs de nature à plaire à tous ses membres dont certains auraient préféré qu'il assume un caractère plus officiel même si cela devait réduire son autonomie. C'est ainsi qu'en 1931, de très importantes organisations de jeunesse représentées au C.E. (16) ont soulevé devant la SdN leurs réserves quant au caractère non officiel du C.E., soutenant qu'une telle organisation « responsable devant personne et contrôlée par personne » jouissait de moins d'attention par rapport à une organisation affiliée à une institution officielle(17).

Le point de vue de la SdN favorable au maintien du caractère non officiel du C.E. fut exprimé vigoureusement déjà au moment de la fondation du Comité par A. Zimmern, directeur-adjoint de l'I.I.C.I. Selon celui-ci, la mission essentielle des OING représentées au C.E. était de former l'opinion publique en tant que moyen de pression sur les gouvernements. La SdN quant à elle, ainsi que l'I.I.C.I., étaient liés par les décisions des gouvernements qui devaient être orientées sous la pression de l'opinion publique vers la promotion du bien-être de la collectivité mondiale. A cet égard, les OING avaient un rôle «prophétique» de pionniers qui ne pouvait pas être exercé dans un cadre officiel responsable devant les gouvernements. Zimmern soulignait ainsi qu'il était de l'intérêt de l'éducation pour la paix de permettre aux éducateurs de procéder, libres de toute contrainte, à des échanges de vues et d'expériences dans un cadre non officiel(18).

Parlant des avantages du caractère non officiel de l'action des OING, Zimmern affirma, tout en reconnaissant la subordination de l'I.I.C.I. à la C.I.C.I., que celui-ci, plus qu'un simple organe exécutif de cette dernière, était également « *le foyer de la coopération intellectuelle internationale* » (19). C'est à ce titre que l'Institut cherchait à promouvoir la coopération entre les diverses associations intéressées à l'éducation pour la paix. Les intérêts de celle-ci ainsi que de la coopération intellectuelle en général, primaient donc, dans l'optique de l'I.I.C.I., sur les préoccupations d'ordre politique qui orientaient les activités de la SdN. Soumis qu'ils étaient aux contraintes politiques résultant de la subordination de leur institut à la SdN, les hauts responsables de l'I.I.C.I. considéraient les OING intéressées à la promotion de l'éducation pour la paix comme de précieux alliés et les encourageaient à imprégner l'opinion publique de leur idéalisme.

Il reste à préciser à ce propos que l'éducation pour la paix telle que conçue par la SdN et les OING qui lui étaient idéologiquement proches, ne s'identifiait pas avec la propagande pacifiste radicale. Ce fut, en effet, dans le but d'atténuer l'influence d'un courant pacifiste plus radical au sein du C.E. que son président, Waltz, insistait sur la nécessité de relier l'enseignement de la paix à celui de la SdN. Ce courant s'était manifesté déjà lors de la réunion de fondation du C.E. notamment par le truchement du représentant de l'Association mondiale d'éducation des adultes, Fleming, qui soutint que l'éducation pour la paix devait aller plus loin que l'enseignement de la SdN pour faire connaître la civilisation universelle et faire pénétrer « *l'esprit de paix* » dans les opinions nationales(20).

Le courant pacifiste au sein du C.E. ne se réduisait d'ailleurs pas qu'à un de ses membres. Les représentants d'autres organisations ne tardèrent pas à faire connaître leurs vues plus radicales que celles soutenues par leur président, lors du débat qui eut lieu autour de la formulation du règlement du C.E. Ce furent alors L. Small, représentant de l'Union internationale des associations pour la SdN, et J. Prudhommeaux, délégué de la Dotation Carnegie pour la paix internationale, qui firent entendre leurs objections aux tendances voulant réduire l'influence du courant pacifiste au sein du C.E. Discutant les règles d'admission au C.E., ces deux délégués souhaitaient poser comme condition d'admission l'orientation pacifiste des organisations candidates. Waltz objecta alors que le terme « *pacifisme* » étant compromis dans les luttes politiques, il valait mieux éviter que le règlement du C.E. en fasse mention explicite. Il parvint à faire prévaloir son point de vue; la formule finalement adoptée rendait admissibles au C.E. les organisations faisant « *l'éducation de l'opinion publique en vue de la paix* » au lieu de « *l'éducation pacifiste des masses* », formule suggérée par Small et Prudhommeaux(21).

Les orientations fondamentales du C.E. firent d'ailleurs l'objet d'un document distinct du C.E. - une déclaration générale de ses principes adoptée à l'unanimité et par la suite approuvée par de nombreux forums internationaux, y compris la SdN qui la recommanda à l'attention des gouvernements(22). Les traits saillants de cette déclaration étaient l'affirmation des objectifs fondamentaux de l'éducation tels que perçus par les membres du C.E. et des moyens considérés les plus efficaces pour les atteindre. Le document cherchait à concilier les principes de loyauté envers sa propre communauté et envers la plus grande communauté dont celle-ci faisait partie. Il soulignait ainsi la nécessité d'enseigner à l'enfant l'interdépendance existant

entre les différentes communautés humaines à leurs divers niveaux d'organisation - de la famille à la communauté internationale -, et le devoir de l'éducateur de lui inspirer la courtoisie envers les étrangers et la curiosité d'apprendre à les mieux connaître. Les moyens recommandés pour atteindre ces fins consistaient notamment en un enseignement approprié accordant dans toutes les disciplines plus de place aux éléments de la civilisation universelle qui devait être représentée comme étant l'œuvre commune de tous les peuples, y compris ceux que l'histoire a opposés. Un tel enseignement, qui devait avoir recours aux moyens les plus avancés de la démonstration pédagogique, attribuait ainsi à l'éducation pour la paix un caractère éminemment progressiste sur le plan de la technique pédagogique aussi bien que sur le plan conceptuel. Cette œuvre éducative devait se poursuivre au-delà même du cadre scolaire en favorisant des contacts entre les jeunes de différents pays par différents moyens tels que la correspondance, les voyages, les stages d'études, les camps d'été, etc.(23).

L'idée fondamentale qui inspira la rédaction de ce document traçant les fondements idéologiques et les principes d'action du C.E. fut la coopération intellectuelle, et non pas le pacifisme militant. L'action pacifiste y était conçue en des termes positifs, comme une œuvre d'éducation au rapprochement international par une meilleure connaissance et compréhension mutuelles et non pas en termes anti-militaristes employés par le courant pacifiste plus radical duquel le C.E. allait se rapprocher durant la deuxième phase de son évolution. Cette déclaration de principe fut ainsi conçue de façon à concilier les tendances opposées qui s'étaient manifestées lors de la discussion des orientations fondamentales du C.E. Bien que le terme «*pacifisme*» n'y figure pas, l'importance de l'enseignement de la civilisation universelle y est, par contre, bien mentionnée et, par implication, la nécessité de réviser le contenu de l'enseignement traditionnel marqué par l'influence des tendances considérées comme chauvinistes. Loin d'insister sur l'importance de l'enseignement de la SdN, sans doute par souci de ne pas paraître faire concurrence au Sous-comité d'experts qui se chargea spécifiquement de cette sphère d'action, le document se limitait à mentionner la SdN comme source d'inspiration de l'esprit de coopération internationale que le C.E. se proposait à faire pénétrer dans l'éducation.

### **Le C.E. et la réforme de l'enseignement**

L'application de ces principes généraux dans la pratique pédagogique posait des difficultés non négligeables. Celles-ci furent bien résumées par le professeur C. Bougie, un expert de l'I.I.C.I. en matière d'éducation(24) qui participa aux délibérations du C.E. et qui fut chargé de la préparation d'un rapport en vue de la rédaction par les soins du Comité d'une brochure destinée à indiquer aux éducateurs comment développer l'esprit de collaboration internationale dans le cadre des programmes scolaires. Selon Bougie, il fallait «*en dire assez tout en n'en disant pas trop*»(25), allusion à la nécessité de ménager les susceptibilités des autorités nationales. Pour discuter l'opportunité et le contenu d'une telle brochure, le C.E. constitua une sous-commission spéciale dont les délibérations sont particulièrement révélatrices quant aux difficultés pratiques de la coordination d'une action éducative à l'échelle internationale.

Une des deux principales difficultés soulignées par le rapporteur Bougie, résidait sur le plan des relations entre les OING et les instances internationales intéressées aux questions d'éducation notamment la SdN, le Sous-comité d'experts pour l'enseignement et la SdN de la C.I.C.I. et l'I.I.C.I. qui ont pris des initiatives parallèles - et surtout sur le plan des relations entre celles-ci et les gouvernements à qui il fallait éviter de donner l'impression de «*vouloir empiéter sur la souveraineté, l'indépendance, les attributions propres*». L'autre difficulté majeure à laquelle se heurtait la rédaction de la brochure en question reposait sur le plan de la conceptualisation même de son contenu: comment concilier l'exigence d'éviter de paraître à «*faire œuvre tendancieuse* » avec la nécessité de lui donner l'orientation voulue.

La première difficulté fut résolue en présentant cette brochure comme complément d'une initiative de la SdN de publier une brochure en vue de la diffusion de la connaissance de l'institution internationale parmi les enseignants. Cette brochure et d'autres publications de ce genre de la SdN étaient jugées par le C.E. comme des directives indiquant les orientations générales de l'enseignement à donner tandis que la publication envisagée par le C.E. était de caractère plutôt technique et devait indiquer les modalités pratiques de leur application à l'enseignement(26). Cette orientation du C.E. à limiter son rôle à l'application pédagogique de directives de la SdN et de ses organes spécialisés fut favorablement accueillie par les observateurs de l'institution internationale qui suivaient les activités du Comité(27).

En reconnaissant la susceptibilité des gouvernements et autorités scolaires, le projet présenté par Bougie insistait sur la nécessité de faire appliquer les suggestions du C.E. concernant la diffusion de l'esprit de collaboration internationale «*sans rien changer aux programmes scolaires existants, agissant plutôt sur l'esprit même du personnel enseignant*»(28).

Le principal problème qui s'était posé sur le plan de la conceptualisation du contenu de la brochure en question concernait l'attitude à adopter à l'égard des conflits violents. Certains clivages conceptuels se sont manifestés à ce propos parmi les membres de la commission du Comité chargés de s'occuper de cette brochure. D'une part, il y avait tendance à inculquer aux enfants «*l'horreur de la violence et le respect d'autrui dans sa vie, ses idées et ses biens*»(29). D'autre part, on cherchait à concilier le rejet de la violence avec les exigences de la sécurité nationale, voire avec la défense des opprimés. La solution recommandée par la commission visait l'orientation de l'instinct combatif des enfants dans la bonne direction, à savoir, la compétition pacifique et socialement utile plutôt que sa suppression tel que souhaité par le courant pacifiste plus radical dont le point de vue ne se fit d'ailleurs même pas entendre dans la commission. Par contre, même les représentants des organisations à orientation internationaliste telles que le Conseil international des femmes et la Dotation Carnegie pour la paix internationale, ont exigé que rien ne fût dit «*qui puisse affaiblir l'idée de la nécessité pour chacun de sauvegarder la sécurité de son pays*». Finalement, sous la pression de ceux qui insistaient sur le devoir de se référer au rôle de la SdN comme garante de la «*sécurité des peuples* », une formule de compromis fut adoptée. Celle-ci faisait mention de l'intérêt des individus aussi bien que des nations de «*substituer le débat au combat*»(30). Ce souci du C.E. d'éviter tout ce qui pouvait s'in-

terpréter comme appui au pacifisme radical, était bien caractéristique de l'approche fondamentale du C.E. en matière d'éducation pour la paix durant la première phase de son existence.

Ces discussions relatives à l'application des principes déclarés du C.E. dans la pratique pédagogique ont soulevé d'autres questions également importantes à cet égard. Une de ces questions se rattachait à la problématique de l'opportunité de l'internationalisation de l'enseignement par la diffusion des manuels scolaires internationaux. Cette question s'était posée à l'ordre du jour du Comité en rapport avec la brochure mentionnée plus haut car il fallait décider s'il convenait mieux d'en rédiger une seule à l'usage des enseignants de tous les pays ou bien d'en adapter une aux besoins particuliers de chaque pays. Il s'agissait là d'une question de première importance qui impliquait la détermination de l'applicabilité d'un enseignement centré sur une vision commune de la civilisation à différents contextes culturels.

D'autre part, cette question se rattachait également à la problématique de l'autonomie des enseignants et des autorités scolaires. Tout cela fit l'objet de débats animés dans le cadre des OING ainsi que dans les milieux de la SdN. La controverse portait essentiellement sur le rôle des instances internationales dans l'orientation de l'enseignement. Les plus favorables à ce rôle souhaitaient promouvoir la diffusion des manuels scolaires internationaux qui remplaceraient les manuels utilisés dans divers pays et qui généralement ne correspondaient pas aux besoins de l'éducation internationale animée par l'ouverture d'esprit sur le monde. A cette tendance s'opposaient non seulement les adversaires de l'éducation internationale mais aussi ceux qui, tout en se déclarant favorables à celle-ci, estimaient que les instances internationales n'avaient à intervenir ni dans le choix des manuels scolaires, ni dans l'orientation générale de l'enseignement(31).

Ce débat souleva la question des attributions respectives du C.E. et du Sous-comité d'experts de la C.I.C.I. pour l'enseignement de la SdN.

Les vues du Sous-comité d'experts quant au rôle à envisager au C.E. furent exposées devant celui-ci par un membre distingué du Sous-comité: J. Destrée, ancien ministre de l'Instruction publique de la Belgique. Selon ce dernier la tâche du C.E. devait consister en l'adaptation pédagogique des idées élaborées par le Sous-comité. Toutefois, afin d'éviter de donner l'impression que le Comité était tenu à l'écart de la discussion des orientations générales, celui-ci fut invité à déléguer quatre de ses membres à prendre part à une réunion du Sous-comité. Ceux-ci devaient cependant appartenir à des organisations différentes et étaient tenus d'exposer devant le Sous-comité les vues de leurs propres organisations et non pas celles du C.E.(32). Le but de cette invitation était évident: démontrer que le Sous-comité tenait effectivement compte des OING dans la définition de sa politique et en même temps s'informer de première source sur leur position sans froisser pour autant le C.E.

Le fait que le C.E. n'ait pas su résister à la tendance des organes spécialisés de la SdN à réduire son rôle à celui de conseiller technique en matière de pédagogie est bien indicatif de son statut subordonné de satellite dans l'orbite de la SdN durant les premières années de son existence.

Des divergences conceptuelles touchant des aspects fondamentaux de l'éducation pour la paix sont apparues au

sein du C.E. encore à maintes reprises(33). Un débat d'intérêt particulier eut lieu lors de la séance tenue en mars 1927 qui réunit plusieurs représentants de la SdN et de ses organes. La question qui domina ce débat fut l'enseignement de l'histoire et sa contribution au développement de l'esprit international. Cette question fut introduite par un exposé très pertinent de M. Lhéritier, secrétaire général du Comité international des sciences historiques qui, par ses travaux et ses activités en faveur de la promotion de l'esprit international par l'enseignement de l'histoire, se présentait comme l'un des experts les mieux qualifiés pour traiter la question. Les idées maîtresses de son exposé étaient que l'histoire scientifique contemporaine par son approche d'histoire intégrale introduisait une nouvelle conception de cette discipline qui naguère faisait une très large place aux conflits et négligeait les faits de coopération. En même temps, l'exposé soulignait les difficultés de concilier la recherche de la vérité historique avec certaines préoccupations d'ordre moral des éducateurs, telle que le souci de contribuer au développement de l'esprit international. Selon Lhéritier, le Comité international des sciences historiques s'était rendu compte que la réforme de l'enseignement de l'histoire passait nécessairement par la réforme de la science historique elle-même et par conséquent il s'était donné comme objectif de « multiplier le nombre des vérités susceptibles d'être admises par tous les historiens » et de proposer aux enseignants des textes « *impartialement et scientifiquement choisis* ». C'est dans ce sens que son œuvre rejoignait celle du C.E.(34).

Comme on pouvait le présager, cet exposé qui soulevait des questions très délicates relatives à la conceptualisation de la science historique et de son enseignement suscita un très vif débat au sein du C.E. Le président du Comité, Waitz, fut le premier à formuler les réserves quant à la distinction faite par Lhéritier entre les préoccupations des scientifiques et celles des éducateurs. Selon lui, en développant le goût de la vérité historique chez ses élèves, l'éducateur rejoignait l'idéal de l'historien(35). Par contre, le délégué de la Fédération internationale des instituteurs appuya catégoriquement l'idée de la réforme de l'enseignement historique en vue du développement de l'esprit international dénonçant l'exaltation de l'esprit nationaliste et la place accordée dans l'enseignement traditionnel aux conflits et à l'histoire politique en général, aux dépens de l'histoire de la civilisation. J. Prudhommeaux, délégué de la Dotation Carnegie pour la paix internationale, est allé encore plus loin en préconisant un droit de regard de la SdN sur le contenu des manuels scolaires mais Lhéritier objecta qu'en voulant aller trop vite on risquait de tout gâter. Le délégué du Sous-comité d'Experts de la C.I.C.I., à cette réunion du C.E., apporta son soutien à ce dernier point de vue, faisant remarquer que la « *muraille de Chine a été bâtie pierre par pierre* »(36).

L'approche préconisant un travail de longue haleine sur le plan de l'éducation pour la paix et plus particulièrement sur celui de la réforme de l'enseignement de l'histoire, ne fit pas l'unanimité au sein du C.E. Certaines organisations plus militantes et notamment la Fédération internationale des instituteurs qui se trouvait sous l'influence de l'actif et puissant syndicat français des instituteurs, optèrent pour une action beaucoup plus énergique sur ce plan. Le président de cette dernière organisation, G. Lapière, qui la représenta au C.E., afficha ouvertement son mépris pour des activités entreprises dans ce domaine par le C.E., aussi bien que par la C.I.C.I. Celles-ci se résumaient à son

avis à l'expression de vœux pieux. Selon Lapière, la Fédération des instituteurs était la seule organisation internationale qui menait une action concrète et efficace sur le plan de la réforme de l'enseignement de l'histoire et la révision des manuels scolaires, une action qui avait donné déjà des résultats jugés «*magnifiques*» en France et «bons» ailleurs dans les dix-huit pays européens représentés dans cette organisation. Ces résultats se résumaient à l'élimination ou la révision des manuels scolaires bellicistes, la préparation de manuels «*tendant à la concorde*», les efforts en vue de la rédaction d'un manuel international d'histoire universelle ainsi que d'un manuel de géographie et d'ethnographie utilisables par tous les peuples, la diffusion internationale de textes législatifs - tels que certains articles de la constitution allemande de Weimar - introduisant l'éducation pour la paix, la préparation des listes d'ouvrages littéraires contemporains susceptibles de constituer une bibliothèque internationale populaire. A l'opposé des autres membres du C.E., Lapière afficha un anti-militarisme sans ambages affirmant que sa Fédération avait décidé «*de marcher beaucoup plus vite*» que le C.E., car «*la guerre n'attend pas, les enfants ne reçoivent pas la préparation anti-belliciste indispensable, c'est fort dangereux*» (37).

Une conception diamétralement opposée à celle présentée par Lapière fut exposée par C. Bougie, expert associé aux travaux du C.E. Selon lui, la révision des manuels scolaires devait commencer au niveau universitaire, les manuels universitaires étant considérés beaucoup plus importants à surveiller. Mais la révision ne devait pas consister tant dans la dénonciation de mauvais manuels que dans la diffusion des bons(38), ce qui devait enlever toute pointe anti-militariste de la campagne en faveur de la révision des manuels scolaires.

La thèse de Lapière sur l'importance de la révision des manuels d'histoire utilisés par les jeunes écoliers fut soutenue par les représentants du Bureau international d'éducation. La déléguée de ce dernier au C.E., Marie Butts, présenta devant le Comité un rapport résumant les vues exprimées à ce propos par un savant réputé, le professeur Jean Piaget, directeur du Bureau international d'éducation(39). Ce rapport soulignait tout d'abord l'importance d'une certaine coordination internationale de l'enseignement historique affirmant qu'il «*ne saurait exister de paix et de prospérité universelle sans vues historiques communes, qu'une culture unissant véritablement les hommes est inconcevable à défaut de cette base et que sans elle, l'humanité n'est qu'un chaos. C'est pourquoi il importait de donner à tous les humains, c'est-à-dire aux élèves des écoles primaires une connaissance, élémentaire naturelle, de l'histoire de la civilisation sur notre terre*». Sans aller jusqu'à préconiser l'uniformisation de l'enseignement historique par le biais d'un manuel international, le rapport Piaget-Butts proposait pourtant de rédiger «*une histoire élémentaire et générale de la civilisation*» dont pourraient s'inspirer les rédacteurs de manuels scolaires dans chaque pays. Quant aux écoles secondaires, l'utilisation d'un choix de textes de bons historiens de plusieurs pays fut recommandée. Les élèves plus âgés et les adultes ne devaient pas être négligés non plus; un ouvrage général de civilisation universelle devait être préparé également à leur intention afin de mettre en lumière l'unité fondamentale de celle-ci tout en vulgarisant les découvertes de la science moderne. L'ouvrage rédigé dans cet esprit par H.G. Wells fut donné comme un modèle qui restait pourtant à être amélioré (40).

Le rapport Piaget-Butts réanima au C.E. la controverse au sujet de la révision des manuels scolaires. Certains de ses membres, y compris son président, Waltz, n'ont pas accueilli favorablement l'idée de l'internationalisation de l'enseignement, lui préférant des accords bilatéraux négociés entre deux pays ayant intérêt à coopérer pour réviser leurs manuels scolaires en vue du rapprochement de leurs peuples. Ce dernier procédé eut l'appui des membres français du C.E. qui, bien que représentant différentes organisations internationales, furent plus ou moins unanimes à soutenir les efforts menés dans ce sens par leur gouvernement en vue d'une révision réciproque des manuels français et allemands(41). Par contre, le directeur de l'I.I.C.I., H. Bonnet, défendit devant le C.E. la thèse internationaliste parlant de l'utilité d'une convention internationale multilatérale en matière de désarmement moral qui permettrait d'orienter l'éducation dans l'intérêt de la paix et du rapprochement entre les peuples. Selon Bonnet, une telle convention devait servir de base à l'action du C.E. en faisant tomber les «*barrières officielles*» qui l'entraînaient(42).

Méritaient une mention particulière dans ce contexte deux rapports soumis au C.E. vers la fin de 1932 et bien représentatifs des approches conceptuelles qui se sont manifestées autour de cette question au sein du Comité et des milieux qui lui furent proches(43).

L'un de ces rapports rendait compte des travaux de la première conférence internationale pour l'enseignement de l'histoire qui s'était réunie au milieu de 1932. Waltz qui représenta le C.E. à cette conférence lui soumit un mémoire rédigé par le Comité sur la question de l'enseignement de l'histoire. Ce document soulignait la nécessité d'éviter des affrontements d'ordre conceptuel entre historiens et éducateurs et de se concentrer sur des réalisations pratiques. Dans ce contexte, la question de la révision des manuels scolaires fit l'objet d'une attention particulière et Waltz souligna avec satisfaction l'acceptation par la conférence d'une proposition de former un groupe mixte franco-allemand d'historiens avec mission de rédiger un ouvrage scientifique pouvant servir de base à la préparation de nouveaux manuels. C'était en effet un bon exemple de solution pratique à l'épineux problème de la révision des manuels d'histoire. Un point important de la controverse entourant cette problématique portait sur l'opportunité de laisser aux enseignants le libre choix des manuels dans l'espoir qu'ils sauraient sélectionner les bons et boycotter les mauvais qui reflétaient des préjugés de toutes sortes. Bien que cette dernière solution fût préconisée par certaines personnalités influentes dans les milieux officiels de la coopération intellectuelle, la conviction qui a prévalu au C.E. était que le boycottage des mauvais manuels ne suffisait pas pour assurer la promotion de l'esprit international(44). Le Comité reconnaissait ainsi la nécessité d'aller plus loin et d'envisager de nouveaux manuels mieux adaptés à cet effet que les anciens.

Un autre rapport d'intérêt particulier sur la question de l'enseignement de l'histoire fut présenté au C.E. par H. Bonnet, directeur de l'I.I.C.I. Ce document rendait compte des travaux de la SdN en matière de désarmement moral en rapport avec la Conférence pour la limitation et la réduction des armements réunie en 1932. Bonnet y soulignait l'importance de l'enseignement de l'histoire dans ce contexte où il devait «*provoquer une meilleure connaissance mutuelle des peuples et des nations*». Toutefois, Bonnet s'était bien gardé de suggérer des modifications

substantielles dans les programmes scolaires et d'y diminuer la place prépondérante de l'histoire nationale. Celle-ci devait demeurer, selon lui, la base de l'enseignement, ce qui devait changer c'était la présentation des faits historiques dans un sens de plus grande objectivité de sorte à «donner aux enfants une connaissance aussi impartiale que possible de l'histoire de ses voisins, de l'histoire du monde ». C'est dans ce sens que le directeur de l'I.I.C.I., sollicita le concours du C.E. aux efforts menés par la SdN dans ce domaine(45).

La thèse exposée par Bonnet sur les rapports souhaitables entre l'histoire nationale et l'histoire universelle dans les programmes scolaires fut soutenue devant le C.E. aussi par le directeur-adjoint de l'I.I.C.I., le professeur britannique A. Zimmern, qui s'était distingué par ses travaux sur la coopération intellectuelle internationale. Tout en affirmant que la «principale difficulté de la vie internationale vient des traditions et des habitudes nationales», Zimmern fit remarquer que le remède à cette difficulté ne devait pas consister en la suppression des nationalités(46).

Ces observations de Zimmern mettent en lumière les difficultés auxquelles se sont heurtés les efforts en vue d'une coordination internationale de l'enseignement de l'histoire et contribuent ainsi à expliquer la prudence manifestée dans les milieux de la SdN au sujet de toute tentative de réforme de l'enseignement qui pouvait s'interpréter comme une ingérence de l'institution internationale dans un domaine de compétence des autorités nationales.

#### La campagne en faveur du désarmement moral

Le désarmement moral - le terme employé à l'époque pour désigner l'ensemble des moyens à utiliser afin de créer dans l'opinion publique un climat favorable à l'entente internationale - fut naturellement un sujet d'intérêt particulier pour le C.E. Ce fut pourtant un sujet délicat que le Comité aborda avec hésitation, bien conscient de ses implications politiques, qui se prétaient à des controverses acerbes que les animateurs du C.E. souhaitaient éviter autant que possible.

La prudence manifestée à cet égard par le comité reflétait l'approche qui a prévalu dans les milieux de la SdN qui s'occupaient de la question. Cette approche fut exprimée devant le C.E. par H. Bonnet, directeur de l'I.I.C.I., dans son exposé sur le désarmement moral. Dans l'optique de ces milieux de la SdN, dont Bonnet s'était fait porte-parole, le désarmement moral ne devait nullement avoir le caractère de propagande anti-militariste et anti-nationaliste. H était envisagé surtout comme une action éducative orientée vers une meilleure compréhension mutuelle des peuples. Cette conception du désarmement moral fut partagée sans réserve par le C.E., du moins durant la première phase de son existence. Ainsi, quand l'une de ses associations membres s'était prononcée contre l'éducation militariste des enfants, A. Waltz ne manqua pas de lui reprocher une attitude propagandiste incompatible avec l'orientation du C.E.(47).

Ce ne fut qu'à la suite des initiatives de la C.I.C.I. et de ses associations membres dont plusieurs, notamment à partir de 1931, adoptèrent une position plus militante dans la campagne internationale en faveur du désarmement que le C.E. fut amené à emboîter le pas. Toutefois, le Comité hésitait encore à opérer un revirement radical dans son orientation. A l'approche de l'ouverture de la Conférence

pour la limitation et la réduction des armements, la pression des associations membres qui militaient dans la campagne internationale en faveur du désarmement est devenue telle que le C.E. ne pouvait plus éluder la question de l'opportunité d'un tel revirement. La question fut posée devant le Comité par son président, Waltz, dans des termes très explicites: «Le C.E. doit-il, comme il l'a fait jusqu'ici, se borner à travailler dans le domaine de l'éducation dans le sens de l'enseignement de la SdN et du rapprochement international de la jeunesse, ou pourra-t-il comprendre ce mot dans son sens le plus large et, par conséquent, participer comme tel aux travaux d'éducation et de propagande des citoyens en général, spécialement sur le terrain du désarmement ?»(48).

La perspective d'une réorientation du C.E. vers un pacifisme plus militant suscita pourtant des objections chez certains de ses membres, tels que les délégués de la Croix-Rouge de la jeunesse et de la Fédération internationale des femmes diplômées d'université, qui restaient attachés au principe de neutralité politique adopté par le C.E. dès sa fondation. Sans se départir de ce principe, le C.E. adopta une résolution de compromis qui lui évita le délicat débat qu'une nouvelle déclaration de principes de sa part aurait provoqué parmi ses membres. Aux termes de cette dernière résolution le C.E. adopta la résolution votée par la C.I.C.I. en janvier 1931 qui appelait à «une réduction sensible des armements du monde » jugée indispensable au maintien de la paix et du progrès de l'humanité(49).

Au fur et à mesure que la campagne internationale en faveur du désarmement s'intensifiait avec l'approche de la Conférence pour la limitation et la réduction des armements, le C.E. pouvait de plus en plus difficilement se dérober à des prises de position plus militantes malgré toute sa réticence à se départir de son principe de neutralité politique(50). Ainsi, après avoir fait siennes les résolutions votées en faveur du désarmement moral par d'autres organisations(51), le C.E. prit en février 1932, pour la première fois, l'initiative d'une prise de position indépendante en matière de désarmement moral. La résolution qui en résulta dénonçait l'incitation à la haine et à la violence mais le Comité prit bien soin de souligner sa fidélité aux principes qui l'avaient guidé dès sa fondation en affirmant que cette résolution découlait directement de la déclaration de principe qui lui servait de charte. En effet, la résolution en question n'avait pas une allure anti-militariste et se limitait à recommander la propagande en faveur du développement de l'esprit de coopération internationale(52). Cette déclaration fut envoyée au président de la Conférence pour la limitation et la réduction des armements, Arthur Henderson, avec lequel le C.E. s'était mis en rapport lui proposant sa collaboration en matière de désarmement moral dont fut chargée une commission spéciale de la Conférence(53).

Un autre document interne du C.E., rédigé quelques mois après la publication de la déclaration mentionnée ci-haut, contenait certaines suggestions pratiques qui mettaient en lumière la façon du Comité d'envisager concrètement le désarmement moral. Il ressort ainsi que le C.E. s'était rallié aux idées défendues devant la communauté internationale par les représentants de la France et notamment par son ministre des Affaires étrangères, Aristide Briand. En effet, en définissant sa position en matière de désarmement moral, le C.E. prit soin de se référer au Pacte Briand-Kellogg qui mettait la guerre hors la loi et à d'autres prises de position de Briand en faveur du désarmement moral, ce qui indiquait sa réticence à devancer la diploma-

tie officielle. Pour faire progresser le désarmement moral, le Comité préconisait ainsi la conclusion des conventions intergouvernementales et en particulier des ententes bilatérales plus faciles à réaliser(54). Il y avait déjà là une certaine évolution dans l'attitude du C.E. qui admettait la nécessité d'une action plus énergique et concrète et reconnaissait pour la première fois l'insuffisance des recommandations générales qui avaient représenté la méthode de travail utilisée jusqu'alors par la SdN ainsi que par le Comité lui-même. Dans le même document le C.E. s'était montré également disposé à faire table rase de certaines de ses réserves à l'égard d'une action à caractère propagandiste dans les milieux scolaires. Les suggestions les plus radicales faites dans ce sens allaient jusqu'à recommander l'affichage dans les écoles comme dans d'autres endroits publics de slogans et de textes propagandistes dénonçant la guerre et faisant les éloges de la coopération internationale. Toutefois, le C.E. s'était bien gardé d'épouser les thèses du pacifisme radical et prit soin de faire la distinction entre guerres offensives et guerres de légitime défense(55), se tenant ainsi toujours à l'écart de la propagande anti-militariste radicale.

A l'approche de l'année 1933, le C.E. s'acheminait donc vers une réorientation de ses positions sous la pression de l'évolution des relations internationales. Celle-ci laissait entrevoir à un moment donné la possibilité d'un certain progrès en matière de désarmement, un domaine où la diplomatie française se montra particulièrement active. Cela n'était pas sans incidences sur l'attitude du C.E. qui, par sa composition et ses liens intimes avec l'I.I.C.I., où l'influence française était considérable, reflétait dans une certaine mesure les orientations de la diplomatie française.

Bien caractéristique à cet égard fut l'allocution prononcée en novembre 1933 devant le C.E. par le directeur de l'I.I.C.I., H. Bonnet, dans laquelle il incitait le C.E. à s'engager davantage dans la campagne en faveur du désarmement moral et soulignait l'utilité d'une convention internationale qui permettrait d'orienter l'éducation dans l'intérêt de la paix. Selon Bonnet, une telle convention pouvait faciliter grandement le travail du C.E. en faisant tomber «*les barrières officielles*» qui entravaient son action(56).

Ces appels à l'intensification de la campagne en faveur du désarmement moral et l'intérêt accru pour cette campagne, manifesté par les organisations représentées au C.E. avec l'ouverture de la Conférence pour le désarmement en 1932, ont eu un effet catalyseur sur la radicalisation du Comité qui commença à se dessiner à partir de cette date et qui allait se manifester plus ouvertement l'année suivante.

Notons pourtant que la campagne en faveur du désarmement moral ne fit pas l'unanimité au sein du C.E. ni dans les milieux de la SdN. Certains membres du Comité, comme le délégué de l'Union internationale des associations pour la SdN, L. Small, se sont montrés assez réservés au sujet de cette campagne, estimant qu'elle risquait de compromettre les chances de réussite de la Conférence pour le désarmement en détournant l'attention de son principal objet - le désarmement militaire. L'inquiétude à ce propos fut partagée par certains milieux de la SdN(57).

### **Bilan et réévaluation du rôle du C.E.**

L'ouverture de la Conférence pour le désarmement en 1932 fut également à l'origine d'un certain revirement dans

les relations entre le C.E. et le Sous-comité d'experts pour l'enseignement de la SdN. Ces relations, malgré leur cordialité apparente(58), avaient été marquées auparavant par certaines frictions, voire une certaine concurrence(59). L'organisation de coopération intellectuelle de la SdN s'était rendue compte à l'occasion de la campagne en faveur du désarmement moral de l'utilité de la contribution apportée à cette cause par le C.E. en tant que représentant d'une composante importante de l'opinion publique mondiale.

La C.I.C.I. fut ainsi amenée à réévaluer ses rapports avec le C.E. et à encourager celui-ci à assumer un rôle politique plus actif, lui proposant même de participer à l'examen de sa propre politique. A partir de 1933 le Comité put, par conséquent, prendre part à une séance annuelle du Sous-comité d'Experts dont l'ordre du jour était établi en consultation avec l'I.I.C.I.(60). Ceci accorda au C.E. un droit de regard dans un domaine duquel il avait été jusqu'alors tenu à l'écart - celui de la détermination de la politique générale de la C.I.E.C.I. en matière d'éducation pour la paix.

L'année 1932 annonçait donc un tournant signification du C.E. Une phase de son évolution marquée par une attitude prudente voire conservatrice sur le plan politique-idéologique et par un rôle auxiliaire sinon subordonné par rapport à l'organisation de la coopération intellectuelle de la SdN prenait ainsi fin.

Cette phase de l'évolution du C.E. fut bien résumée par Hallsten-Kallia, qui suivit de près ses activités à titre d'observateur de la SdN, dans un rapport analytique fort révélateur du point de vue de la bureaucratie de l'institution internationale quant aux réalisations du Comité, ses lacunes et la nature du rôle qu'il fallait lui envisager (61). On y constatait que des deux objectifs essentiels que le C.E. s'était fixés, à savoir, l'établissement des contacts entre les ONG intéressées au «*rapprochement des peuples par l'éducation*» et la réalisation d'une collaboration continue dans ce domaine, seulement le premier avait été pleinement atteint. Cela permit d'aboutir dans certains cas à une meilleure répartition du travail des ONG dans le domaine en question. L'influence exercée sur l'opinion publique par les déclarations collectives publiées par le C.E. fut également jugée positive. Le rapport laissait clairement entrevoir le caractère ambigu des rapports entre le C.E. et la C.I.C.I., qui, dans une certaine mesure, se trouvaient en concurrence plutôt que de se compléter mutuellement. On reprochait ainsi au Comité des initiatives dont la paternité revenait à la C.I.C.I. et la limitation de son travail pratique surtout à la diffusion de renseignements fournis par celle-ci. Le rapport proposait une répartition des tâches entre le C.E. et le Sous-comité d'experts pour l'enseignement de la C.I.C.I. sur la base de la division de travail entre les sphères d'action officielles et non officielles. Le rôle du C.E. devait consister ainsi en la promotion des idées lancées dans les sphères non officielles. Ces idées devaient trouver une «*consécration officielle*» pour être appliquées, ce qui correspondait précisément au rôle du Sous-comité d'experts.

De plus, le programme de travail du C.E. devait être réorienté pour mettre l'accent sur l'éducation internationale des adultes et des jeunes en dehors du milieu scolaire(62). En effet, le développement de l'esprit international dans ces milieux représentait jusqu'alors un aspect plutôt marginal du programme du C.E. qui dirigeait l'essen-

tiel de ses efforts vers le milieu scolaire. Ceci s'expliquait, entre autres, par le fait que l'action au-delà de ce milieu dépassait le cadre pédagogique proprement dit et revêtait un aspect propagandiste que le Comité jugeait encore incompatible avec sa neutralité politique. Ce ne fut que vers la fin de 1932 que le C.E. décida de se pencher plus sérieusement sur la question de l'éducation des adultes. Convenant que la question n'avait pas été traitée auparavant d'une manière systématique, le Comité décida alors, selon sa méthode habituelle de travail, de la soumettre à l'examen des groupes d'études(63). Le rapport mentionné plus haut dénonçait cette méthode de travail comme infructueuse, et suggérait de la substituer par une action provenant de la base du Comité à savoir, les branches nationales de ses associations membres intéressées à l'éducation des adultes dont la coordination devait être confiée au C.E.

Le rapport en question constituait ainsi à la fois un bilan des activités et des résultats obtenus par le C.E. durant la première phase de son évolution et l'ébauche d'un projet de réforme en vue de l'amélioration de ses performances et de la réorientation de son programme d'activités. Les recommandations contenues dans ce document ne sont pas restées lettre morte de sorte qu'on peut les considérer comme une conclusion pertinente d'un chapitre d'histoire du C.E. annonçant l'inauguration d'une nouvelle étape dans son évolution. Cette étape sera marquée par un nouvel élan et par un esprit plus militant qui portera le Comité bien au-delà de la sphère restreinte de l'éducation des écoliers - son principal domaine d'intérêt durant la première phase de son évolution - vers une implication plus active dans la défense de la paix.

(à suivre)

#### NOTES

##### Abréviations :

ASdN - Archives de la Société des Nations, Bibliothèque des Nations Unies, Palais des Nations, Genève.

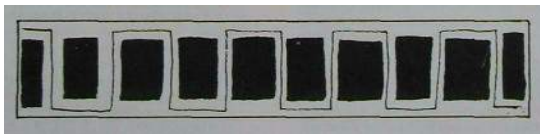
ABIE - Archives du Bureau international d'éducation, Genève.

- 1) Ainsi, l'histoire du Comité d'entente qui joua un rôle considérable dans ce contexte n'a fait l'objet qu'à deux aperçus : un historique sommaire édité par le Comité lui-même : *Le Comité d'entente des grandes associations internationales. Dix années d'activité*, Paris, 1936 et un chapitre sommaire d'un volume consacré à l'histoire de l'Institut international de coopération intellectuelle (I.I.C.I.) auquel le C.E. fut étroitement associé: I.I.C.I., *L'I.I.C.I., 1919-1946*, Paris, 1947, pp. 560-581.
- 2) Cf. Th. Renna, «Peace Education : An Historical Overview», *Peace and Change*, 6 (1980), p. 61 : « It is generally agreed that the modern idea of peace education was a result of the reaction to World War I ».
- 3) Cf. C. Fink, « Peace Education and the Peace Movement since 1815 », *Peace and Change*, 6, 1-2 (1980), pp. 66-73.
- 4) Sur la place de l'U.A.I. dans le mouvement international de coopération intellectuelle et d'éducation pour la paix et sur les causes de son déclin voir : E. Hermon, « Regards sur les ONG dans le mouvement international de coopération intellectuelle et d'éducation pour la paix dans l'entre-deux-guerres : Le Cas de l'U.A.I. », *Canadian Journal of History*, XX (1985), pp. 337-367.
- 5) Exposé fait par le directeur de l'I.I.C.I. J. Luchaire, a la séance de fondation du C.E. le 10/12/1925 (ASdN, C.E./P.V.1).
- 6) *Ibid.*
- 7) *Ibid.*
- 8) J. Luchaire, ancien inspecteur général de l'instruction publique en France, s'était distingué par son engagement en faveur de l'éducation pour la paix (voir son ouvrage, *Le désarmement moral*, Paris, 1932), et par son soutien au mouvement des OING dans lesquelles il voyait « une singulière promesse pour l'avenir » (J. Luchaire, *Confession d'un Français moyen*, Florence, 1965, T. 2, p. 110).
- 9) Rapport de G. Radziwill sur la séance du C.E. du 10/12/1925, 16/12/1925 (ASdN, 5B/17993/439).
- 10) L'influence prépondérante des adversaires du pacifisme dans ces milieux est rapportée par un internationaliste distingué, Ph. Noel-Baker, qui accéda à des fonctions importantes au service de la SdN, notamment en tant que l'assistant personnel du président de la Conférence pour la limitation et la réduction des armements qui s'ouvrit en 1932. Selon Noël-Baker l'échec de cette conférence ainsi que celui d'autres démarches diplomatiques en vue du rapprochement international est attribuable aux militaristes qui les ont délibérément torpillés (Ph. Noel-Baker, *The First World Disarmament*

*Conference, 1932-33 and Why It Failed*, Oxford, 1979). Ce témoignage, bien que marqué par les convictions personnelles très nettes de son auteur, est digne d'intérêt en faisant comprendre les difficultés auxquelles se heurtaient à l'époque les partisans, même modérés, de l'éducation pour la paix.

- 11) ASdN, C.E./P.V.3, 1926. Document B.
- 12) *Ibid.*
- 13) C.P./P.V.1, 10/12/1925, p. 12
- 14) C.E., *Dix années d'activité*, op. cit., p. 18.
- 15) Le Comte Marty, délégué du Bureau international des éclairés (C.E./P.V.2, 28/1/1926, p. 4).
- 16) Il s'agissait de l'Alliance universelle des Unions chrétiennes de jeunes gens et des jeunes filles et de la Fédération universelle des associations chrétiennes des étudiants.
- 17) Mémoire confidentiel sur le C.E. de Hallsten-Kallia de la Section des Bureaux Internationaux et de la Coopération intellectuelle de la SdN, 19/5/1931; Liard. C.E. à Hallsten-Kallia, 16/1931 (ASdN, 5C/583/300).
- 18) C.E./P.V.2, 28/1/1926 (cité), p. 1.
- 19) *Ibid.*
- 20) C.E./P.V.1, 10/12/1925 (cité).
- 21) C.E./P.V.3, 1926 (cité).
- 22) I.I.C.I., Op. cit., p. 564.
- 23) C.E./P.V. 3, Document C.
- 24) Professeur à la Sorbonne, Bougie fut également directeur adjoint de l'Ecole normale supérieure de Paris et délégué-adjoint de la France auprès de l'I.I.C.I.
- 25) C.E./C.E.B./P.V.2, 14/12/1926 (ASdN, 13/48413x/41815). L'initiative en vue de la rédaction de cette brochure était due à Edith Lyttleton, déléguée britannique à la SdN, qui demanda à l'I.I.C.I. d'étudier la question. Une telle brochure fut publiée l'année suivante par l'association britannique pour la SdN sous le titre « Teachers and World Peace ».
- 26) C.E./C.E.B./P.V.2 (cité).
- 27) Rapport de G. Radziwill sur la réunion du 14/12/1926 de la sous-commission, Brochure du C.E. (ASdN, 13/48413/4185).
- 28) C.E./C.E.B./P.V.1, 16/11/1926 (ASdN, 5B/17934/394).
- 29) *Ibid.*
- 30) C.E./C.E.B./P.V.2 (cité).
- 31) *Historical Reflections*, 10(1983), pp. 295-312.
- 32) C.E./P.V.8, Séance du 24/3/1927 (ASdN, 5B/17993/394).
- 33) Pour une vue d'ensemble de la diversité conceptuelle qui caractérisa à l'époque le mouvement transnational d'éducation pour la paix, voir : E. Hermon, « Approches conceptuelles de l'éducation en vue de la compréhension internationale dans l'entre-deux-guerres », *Canadian and International Education*, à paraître.
- 34) *Ibid.* Sur les activités du Comité international des sciences historiques à l'époque, voir : Comité international des sciences historiques, *Le Comité international des sciences historiques. Son activité, son congrès, son organisation, ses collaborateurs*. Paris, 1932; H. Koht, *The Origin and Begin-*

- nings of The International Committee of Historical Sciences, Lausanne, 1962.
- 35) M. Lhéritier se rallia à cette thèse qui fit l'objet de sa communication présentée l'année suivante au Congrès international des sciences historiques (VF Congrès international des sciences historiques. *Résumé des communications présentées au congrès* (Oslo, 1928), Wiesbaden, 1972, p. 374).
- 36) C.E./P.V.S (cité).
- 37) Rapport de M. Buns, déléguée du Bureau international d'éducation, sur la réunion du C.E. du 15/5/1930 (ABIE, C5/1/183). Lapiere resta fidèle à l'idéal de l'éducation pour la paix jusqu'à sa mort dans un camp de concentration nazi où il poursuivit son œuvre exhortant dans ses écrits les enseignants à reprendre la coopération internationale le lendemain de la guerre (O.E. Schuddekopf et al., *History Teaching and History Textbooks Revision*, Strasbourg, 1967, p. 20).
- 38) Rapport de M. Butts sur la réunion du C.E. du 19/2/1931 (ABIE, C5/1/183).
- 39) J. Piaget, qui fut également membre-asseur du Comité d'experts pour l'enseignement de la SdN, s'était distingué comme l'un des représentants du courant modéré du mouvement transnational d'éducation pour la paix qui mettait l'accent sur les aspects psycho-pédagogiques plutôt que sur ceux idéologiques de l'éducation pour la paix (Cf. J. Piaget, "Une éducation pour la paix est-elle possible?", *Bulletin de l'Enseignement de la Société des Nations*, déc. 1934, pp. 17-23).
- 40) Rapport Piaget-Butts sur l'enseignement de l'histoire présenté à la séance du C.E. du 19/5/1932 (ABIE, C5/1/183).
- 41) Rapport de M. Butts sur la séance du C.E. du 19/5/1932 (ABIE, C5/1/183). Les contacts entre historiens français et allemands au sujet de la révision des manuels d'histoire des deux pays en vue d'une meilleure compréhension mutuelle se sont poursuivis même après l'arrivée des Nazis au pouvoir et ont failli aboutir à un accord concret au milieu des années 30 (a Une tentative d'accord franco-allemand au sujet des manuels d'histoire ». *Revue d'histoire de la Guerre Mondiale*, Avril 1938, pp. 113-214; L. Leclerc, « La Grande Guerre. Un essai d'entente entre historiens allemands et français », *Académie Royale de Belgique. Bulletin de la Classe des Lettres XIV*, 1938, pp. 13-33).
- 42) Rapport de Butts sur la séance du C.E. du 17/11/1932 (ABIE, C5/1/183).
- 43) C.E./P.V. 26<sup>e</sup> session, 17/11/1932 (ASdN, 5C/583/300).
- 44) Le boycottage des manuels jugés mauvais se heurtait en effet à des difficultés non négligeables signalées au C.E. par G. Lapiere, délégué de la Fédération internationale des instituteurs, qui évoqua la résistance opposée aux tentatives des instituteurs français de rayer les manuels à tendance belliciste de la liste autorisée par les commissions scolaires cantonales (C.E./P.V.6, cité).
- 45) C.E./P.V. 26, cité. Sur l'importance attachée à la réforme de l'enseignement de l'histoire dans le contexte du désarmement moral, voir : G. Lapiere. « La coopération intellectuelle, le désarmement moral et l'enseignement de l'histoire », *Bulletin trimestriel de la Conférence internationale pour l'enseignement de l'histoire*, No. 1 (1933), pp. 97-113; H. Gronewald, «Die Geschichtsbücher und die moralische Abrüstung », *Die Friedenswarte*, 32 (1932), pp. 206-209; J. Luchaire, *Le désarmement moral*, op. cit., p. 133.
- 46) C.E./P.V. 9<sup>e</sup> session du 28/4/1927 (ASdN, 13/48412/4185).
- 47) Ce fut le cas de l'Union internationale des femmes pour la paix et la liberté qui dans son congrès de 1925 dénonça l'éducation militariste et réclama le respect de la culture des indigènes et des minorités (C.E./P.V.6 cité).
- 48) Rapport de Hallsten-Kallia sur la 23<sup>e</sup> session du C.E. du 19/11/1931 (ASdN, 5C/583/300).
- 49) Rapport cité de Hallsten-Kallia sur la session du C.E. du 19/11/1931.
- 50) Encore lors d'une réunion tenue en juin 1931 la Commission d'organisation intérieure du C.E. soulignait la nécessité que « les tendances diverses des associations membres du C.E. ne puissent jamais affecter la neutralité politique de celui-ci » (C.E./P.V. Commission d'organisation intérieure du 19/6/1931 (ASdN, 5C/583/300)).
- 51) Telles que les résolutions votées en 1931 par la C.E.C.I. et l'Union internationale des associations pour la SdN (C.E. 97, 15/6/1932 (ASdN, 5C/583/300)).
- 52) C.E. 97 cité.
- 53) La *Coopération intellectuelle*, 1932, p. 727.
- 54) C.E. 97 cité.
- 55) *Ibid*.
- 56) Rapport de M. Butts sur la réunion du C.E. du 19/5/1932 (ABIE, C5/1/183).
- 57) Rapport de M. Butts sur la séance du C.E. du 16/11/1933 (ABIE, C5/1/183).
- 58) L'apparente cordialité des relations entre le Sous-comité d'experts pour l'enseignement de la SdN et le C.E. était due notamment au fait que ce dernier avait d'influents alliés dans la personne du directeur de l'I.I.C.I., et de L. Dreyfus-Barmey, la co-fondatrice du Comité qui siégeait également au Sous-comité d'experts. C'est notamment grâce à leur intervention que le Sous-comité d'experts adopta quelques résolutions reconnaissant l'utilité du C.E. (ASdN, C.I.C.I./P.V.4; 5C/35330/35330).
- 59) Encore en novembre 1931, Hallsten-Kallia qui assista à titre d'observateur de la SdN aux réunions du C.E. faisait remarquer la tendance de celui-ci de s'attribuer des initiatives relevant au Sous-comité d'experts (Rapport de Hallsten-Kallia sur la séance du C.E. du 19/11/1931 (ASdN, 5C/583/300)).
- 60) C.I.C.I., 292, 19/7/1932 (ASdN, 5C/583/300).
- 61) Note de Hallsten-Kallia du 2/3/1933 (ASdN, 5C/1175/699).
- 62) *Ibid*.
- 63) C.E./P.V. 26, séance du 17/11/1932 (ASdN, 5C/583/300).





# An Evaluation of Small Development Projects

## Part 1

by Genevière de Crombrughe\*

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### **Introduction**

This report is concerned with small development projects organised under the CEC/European NGO co-financing programme, and the European Development Fund (EDF) micro-project funding system. It represents the third and final stage in a process which started with :

- the design of a method for evaluating small projects;
- the application of the method to projects in 17 countries; and has the following terms of reference :

- 1 - on the basis of the reports of the second phase, the documentation assembled, and the field experience of the first phase : to identify the main factors determining the effectiveness, efficiency, viability and impact of the various projects examined, and of small development projects in general; giving special attention to the self-development potential of beneficiaries;
2. taking account of the general evaluation criteria to propose improvements that can be brought about in the intervention policies and the methods and procedures of the two funding systems considered; and to formulate all recommendations considered useful for their practical implementation at the identification, implementation,

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running and evaluation phases of small development projects to be financed in the future.

The method lays particular emphasis on the importance of understanding the interaction between a project system and the ecological, economic, political and social contexts in which it is located; and is designed to establish a more comprehensive picture of social and other impacts than is possible through the application of conventional evaluation procedures (Carr, 1984).

The remainder of this introductory chapter is devoted to :

- a description of the two different small project funding systems;
- an account of the range of projects investigated, and of the categories into which they can be sub-divided;
- a discussion of an earlier study commissioned by the CEC, which also investigated co-financed and micro-projects.

### **The funding systems**

#### **a. The co-financing system**

In order to qualify for cofinancing assistance from the CEC, applications for funding must be made by an NGO from a Community country, and must :

1. be compatible with the development objectives of the recipient country;

2. reflect the priorities and needs of the beneficiary population in the country concerned and involve them in all stages of the project's planning, implementation, management and evaluation upon completion;
3. have clearly identifiable local partners;
4. have clearly defined objectives that are attainable within a specified timetable.

In addition to these criteria, a general preference is stated for development oriented rather than welfare/relief projects, and in particular for projects which :

1. promote the social and economic progress of the most deprived sections of the population, especially projects aiming at improving their self-development capacity;
2. strengthen counterpart organizations in developing countries so that projects can be sustained if necessary after Community and other external assistance has been phased out;
3. permit, especially in the case of directly productive projects, the accumulation of financial resources which can be re-utilized for other projects;
4. expect to be viable upon completion;
5. lend themselves to replication in contiguous regions.

#### *b. Micro-projects*

In the case of the micro-projects, criteria are similar, although generally less stringent. The system was first introduced in Lome II, and is open to all ACP countries. Projects must be put forward by host governments. This is normally done through a micro-project office within the Ministry of Planning, which approves applications in consultation with a counsellor from the CEC delegation. Major requirements are that :

1. the projects must meet a real priority need at the local level;
2. they should normally, but not necessarily be carried out in rural areas;
3. each project must stem from an initiative taken by the local community;
4. the projects must ensure the active participation of the local community;
5. the financing should have a tripartite structure (EDF/ACP/local community) with the local community contributing money or in kind;
6. the local community should play a part in running and maintaining the project.

#### *c. Differences and similarities*

With co-financed projects, the CEC will normally contribute up to 50% of the total cost, up to a ceiling of 120,000

ECU a year, for a maximum of three years; and will not consider applications for grants of less than 12,000 ECU. In practise, most grants fall within the range of 50,000 to 200,000 ECU; and the majority of micro-projects are of a comparable size.

There is an additional provision for block grants for sums of less than 12,000 ECU, which can be made to NGOs which have been working for three years or more under the co-financing system. Procedures are simplified and work quickly to cover relatively minor items of expenditure. No NGO may receive more than 150,000 ECU'S in this way in a single year; and the total awarded in block grants cannot exceed 20% of the total co-financing budget.

Micro-projects tend to revolve around the provision of equipment, or a construction activity, but are not always of this type. NGO co-financed projects are often of a rather more complex nature, involving a range of different activities within a particular locality; but in practise it is hard to draw any absolute distinction between the two categories in terms of the kinds of things which they seek to promote.

Micro-projects, as the fifth criterion above indicates, are funded through the combined contributions of the population, the state, and the EDF; but sometimes it will be the state itself which acts as the implementing agency, whilst on other occasions responsibility may be delegated to an NGO, sometimes as a contribution to a larger on-going project. Under the co-financing programme, a European NGO must always play the formal role of applicant for funding, but beyond this point a variety of institutional arrangements are encountered. At one extreme, the European NGO does little more than serve as a « post-box », passing on the application and taking responsibility for the subsequent channelling of funds; with the execution of the project itself being left entirely in the hands of a third world NGO. At the other, the European NGO itself acts as the implementing agency, without any local NGO involvement. Intermediate situations, with active, field based, collaboration between local and European NGOs also arise.

Cutting across each of these types, are instances where government agencies of the host country are actively involved in implementation, and others where the official role is nominal or non-existent. Important variations also arise with regard to the relationship between the implementing agency and the intended beneficiaries. These are considered later in the chapter. The diversity of institutional arrangements found within the co-financing programme compounds the difficulty of drawing general distinctions with micro-projects.

## ***The scope of the investigation***

The report synthesises work carried out by 17 evaluators in 17 countries. In 16 countries, one project was investigated in depth; whilst in the seventeenth, two were investigated. In addition, each evaluator conducted a short review of one or more further projects. Data from all of the major, and from 14 of the more interesting shorter evaluations are referred to; giving a total of 32 cases in all.

7 of the studies explored micro-projects; all of which were located in Africa. The remaining 25 were all concerned with NGO cofinanced projects. 12 of these were in

Africa, 8 in Latin America, and 5 in Asia. Cases were selected in these proportions to roughly reflect the overall geographical distribution of small development projects financed by the CEC. Within this framework, an attempt was made to choose broadly successful examples, where it was reasoned that project impacts could most readily be identified.

2 projects were urban based, and the remaining 30 were rural. Some of the rural projects were close to towns, but the majority were in fairly remote places with poor commu-

nications and only limited access to government services. Some enjoyed relatively favourable environmental conditions, with good soils and reliable rainfall; whilst others were relatively infertile and drought prone.

The projects may be classified according to a number of different sets of criteria, many of which cut across the basic co-financing/micro distinction. Five will be of particular value to the analysis in the chapter which follow. These are as follows :

#### *a. Productive and non-productive projects*

This distinction corresponds closely to the one which the CEC itself draws between economic or directly productive projects; and others.

About half of the projects investigated were exclusively concerned with the promotion of productive activities. Most of these had an agricultural focus; although some processing and other small scale industrial activities were also included. Within the agricultural group, there was a strong emphasis upon irrigation, which provided the dominant focus in about a quarter of the total number of cases explored.

8 projects could be characterised as of a non-productive nature. These included:

- banking projects in Burkina Faso and Peru;
- drinking water projects in Burkina Faso and Rwanda;
- the construction of a school in Kenya;
- the construction of a health centre in Kenya;
- a house construction project in Nicaragua;
- a self-help training programme in Sri Lanka.

Most of the other projects combined productive and non-productive components. Examples here included:

- another project in Burkina Faso, where a single installation could be used for drinking water and for irrigation;
- a project in Guinea Bissau, where services designed to improve health and to increase agricultural output were both provided within the overall framework of an integrated rural development project.

#### *b. Single and multiple activity projects*

Slightly less than half of the projects were concerned with the promotion of development within a single well defined area of activity. Examples of this type could be found in both productive and non-productive categories and included:

- the renovation of irrigation tanks in Sri Lanka;
- the establishment of textile producing enterprises in Nicaragua;
- the first drinking water project in Burkina Faso mentioned above.

Slightly less than half were designed to promote development across a range of activities. In addition to the combined productive and non-productive examples already quoted, these included:

- a combined dairy and crop production project in Tanzania;
- a Zambian project where irrigation was being promoted alongside a range of handicraft and small scale processing activities.

A few instances of projects intermediate to the single and multiple categories, where a clearly dominant activity

was combined with one or more others of subsidiary importance, were also encountered. For example:

- a project in Peru, where the construction of a major irrigation system was accompanied by the promotion of various other agricultural production activities.

#### *c. Service and group specific projects*

Most projects were of the service type, where a facility is made available to the members of a community or communities, who then decide for themselves whether or not they will utilise it. Examples of this type were:

- the two banks cited earlier;
- the provision of an agricultural extension service in Mexico.

Others were group specific, in the sense that the intended beneficiaries, were clearly delineated as a group in advance of the project getting underway. This category included :

- a jam and wine making co-operative in Bolivia;
- a planned parenthood awareness programme in Indonesia.

#### *d. Ends directed and conscientization projects*

Most projects could be described as ends directed, in that their central organising principle lies in the attainment of a specific goal clearly defined in advance. This might take the form of the installation of a particular facility, such as a water supply system or a school; or of the achievement of an increase in agricultural production.

Others, including :

- most of the Latin American projects;
- the farmers' organisation project in Zaire;
- the Sarvodaya personnel development project in Sri Lanka,

have as their central objective, the general consciousness raising of rural people, so as to place them in a better position to articulate for themselves their developmental goals, and to establish the organisational structures through which these might be realised.

#### *e. Well established and heavily CEC dependent projects*

About two-thirds of the projects investigated were well established prior to the securing of CEC support, and frequently used these resources simply to top-up existing budgets or to expand the scale upon which existing activities could be promoted; for example:

- the rural development project in Zambia where funds were used to extend an established irrigation system.

The absolute size of the CEC contribution might still be towards the upper end of the scale indicated earlier in such instances, but would fall well below the 50% ceiling. Although clear cases of this kind exist, the precise magnitude of the relative contribution is generally impossible to calculate as result of a lack of reliable data on the scale of the non-CEC component.

The remainder were much more clearly identified with the CEC contribution, and mainly could not have taken place in its absence. Among the clearest examples of this type are :

- the construction of a vocational school in Guinea Bissau;

- various rural development activities undertaken in Rwanda.

This concludes the outline of the major categories into which projects may be divided. Annexe III locates individual projects within the overall framework which has been discussed.

### **The 1980 study**

The report builds upon an earlier investigation carried out in 1980 (Lecomte et al. 1981), which readers are strongly recommended to consult. This was intended primarily as a comparative evaluation of the two small project funding systems. The present exercise serves broadly to confirm Lecomte's conclusions regarding project performance, and finds little to disagree with in his recommendations. Given these similarities, and the high overall quality of the earlier work, it will be useful to highlight the respects in which what is to be attempted here, departs from the earlier evaluation. 3 points are of particular importance:

1. Lecomte collected data from a larger number of projects, using a pre-determined checklist of questions, and relied quite heavily on existing documentary sources of information. The evaluators used in this study were given greater freedom to determine for themselves which questions they would ask, and far more time to consult intended project beneficiaries about impacts.
2. This is reflected in different approaches to the analysis of performance. Lecomte is able to give precise breakdowns of the number of projects satisfying different criteria. The present report, by contrast, provides a more qualitative analysis of the underlying factors contributing to relative success and failure. It is also more inclined to question the validity of the criteria themselves in certain instances, and the extent to which they can actually be applied, in others.
3. Lecomte, in accordance with his specific terms of reference, gives primary emphasis in his recommendations to the institutional mechanisms for the overall improvement of performance. Here, more attention is focussed on the inherent characteristics of projects themselves, and the way in which they go about their business.

### **Outline**

Chapter II provides an overview of how well the projects as a whole have measured up to the criteria indicated in the terms of reference; drawing upon the typology outlined above to differentiate more from less successful cases, and to distinguish those where the performance is relatively easy to assess, from those where greater problems arise. Chapter III explores, in greater depth, the underlying factors differentiating good and poor performance. Chapter IV makes recommendations about the measures which could be taken to improve performance, and indicates the procedural changes which would be required to put these into effect.

### **An overview of project performance**

The major purpose of this chapter is to assess the performance of the 32 projects against the general evaluation criteria of effectiveness, efficiency, viability and impact laid down by the CEC. In some instances, however, these criteria cannot fully be applied, and where this is the case, it will be necessary to consider why this is so, and to ask what alternative procedures might be appropriate.

### **Effectiveness**

Effectiveness compares the actual performance of a project with the tangible targets embodied in initial plans, it is, in most respects, the simplest of the four general criteria to apply; but even here, difficulties arise with many of the projects to be considered. These appear in two particular forms.

Conscientization programmes, which generally aim to increase rural people's awareness of the factors shaping their lives, at promoting an internalized capability to identify developmental goals, and at generating forms of organization through which these may be pursued, do not start by formulating clear tangible objectives. These will eventually arise out of the process if this is successful; but this may take a considerable time, and even then not be documented in manner which is accessible to the external observer. Such objectives will, in addition, necessarily be specific to, and variable between, particular groups and communities under the wider umbrella provided by a project, making any overall assessment of effectiveness virtually impossible. But just because formal effectiveness can not be directly established in the manner which the criteria envisage, this does not mean to say that positive impacts cannot be achieved, as subsequent analysis will show. Indeed projects of this kind appear among the most successful as far as other criteria spelt out in the CEC guidelines are concerned.

The second type of difficulty arises in the case of the multiple activity or integrated projects which the CEC is particularly anxious to promote. Projects of this type often utilise quite small budgets for many different purposes. For example:

- a project with a group of tribal people in India, to which the CEC contributed 48,000 ECU, promoted the construction of an irrigation system, the digging of wells for drinking water, the planting of a demonstration plot for vegetables, the establishment of a dairy herd, the construction of buildings, vocational training, and various other activities; frequently adjusting and re-adjusting the extent of its involvement in these different areas according to expressed local demand, rather than to any pre-determined plan.

This was arguably quite an effective way in which to proceed, in the common sense meaning of the term. It is again in accordance with many of the general funding requirements; although not lending itself well to assessment against the formal effectiveness criterion.

A substantial number of projects fall into these two problematic categories. Isolated instances were also encountered of projects where objectives were formulated at the outset, but in a confusing manner which ultimately made it impossible to determine precisely what it was that was supposed to be achieved.

This left a little more than a half of the projects where the criterion of effectiveness could realistically be applied. Within this group, few examples could be found where a proposed type of activity had entirely failed to materialise. The only exceptions to this general rule were:

- the extension to a Zambian irrigation project;
- a canal in Peru.

There were a slightly larger number of cases where initial objectives proved over ambitious, and where some

reduction in the number of locations, and/or the number of people involved, had to be accepted. Other projects failed to meet objectives within the intended time scale, but there could often be good reasons for this, which indicate the dangers of an over rigid application of the effectiveness criterion.

For example, one role which small development projects can usefully perform is to experiment with new technologies and organizational arrangements, in the hope that solutions can be arrived at which can then be disseminated on a more extensive scale. Such experiments generally entail large elements of risk and uncertainty, and it is often unrealistic to suppose that they can be completed within any pre-determined time frame. A good example is :

- a Bolivian project, which aimed to work with farmers on collective plots, developing new cultivation practices which would help them to overcome a crisis of declining soil fertility under their existing system of shifting cultivation.

Where clear physical targets and strict time limits have been set in advance, then the easiest way to achieve these may be through a centralised management structure under the control of an external agency. But success in these terms might simultaneously involve failing to build up the managerial capabilities of the participants themselves; since it will often be difficult to determine with any precision in advance how long this will take. Rigid adherence to an over-tight schedule, in order to attain short term physical targets may, in other words, involve trade-offs with long term sustainability; and confronted with this choice, external agencies have sometimes adopted the attitude that the latter is more important. For instance:

- an irrigation tank renovation project in Sri Lanka adopted a conscious policy of not intervening in disputes arising among group members, even though these had the effect of slowing progress, and were a factor in the overall failure to meet predetermined targets. It was felt that if farmers did not devise ways of resolving conflicts for themselves, then they would never be capable of independently managing their own affairs when project support was withdrawn.

All of this having been said, a review of the projects to which the criterion of effectiveness can broadly be applied, suggests that a substantial majority either have achieved, or appear to be in the process of achieving what they set out to do within the intended time frame.

### **Efficiency**

The efficiency criterion measures the value of the tangible results achieved against the means employed in the form of a cost-benefit ratio. It is easiest to apply in the case of simple production projects with purchased inputs and marketed outputs, but more problematic in other instances. Particular difficulties arise in relation to:

- conscientization projects, where inputs are diffuse and difficult to link to specific outputs; and where outputs themselves may take many different forms, and be highly fragmented;
- multiple activity projects, where the problem of fragmentation again applies;
- non-productive projects, such as planned parenthood education, vocational school construction, or drinking water provision; where outputs are again likely to be diffi-

cult to assess, as well as being impossible to measure in purely financial terms;

- projects where either the CEC component is only a small part of the total budget, where the size of the non-CEC component is difficult to determine and/or where the CEC funds provide support for the extension of an existing activity, since in all of these cases it is virtually impossible to isolate outputs deriving specifically from the CEC input.

Beyond this point, the extent to which it is possible to assess efficiency depends upon information available on inputs and outputs.

Most projects keep reasonably good records of the direct financial costs which they incur in the pre-operational stage, although systems tend to break down in multi-activity projects, and some evaluations show little evidence of anything more than a very general accounting of expenditures under broad budget heads. Labour inputs tend to be covered adequately where people are hired, but in the minority of cases where voluntary labour has been contributed in the pre-operational stage, little or no attempt at measurement is apparent. Similarly, evidence of data being collected on recurrent inputs, whether in the form of purchased items, wages or unpaid labour, is very difficult to find in all but a small number of evaluation reports.

Even less is known on the output side. Sometimes this is because projects are not yet fully operational, and in other instances, the valuation of outputs is rendered difficult by hyper-inflation, or shifting and multiple exchange rates. But in most cases, the problem seems simply to arise because no systematic attempt has been made at measurement. Many projects appear to have no very clear idea even of the number of people who have benefitted; and in cases where this is known, it is generally not possible to determine the net increase in production levels, or in incomes, where produce are being marketed. With non-productive projects, a similar lack of hard data on the extent to which people have benefitted is encountered.

It should be emphasised that not all projects are deficient in these respects. Notable exceptions to the general rule, where outputs are being monitored carefully include :

- a project to produce honey for export in Mexico;
- an irrigation tank renovation project in Sri Lanka.

In other cases, project staff probably had a reasonable idea of outputs, which could have been used to construct a reliable quantitative picture by evaluators with necessary economic skills. The failure of projects to carry out cost-benefit, or cost-effectiveness calculations for themselves, has almost certainly impaired performance in many instances.

Only the evaluation of the irrigation tank renovation programme in Sri Lanka is able to provide clear evidence of performance against the efficiency criterion. Under these circumstances, it is impossible to draw any overall substantive conclusions. It is, however, important to re-emphasise that just because the criterion cannot really be applied in certain cases, and is difficult for practical reasons to apply in others, this should not be taken as an excuse for abandoning it altogether.

The fact that it is actually used so little, appears to indicate that conventional tools of economic analysis are not well adapted to the needs of small projects, and that staff

often lack important analytical skills. This is a subject which will be taken up again when recommendations are considered.

### **Viability**

The concept of viability is used to assess the capacity of a system created by a project to sustain itself after the period of external funding, and is probably the most important of the four major evaluation criteria. Two problems arise in trying to apply it to the projects under consideration:

- many are still receiving external funding, making it impossible to determine with certainty whether they will prove viable or not;
- likely viability, among other things, is a function of efficiency, and as the previous section makes clear, this is something upon which it is difficult to comment in many instances.

These problems do not rule out the possibility of discussing viability, but the conclusions which can be drawn are limited by a shortage of hard evidence in many cases.

Many of the indicators of viability to be covered, for example the extent to which people have developed an independent capability to manage a system, are very closely related to the underlying factors differentiating success from failure explored in the next chapter. Rather than pre-empt that discussion, consideration at this point will be confined to a limited range of points, covered at a rather general level.

#### **a. Economic and financial aspects**

A number of factors are relevant to economic and financial viability. One of the most important is the continuing availability of inputs. Most projects rely exclusively upon materials which were already available in the locality prior to the project itself, or which were initially imported, but can now be reproduced within the locality.

In about a quarter of all cases, however, there is reliance upon a continuing supply of imported inputs. These include fuel for pumping water and transportation; pesticides; and various other chemicals. In addition, the use of capital equipment acquired on the international market, is, in a small number of cases, also likely to mean a continuing dependence upon imported spare parts. This need not be problematic, but leaves people in a vulnerable position where supply lines are weak and currencies prone to devaluation.

There is strong evidence to suggest that importation is only possible in many instances as a result of the contacts and facilities of the supporting NGO, and that systems could not survive independently. Extreme instances of these problems were:

- an irrigation scheme in Zambia where the entire cost of fuel for pumping water had to be underwritten by the project;
- a drinking water programme, using solar pumps, in Mali where only 5% of maintenance costs could be recovered from users.

Whether inputs have to be obtained on the international market or locally, producers in many projects depend upon credit systems to help them procure needed inputs. In gen-

eral, credit systems are clearly far superior to «gift» systems as far as viability is concerned; and in most instances they appear to be functioning quite successfully, with reasonable recovery rates. Two instances were encountered, however, where funds were clearly being run down, and in another the credit institution was so anxious to maintain acceptable recovery rates, that it succeeded, in the process, in largely undermining the developmental activities which savings were supposed to support.

Under circumstances where few of the projects catered purely for subsistence needs, another important aspect of economic viability rested upon the success of systems in finding markets for their products. This aspect gives grounds for concern in a substantial number of cases. Few instances of actual market saturation were encountered, but quite often it seemed that projects were dependent upon the external agency to make transport facilities available; to cover at least a part of running costs; and to organize outlets.

#### **b. Socio-economic, technical and institutional aspects**

Socio-economic viability refers to the degree of motivation amongst the involved population to continue with the new activity after external support has been withdrawn. This is often difficult to assess, since people will generally accept something for which they have to pay little or nothing themselves; even where it does not accord with their own perception of priority needs, and it may take a long time before the lack of motivation which they feel becomes apparent to the outside observer.

Given that this is the case, and that an attempt was made in the first instance only to select broadly successful projects for evaluation, it is not surprising to note that very few clear cases of poor motivation can be identified. There are, however, some grounds for suspecting that this may be a problem in about a quarter of projects reviewed; the most likely cases being those where there have been particularly heavy inputs of expatriate time, and where «beneficiaries» have been cast in an almost wholly passive role.

As far as the acquisition of technical skills is concerned, there seems to be much less general ground for concern. Isolated cases arise where outsiders, often working with religious organizations, expect to remain in an area almost indefinitely, and see little reason to pass maintenance and other skills on. The norm, however, is for people to learn on the job from project staff, and to reach a sufficient level of competence to sustain the system after the project has been terminated.

A very different picture emerges as far as institutional or managerial capacity is concerned, however. In something approaching half of the cases reviewed, there seems to have been either an inability on the part of project staff to incorporate local people into management structures and to build local institutions; or a recourse to overseas training, which almost certainly fails to address specific needs in a direct enough fashion.

#### **c. Socio-economic environment**

The third dimension of viability concerns the socio-economic environment, or the assimilability of the project to existing social and economic structures. In most instances,

this does not appear to have created any difficulties, but in a significant minority of cases, problems were encountered, as the following examples indicate :

- In Kenya, an irrigation scheme required renovation. A solution was devised by project personnel, under which they would supply cement, and the two groups of cultivators who would benefit would supply the necessary labour. When the project came to be implemented, there were serious delays. It soon became apparent that these were at least partly caused by tensions between the groups, and that these tensions had contributed to the problem which the project had been set up to solve in the first place. What had initially appeared, in other words, as a purely technical problem, was revealed to have an important institutional dimension also.
- In Niger, a vegetable gardening project was planned in an area where soils were favourable and a water table could be found between 4 and 8 metres below the surface. A plan was made to sink a number of wells on the private plots of individual farmers, each of which could then be used both by the land owner, and by three further households. When the wells had been constructed, it soon became apparent that this form of co-operation was alien to the community in question. The wells were regarded as belonging to the persons upon whose land they had been located, and others were not able to use them.
- In Rwanda, a fishermen's co-operative was formed, and equipment supplied which was already being used successfully in the same area. The new institution was grafted onto the existing organisational structure of a commune, which had effectively carried out a number of infrastructural projects. The incorporation of the co-operative within this structure created a situation where the fishermen themselves were not in control. Powerful local leaders enjoyed ultimate authority, and a system was devised where the fishermen effectively became their employees. A number of different forms of remuneration were tried, but none of them provided the fishermen with an adequate return for their work. Disillusioned with these arrangements, the fishermen soon gave up the activity altogether.
- In Tanzania, the Ujamaa village has proved an effective institution for the management of collective storage facilities, for the organization of collective work to maintain the local infrastructure, and for the provision of various services. It has not, however, proved very effective as a means of organizing production activities. This does not appear to have been taken into account in the decision to run a village level dairy farm project. It is too early to pass judgement on this particular case, but experience elsewhere suggests that severe problems will be encountered in devising fair and efficient systems for supplying required labour inputs; and that a co-operative for interested individual dairy farmers might have been a better solution.

#### *d. Policy aspects*

The final aspect of viability concerns the favourability or otherwise of the policy environment within which a project is being established. Three broad types of situation may be identified here.

The first applies mainly to conscientization projects. These are generally only initiated under circumstances where the agency involved considers that the prevailing structure of power, represented by the government system, is a pan of the problem which has to be addressed.

Such projects, in other words, are based upon the premise of a hostile policy environment, which is taken as a given factor with which it is necessary to come to terms.

- A number of other examples of an essentially negative policy environment were also encountered, for example:
- In Peru, a government agency encouraged a group of irrigators to replace a water distribution system which they had constructed themselves with a supposedly superior alternative, which then failed to work;
  - In Sri Lanka, permission was granted for a large sugar company to establish itself on an area previously set aside for irrigation groups.

The last example provides a clear illustration of a common tendency of governments to consciously or unconsciously adopt policies which favour the large producer at the expense of the small.

The second, and most common type of policy environment in which projects find themselves, is the one in which the government is essentially neutral to the objectives being pursued. NGO's, as examples cited earlier from Zambia and India demonstrate, frequently elect to work in areas where there is a very limited government presence, receiving little support; but at the same time being allowed to go about their business with little or no interference.

Examples of a clearly supportive policy framework were relatively few and far between. Perhaps the clearest was provided by:

- an Indonesian planned parenthood project, where an NGO was actively encouraged to experiment with an approach which the government was not itself following; but which it wished to see tested for possible future official promotion.

#### **Impact**

The final general evaluation criterion is impact, by which is meant the general developmental consequences of projects for different groups of people, and for institutions.

Discussion of impact in relation to the projects reviewed is constrained by three sets of problems:

- the lack of information on primary outputs, which provides an essential first step in tracing changes in consumption patterns and investment behaviour;
- the fact that many impacts, such as changes in health or nutrition, are difficult to measure, whilst others, such as altered attitudes towards planned parenthood, may only be reflected in behaviour over an extended period of time;
- the difficulty in distinguishing between project and non-project induced changes under circumstances where the latter are likely to be particularly influential; for example drought in Africa, and world recession in different forms in most of the countries covered.

The combined effect of these problems limits what can be said about impacts at the level of individual households and families. Evaluations provide some evidence of enhanced diet, increased access to other basic consumer goods, improved housing, and attitudinal changes; but there are few instances where any attempt could be made at quantification. Re-investment of income in productive activities, other than those initially promoted by projects themselves, seems rarely to occur.

#### *a. Types of beneficiary*

Rather more can be said about who benefits from projects. In some instances, nearly all members of affected communities are poor, and problems of maldistribution are unlikely to arise. In others, where populations are differentiated, the nature of the project may be such that all strata can gain access to the goods or services provided. This tends to be the case more frequently with non-productive projects, particularly where these address infrastructural problems such as drinking water supply.

In some instances where differentiation exists, the potential for maldistribution may be overcome by a policy of positive discrimination in favour of those most in need. But there are far more cases, where there is clear evidence to suggest that the poorest are excluded. For example:

- banks in Burkina Faso, which are only used by the richer members of village society;
- a project providing fish food for pond owners in Indonesia, which automatically excludes those who have no land;
- irrigation and household well construction in an Indian project, which again automatically exclude the landless;
- drinking water supply in Rwanda, where only the wealthiest one third of the population has sufficient resources to meet the charges levied, and where the remaining two-thirds must continue to collect from the more distant sources used previously.

In one case, the interests of the poorest people are not simply neglected, but are actually adversely affected:

- Poor cultivators contributed unpaid labour to the construction of a canal in Peru, none of which had actually been completed at the time when the evaluation was carried out. Some of the time spent could have been devoted to other activities which could have increased income within a much shorter time span. People appeared to be becoming increasingly unwilling to sacrifice such short term opportunities for the more and more uncertain prospect of some long term advantage.

With other projects, most of which are certainly located in poor areas, it is often difficult to determine from reports whether populations were relatively undifferentiated; or whether significant differences were present, and influential in determining access to project benefits, but went undetected by the evaluator.

A similar situation arises with regard to the implications of projects for women. Few set out specifically to improve women's conditions, and an isolated exception to this rule proved unsuccessful:

- millet mills were introduced in Niger to help save women's time, and although these were more efficient than existing practices, they were not particularly welcomed since this activity accounted for only about 15% of the total time devoted to the processing of the crop.

Others appear to have benefited women, even where this was not their central intention. For example:

- the Sri Lankan tank renovation project, where a pre-school was initially established to enable women to participate in construction work; which, in turn, brought them into closer contact, and enabled them to construct a network of more mutually supportive social relations.
- the Bolivian jam factory, where the opportunity for employment for women was an important factor in improving their general sense of self-confidence.

In other instances, it is clear that the interests of women have been neglected, for example:

- a planned parenthood education project in Indonesia where production activities were to be organised to encourage young men and women to join discussion groups; but where no openings for women were actually provided, largely because no women were trained as organisers.

It is also likely that other projects may have had a negative impact upon women. It has very frequently proved to be the case, for example, that a transition to cash cropping can mean more work for women, but higher disposable income with which men can satisfy their own consumption requirements. It is possible that project management was sensitive to such possibilities, and organized in such a way as to prevent them from arising. But it is also possible that changes of this kind may have escaped the notice of evaluators in certain instances.

#### *b. Institutional developments*

The final type of project impact which can be identified from the evaluations are those affecting the institutional structures of participant communities. Cases where an existing structure proved un conducive to project implementation have been described earlier, and the tendency for some projects to make inadequate provision for the building of management structures have also been mentioned. Set against these cases, however, are an approximately equal number where positive new institutional developments have taken place as a more or less direct result of project activities. Some of these take the form of new and positive types of interaction between people initially brought together by the project, for example:

- in Zambia, a credit union and a consumer co-operative both developed out of the original irrigation group, passed entirely into the control of local management, and continued to function successfully, even when the irrigation project itself started to run into difficulties;
- in Sri Lanka, a personnel development project, designed to help people identify and act upon their own development priorities, led to a road construction project which encouraged villagers to set aside previous differences, and was also instrumental in setting in motion a system for the exchange of voluntary labour with other communities, which was subsequently activated for a range of other purposes.

Several other examples of a similar nature could be cited. There were also a number of cases where project induced institutional developments served to strengthen the capacity of previously weak and neglected communities to improve their bargaining position vis a vis government and the services which it could provide. For example:

- a project conducted in a hill area of India, previously divided between a number of different administrative districts, was influential in the re-drawing of boundaries to create a new unit for the hills themselves, which made it considerably easier for people to gain access to services than had previously been the case;
- the marketing board established to promote honey exports from a project in Mexico, gave producers political power, and a voice in regional issues which they had previously lacked.



## Conclusion

The evidence reviewed in this chapter, although in some respects limited, is still good enough to allow certain general conclusions to be drawn about project performance.

The criterion of effectiveness is difficult to apply to all to many projects; but where it is applicable, performance appears generally to be good.

Relatively little can be said about efficiency. It can not be determined where effectiveness can not be measured; and in other instances, the failure of projects to measure, or of evaluators to record the nature and magnitude of outputs in particular, make it difficult to assess cost-benefit ratios. The fact that such data are not readily available at project level, in itself constitutes a significant finding, which will be taken up again later when recommendations are considered.

Viability is the most important criterion, and the picture to emerge here has both positive and negative aspects. Several projects appear likely to experience difficulty in securing inputs and reaching markets when project support is withdrawn; and in a minority of cases there is some doubt about the motivation of people to continue on their own. People generally seem to have acquired the necessary technical skills to operate on a self-sufficient basis, but in a little less than a half of the cases explored there were question marks about managerial capabilities. With one or two notable exceptions, socio-economic relations within project areas appear conducive to the continuation of projects; whilst the general policy environment, and the

attitude of governments to projects ranged from mildly favourable, through indifference, to the clearly negative.

Evidence of the impact of projects on the economic behaviour of individual households was weak, but there seemed to be a tendency for additional goods and services to be consumed, rather than being re-invested in new productive activities. Relatively few projects set out with the specific intention of working for the poorest groups, and as a result, they were often excluded from a share of the benefits. Women also received relatively little attention, and it is difficult to assess whether they have benefited or not in many cases. The clearest positive impacts arise in the area of institutional developments. There are many instances of groups being formed by project members for self-help, or to more effectively attract external resources; both of which provide evidence of generally increased self-confidence.

The discussion in this chapter indicates that projects initially selected on the grounds that they were successful, in fact turn out not to satisfy the evaluation criteria which have been outlined in a surprisingly large number of cases. Whilst many desirable changes have been made possible by the small projects, it is clear that the record is not wholly positive, and that there is substantial scope for improvement in many instances. How such improvement might be brought about will become clearer in the light of the more detailed investigation of the underlying factors explaining success and failure in Chapter III.

Part II in n° 4

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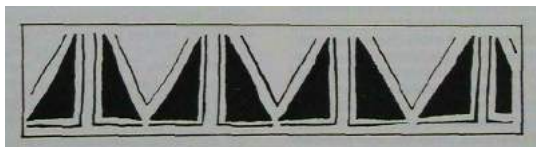
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# Private Initiatives and the Cohesion of the Western Democracies

by James Robert Huntley\*

## Part IV

*This is the fourth extract of an inquiry in three parts published by the Battelle Memorial Institute into the conditions and factions of 154 private voluntary associations (PVAs) and other independent institutions in Western countries. The first, second and third parts of this study appeared in Transnational Associations 3/1985, 5/1986 and 1/1987.*

### **Geographic Perspectives: PVAs in Various Countries**

How do the PVAs and independent research institutions look if one concentrates the spotlight on individual countries, rather than on common problems or particular types of institutions? Here are some generalizations suggested by our survey:

#### **Australia and New Zealand**

This out-of-the-way part of the Western world is so remote from Europe and North America that neither pays much attention to their « Down Under » cousins. The seeming absence of domestic difficulties - or at least of difficulties reported by the press - or of external bones of contention belie the fact strategically and economically this area is of the utmost importance to the United States, Western Europe, and - above all - Japan. The latter is now Australia's Number One trading partner, accounting for about half each of her exports and imports. Australia's vast mineral riches are of major significance to the entire West. In the contest to maintain geopolitical pressures in the Indian Ocean, the United States and its allies regard Australia as indispensable. Its great mass and scant population offer a tempting vacuum to predatory powers of the present or future. It also is positioned in such a way that it literally holds the pivotal key to the maintenance of Allied positions over the wide area from Capetown, around South and Southeast Asia, to Japan in the north.

Australia's economic links with Europe and Britain have been especially weakened as a result of the UK's entry into the Common Market, but historical and sentimental ties still bind the two - and New Zealand - firmly. The non-governmental, non-business ties between the two Commonwealth countries and Britain remain indeed abundant; cooperative economic studies by various independent centers, close links in strategic studies (the new head of the International Institute for Strategic Studies in London is an Australian), societies such as the English-Speaking Union, the cricket associations, the Royal Overseas Leagues, and ties between political parties are all representative of a close and abiding association. The United States plays a part in many of these informal networks; one should not discount, for example, the joint meetings and exchange visits of the cattlemen's associations of Australia and the United States. The Committees for Economic Development, started first in New York, have a strong counterpart in Australia, whose CED is

part of a network that stretches to North America, Japan and Europe. A « Pacific Institute » was started in Melbourne several years ago, a sister-body to the Mid-Atlantic Clubs in Europe and America.

Recently, the Australian Parliament has begun sending Members as observers to the meetings of the North Atlantic Assembly in Brussels, as has Japan. The Australian government has recently taken a keen interest in what one might call the global affairs of the Western democracies; her delegate to the abortive GATT conference in November 1982 was the only one who refused to sign a watered-down, do-nothing « declaration » on trade. Australia's current Ambassador to the United States, Sir Robert Cotton, has done much to bring Australia into the network of informal exchanges of young political leaders.

Japan-Australia ties in the « independent sector » are growing, with some vigor. JETRO, Japan's overseas trade ministry, is making strong efforts in Australia to develop what it calls « human links and understanding » between the two peoples. Social contacts, many through voluntary associations and the cooperative work of research institutions, are increasing between the two peoples, with Japan taking the lead. Joint Australian-Japanese leadership of the Pacific Cooperation Committee is especially noteworthy.

West Europeans tend to ignore Japan; and, with the exception of Britain, Europeans often act as if Australia and New Zealand did not exist. This is especially true in the field of voluntary associational links.

There has been dawning recognition in the United States (strange to say, less in Canada) that Australia and New Zealand, as integral parts of the Western community of democracies, should be paid more attention. But there is a long way to go, and the peoples of those far-off countries tend to feel « left out of it ». Development of the network of « North Atlantic » and « North Pacific » PVAs to include more contact between the rest of the West and these Antipodean peoples, on a level to approximate their political, strategic, economic, and historic weight in our common affairs, seems in order.

#### **Japan**

The point we have just been making about Australia and the West needs to be made even more strongly with respect to Japan, whose people have lived alone and apart from others throughout their long history, more than any other developed people. The fascinating story of Japan's centuries-long isolation, with « discovery » by the West in the 16th century, followed by isolation and then « discovery »

again in the 19th. is reasonably well-known. Not sufficiently recognized, however, is the great difficulty which the Japanese have, culturally and socially, in fitting in *anywhere*, except with each other on their tight little Island. There is a tremendous gap between the huge flows of sophisticated goods from Japan to the West, together with the considerable network of trade contacts on which these rely (which perhaps fosters an illusion of Japanese-Western cultural proximity), on the one hand and the all-too-real, continuing, deep cultural isolation (which brings with it political isolation) of Japan from the West and even from her Asian neighbors, on the other hand. It is our contention that Japan's continued cultural isolation can be a dangerous thing over time, that unless the cultural gap with the West can be bridged, and unless Japan eventually finds her place as a full member, albeit a unique one, of the Western community, there will be important trouble of one sort or another involving that great but remote and separate nation, as the 21st Century progresses.

Most Europeans appear to wish that Japan would simply « go away ». Japanese imports, for the most part, are terribly troublesome to European governments in recession periods, although the European man-in-the-street likes Nippon's cars and gadgets. But the cultural encounters involved in doing business or trying to discuss common affairs on a non-official, non-business basis between Europeans and Japanese are often, to be frank, disasters. Thus serious contact tends to be avoided, insofar as possible. The same is true, although somewhat less so, among Japanese and Americans because the social intercourse has been unavoidable, has been of much greater volume, and because America's international vocation is patently « Pacific » as well as « Atlantic ». But there is little doubt that the bridging of the cultural gap among the Japanese and all Western peoples is a task worth much more effort and resources than either party now puts into it.

There are many problems on the Japanese side in becoming more a part of the « private nonprofit network » of the West; we talked with many leaders in that country about these problems, and here is a capsule view :

1. Japanese independent research centers are generally few and weak, but this kind of institution is nevertheless taking root. Those institutes which have so far been established tend to be good on monitoring and collecting information, short on analysis. A few (such as the Research Institute for Peace and Security) are doing an outstanding job, and take part conscientiously and productively in their respective Western « networks » of independent research institutions.

2. Japan does not have a tradition of « civic initiative » - and thus finds great difficulty in responding to private Western initiatives in the public policy arena. This requires a complicated and novel effort on the part of Japanese non-governmental leadership, which is unsuited traditionally to such a task.

3. A major problem is the lack of facility with English or other European languages among Japanese leaders in various fields. A tiny group of good Japanese linguists tends to represent Japan continually in international gatherings; the large majority (and the real leaders) who cannot converse with Westerners lose out proportionally in their understanding of the West and the world at large. We understand that the language situation is improving, but it still needs a high priority.

4. Some Japanese foundations have recently established, with good if modest results (\*). To curry international favor, these new foundations and the Japanese government made a series of large grants in the West a few years

ago; now the cash pinch is on in Japan and the money is needed at home.

5. The Japanese seem yet unready to take intellectual leadership internationally, for understandable historical reasons. But, through non-governmental, nonprofit associations of various kinds, a great deal more could be done by North Americans, Europeans, and Australisians to welcome the Japanese into their informal counsels and encourage them to take full part. Especially is this necessary in the international work of voluntary bodies which try privately to untangle difficult questions of international public policy. This is hard, requiring a leap of faith and a break in custom for the Japanese; their politicians tend to think that the maintenance of good international relations is largely a matter of « public relations » and their civil servants and diplomats are not used to interference from the general public - or from politicians, for that matter. (A recent report by the Japan Center for International Exchange refers to « the monopoly of decision-making by an efficient, but self-contained bureaucracy » and notes another feature that renders private study of public policy difficult : « In Japan there is a much broader gulf between the government and academic/research communities (than in the West). < (\*) ».

6. The same report points out that Japanese scholars, for their part, tend to over-specialize, to pay little attention to public policy questions, and, if they do, to write and speak almost exclusively for Japanese audiences (\*).

7. These generalizations apart, there are a few « business-statesmen » in Japan who appear to have caught the ethic of « private initiatives for the public good » to an extraordinary extent. One of these is Kinsuke Matsushita, self-made founder of the industrial empire, who recently founded a national « school for leadership ». Some of the most able young men in Japan have been selected for five year scholarships to the leadership school, at which they are thoroughly exposed to the most modern ideas, both Japanese and foreign, about the public good, democracy, and the issues modern countries face. Mr. Matsushita's professed goal is to produce worthy leaders « for the 21st century ». The money and the initiative were entirely his own.

To sum up : Japan over the past three decades has been included more in the counsels of the international community than ever before - but that is still not saying much. She is now the world's Number Two economic power, her leaders are grappling with the problem of developing a political leadership role in the world which would be commensurate with her economic weight - but at the same time not destabilizing for her or her neighbors. Her people by and large are culturally handicapped - grossly so - in playing an appropriate part in the process of cultural interpenetration which characterizes the « community » life of the industrial democracies. There is a tremendous job to be done in this sphere by foundations, governments, voluntary associations, and independent research institutions, in Japan, Europe, and America. At this writing, there are signs that the present Prime Minister, Mr. Nakasone, is taking steps which would support a new « opening » of his country, in this sense.

#### **Northern Europe**

The non-profit scene in this part of the world is decidedly different from that of Japan. PVAs and independent research institutions are found in Europe in relatively substantial numbers. But the network of voluntary associations that helped knit Western Europe together and promote its ties with America in the 1950s and 1960s is nevertheless but a shadow of its.

former self. For reasons already discussed - recession, inflation, sharp cutbacks in government funds (above all US), a generally dismal political atmosphere, and the generational « changing of the guard », - non-governmental, non-profit efforts on balance have tended to decline in Europe rather than advance, or have shifted to other fields.

The UK government has cut back sharply on subsidies; one of the hardest hit institutions is the QUANGO Wilton Park. Over nearly four decades, through successive political changes and economic crises, this conference center did its job of bringing together opinion leaders from the West for « mutual education » and quiet discussions on the common agenda. Now that cutbacks are getting close to the bone, one would have to conjecture that Wilton Park's effectiveness, if not its survival, may be at stake. UK government support for many independent research institutions is also being withdrawn or cut back deeply. Only in one precise area - Britain's attachment to the Atlantic Alliance - is this trend currently being deflected. Meanwhile, private foundations in Britain, numerous but in most cases of modest means, have experienced the usual difficulties of stagflation, plus problems with setting priorities. The assets of the Nuffield Foundation, for example, over the years one of the most far-seeing and well-endowed in the public policy field, have shrunken notably. Business firms have often given more generously in the UK than elsewhere in Europe for independent public-policy research and for efforts to shore up international understanding, but their philanthropic activities have been severely crippled. British charitable tradition is strong, as is the custom of civic initiative, but the country has suffered recently from both an economic and a moral depression which make life truly difficult for the kinds of bodies with which we are concerned.

In terms of the framework of voluntary activity in Germany, the present situation is not disastrous but there is increasing cause for concern. Government is cutting back and some QUANGOS are in difficulty. The lack of a strong private philanthropic or voluntary tradition in Germany - even though these have developed with surprising strength since World War II - makes it difficult to expect that deficits arising from cuts in state subsidies can be made up by the private sector.

PVAs and foundations nevertheless are developing an increasingly important place in German life. In terms of constantly renewing the leadership of their PVAs, the Germans appear to be doing better than most Western countries. However, the burden on younger people who accept Germany's « transatlantic responsibilities » and are prepared to take over from the older generation in the PVAs and independent research institutions will be very great; there are not enough of them. Contemporary generational cleavages are especially marked in German life.

The structure of policy-making in the Federal German government has become somewhat more open to outside research and analysis. The German bureaucracy is more open than its French or even its British counterparts. However, university traditions tend to discourage policy-oriented studies and the burden falls largely on a few individuals and a very few independent research institutions. And the productive capacity of the scholarly community remains problematical because life in Germany has remained highly politicized and polarized since the turmoil of the late Sixties and early Seventies.

Conclusion : In Germany, too, the voluntary associations and independent research institutions we have covered in our survey, by and large, are in need of increased support and encouragement, moral as well as financial.

The situation in France with respect to PVAs is gradually changing, as noted earlier. The idea of voluntary associations is spreading, as is the concept of independent research, and specifically of public-policy research. Domestically, a number of PVAs have sprung up in the past few years, many of them citizens' movements related to pollution, zoning, and other matters centering on the « quality of life ». There is also an established set of discussion groups around the country called « France Nouvelle » - the New France - trying to establish a national consensus on a vision of the future. Policies of recent governments to promote the « regionalization » of France may also contribute to a lessening of the grip of Paris officialdom on the life of the country, indirectly strengthening civic initiative. Over the past two decades, more foundations have been created in France; that form of private initiative, however, is still of small importance in the national scheme of things.

With respect to international affairs, PVAs and independent research institutions are distinctly underdeveloped in France. Groups to the right of the political spectrum (e.g., Libertas) gather to develop and refine their ideologies; there are a few private but weak research institutes which deal with various aspects of foreign affairs or strategy; business sometimes finances international conferences and exchanges if it believes these further its interests; there are a few small and rather closed societies concerned with various bilateral foreign amities; nor are French intellectuals of all shades slow to organize in support of such issues as the freedom of intellectual inquiry. Current trends, we believe, are in a positive direction, but the starting point only a generation ago was a thoroughly statist society. Generally speaking, tradition and the structure of the French elite have conspired to leave the questions of France's international relations and her foreign policy in the hands of the military and the foreign ministry. We believe that the historic lack, relative to other modern Western nations, of independent « associative » activity and the consequent dependence of citizens on the state - not just for money and social direction but also for ideas themselves - is one reason why France, like Japan, remains a society relatively closed to external influences and to a meaningful dialogue with its friends and neighbors from which dialogue only can come a new international synthesis as the basis for a broader community. More and better PVAs are needed in France, too.

#### **Southern Europe**

The soil on which PVAs grow in Italy is even more stony than in France. There is of course an active intellectual and academic life in Italy, but the state finances and dominates the main institutions. Again, one sees hopeful development; the Istituto Affari Internazionali, a relatively new independent research institution, has managed to develop a most respectable record. The reputation of certain individual scholars and thinkers in international affairs is very good, but by and large they lack institutional bases to insure the volume of output of « policy thinking » essential to a strong modern democracy.

By comparison with Italy, the voluntary networks in Spain, Portugal, Greece, and Turkey are still more in arrears. The very few non-governmental research institutions or internationally-oriented associations are weak. The need is even greater in such countries for assistance to build the necessary infrastructures.

#### **Canada**

Canadian institutions which play a part in the international dialogue with that country's democratic partners are solid, respectable organizations, but there are not many of

them and they are. In most cases, short on staff and resources. Most are centered in Toronto; there are a few independent research institutions of note in such places as Ottawa, Vancouver, and Montreal. Foundations are less developed as a way of life and are smaller in Canada than in either the United States or Britain, although many Canadian PVAs have benefited from US foundation grants. Nor is the tradition of corporate philanthropy as well-developed in Canada, understandably, in view of the « absentee ownership » of so much of Canadian industry by US, British, Japanese, and other foreign interests. Consequently many non-governmental, nonprofit institutions look to government, federal or provincial, for assistance. In recent years, Canadian PVAs of the type described in this report appear to have suffered a net decrease (in real terms) in the amount of funding received from government. Canadian corporations are looking more and more (one informant told us) at how grants to PVAs might affect their « bottom line ». For both government and corporations in Canada, « international affairs » has sunk lower on the list of priorities for grant-making.

Canada is often ignored by other Western countries, not necessarily for the same reasons as Australia or New Zealand, but more or less to the same extent. By the Europeans, even more than by the Americans, Canadians are taken for granted. It is common for Europeans to suddenly get the urge for a « private dialogue » across the Atlantic - but they usually have in mind only their American, not their Canadian, friends. Japan pays little attention, publicly or privately, to Canada. And even Canada and Australia, two countries with remarkably similar attributes (huge size, vast resources, small populations, English language and traditions) seem to have little to say to each other.

We believe that PVAs, foundations, and research bodies should consider more often and more carefully how Canada could be involved effectively in the voluntary network that links the Western democracies. This of course represents both a problem and an opportunity for Canadians; many of them appear all too willing to drift along and to eschew initiatives. Americans are great friends today with Canadians, but we are not partners. The future, however, would seem to call urgently for partnership. Part of the answer lies in promoting deeper, more solid, more pervasive contacts - across the US-Canadian border-among intellectuals, educators, young people, civic leaders and all those who seek to launch the West onto higher planes of policy. In contrast with the period of World War II and the decade which followed, little appears to remain today of the « one for all and all for one » spirit that so closely linked Canada and the United States.

### General Problems of the PVAs

Before closing this chapter, we wish to mention some of the other important things which the heads of PVAs told us in our survey. « miscellaneous » matters which do not necessarily make them less important.

1. *Proliferation of PVAs.* On the one hand, modern international life is becoming increasingly complex, in many cases calling for still more PVAs to do special jobs. On the other hand, PVAs already in the same general field as the newcomers tend to look aghast at the arrival of more competition; funding-sources also tend to deplore yet another supplicant. Many new voluntary associations make the obvious mistake of failing beforehand to consult either their potential competitors or those who will have to fund them. In some cases, proliferation could be avoided through such consultations; old PVAs might be willing to take on some new functions and new volunteers. This is a touchy problem, for

which there is philosophically no easy answer; in pluralist democracies one should not stifle initiative on principle, but one must also look at the practical side of things.

2. *Creating New Political Ideas.* Perhaps the most difficult kind of philanthropic capital to find is that which is intended to finance « political » research in the international field - to create ideas which could help groups of nations break out of old boxes, but which might also go against the conventional wisdom. The Ford Foundation backed Jean Monnet and his revolutionary ideas about the future Europe, but would Ford or any other foundation do so today? Foundations, fingers burned by restrictive legislation arising in part out of « political » grants, might hesitate now because of feared Congressional reactions. Nor would government be prone to finance such enterprises, out of suspicion by bureaucrats that new ideas might cost them their jobs, or out of fear of taxpayer criticism. Where can such risk-takers be found today? Several PVAs report confronting this problem; two Japanese study institutions, for example, stated, « We have a real problem of insufficient funds for policy-related studies ». A distinguished American who heads a body concerned for four decades with moving US foreign policy in new (and unprecedented) directions, voiced fear for the future:

*These groups are important, they should not be left to die. NGOs have provided many a government with the impetus towards further international cooperation and other « good stuff ». I fear that if NGOs die, a lot of man's hope for the future will die with them.*

3. *Quality Control.* Only one (out of more than 100 organizations surveyed) told us that one of their important problems was « evaluation and assessment, quality control of product ». Only one. Admittedly, we did not list this item in any checklist; it had to be volunteered. But this lone voice does suggest that others may not be as candid with themselves as they might be. In fact, the problem of « quality control » is probably one main reason why many PVAs have difficulty getting foundation (or any other) funds. But to have to wait for a foundation to turn one down - and usually without a frank explanation, especially if « poor quality » was evident - is a negative and wasteful form of discipline. We believe that all too many PVAs indeed exercise poor « quality control ».

4. *Ordering American Books Abroad.* Here is a curious problem, yet an important one. Its solution should not be difficult. European research institutions and universities experience great difficulty in obtaining serious new American non-fiction books. Example: A German colleague of a serious bent reads the *New York Times* regularly, notes new books he would like to obtain, asks German booksellers (in a large city) to order, but their channels have proven extremely slow. He tries Blackwell's, in Oxford; « English-speaking world », he reasons. Results: no better. And many important scholarly books are never mentioned or reviewed in the *New York Times*; our colleague wants to know (a) how to learn about important books from America as soon as they are published; and (b) how to get copies expeditiously. This complaint is voiced frequently among European scholars; and there is also a problem in the « reverse flow » - European books to the US.

5. *Practical Limits on Youth Exchanges.* It is relatively easy for public figures to convince one another, for example, that international youth exchanges should be doubled; that was a decision of the 1982 Versailles Summit. But a substantial constraint on the implementation of this decision has turned out to be the lack of extra rooms in the sort of British middle-class homes where the new influx of American and other teenagers could be "hosted" for a school year. Family ac-

commodations in the UK and in Europe generally, except for people who are truly well-off, usually have severe limitations. What to do? Hold back program expansion? Lodge the youngsters with upper class families and skew the social effect? Or take plenty of British youngsters to the US but cut down on the reciprocal flow of Americans to the UK?

6. *Faltering US Leadership.* In both questionnaire responses and interviews, we discovered a good deal of evidence, some of it indirect, that American PVAs are considered by their European counterparts to have their « eyes off the ball », in various important respects. One struggling, very earnest voluntary association in Rome wished to organize a study tour for its members to the United States, to know better what was happening in Washington and to understand it. But their biggest problem was not « getting travel grants to make the trip », but « finding a responsible counterpart in the USA who will arrange a program for us ». No doubt there is an answer to this problem; but the fact remains that finding it wasn't easy for a group of Italians with serious intentions. In another case, a group of conscientious Europeans reported « great difficulty » in getting representative Americans to attend conferences. In still another instance two more or less « mirror organizations », one on either side of the Atlantic, were born of similar inspiration and profess to share objectives completely, but the Amer-

icans are criticized by their European colleagues as being « less clear » and as « having no consensus among themselves » as to what they should be doing. In another case of « transatlantic organizational pinpong », the establishment in one major European capital turned out for a new initiative sponsored by Americans, but was disappointed with the quality of the US delegation; the American group had a good idea but it was hard to find prestigious backers who, in the welter of Washington politics, could focus their attention on the long-term. Behind these complaints seem to hide several unpleasant truths: (1) Since the Vietnam War eroded the national consensus on foreign affairs, serious Americans no longer share the same view of the world or its priorities; (2) US « failures » in many international arenas (e.g., the catastrophe in the Iranian desert) has led to a general American loss of confidence - and to confusion in the public mind; (3) the elder « establishment » figures in the United States are up to their ears in commitments and can't take on more, but adequate replacements or reinforcements in many cases are not at hand, for a variety of reasons. In summary, American leadership appears to be faltering, in the private as well as the public sphere; surely more involvement of the right kind of younger people in the work of serious international PVAs could help. Yet this is a problem for which there seem to be no easy answers; meanwhile, it plagues transatlantic - and more broadly, inter-democracy - relations.

## FINDINGS AND RECOMMENDATIONS

### Main Conclusion

*The principal findings of this inquiry are as follows:*

1. For a period of roughly two decades - from the end of the Forties until the end of the Sixties - American foundations, corporations, and the US Government backed up private support for essential elements of US (and Allied) foreign policy at the time: European recovery and political-economic integration, « community » between the two sides of the North Atlantic, and alliance against the USSR. Then, in the late Sixties, came changes in the balance of the world economy, new emphases on American national needs as against foreign, the fractured national consensus on international affairs, and important changes in the European world view and role. Both government and private contributions to support private initiatives for the public good of the whole Atlantic community began to dry up. The indigenous funds available in Europe and Canada for these purposes had increased in the Fifties and Sixties, but the flow was never enough to fill the gap left by subsequent American withdrawal. *Result: Since the late Sixties, the net real funds available to PVAs and independent research institutions on both sides of the Atlantic and in Japan that could be used to support the cohesion of the alliances and partnerships among the democracies, has declined precipitately.*

2. *The overall pattern of US international grant-making, public and private, has shrunk, but the proportion of that shrinking contribution allocated to Europe, and to other Western democracies and internal US activities related to them, has shrunk even more than the whole.* The needs of other parts of the globe have seemed more important, the needs in the democratic community less urgent; it is the burden of this report that that perception did not reflect long-term US or Allied interests correctly. One set of international priorities should not be sacrificed at the expense of others; surely the West is wealthy enough to meet all its vital and legitimate needs.

3. Some European governments subsidize the work of the PVAs and independent national research institutions to a high degree, although their grants are almost always to their own institutions and not to those of another country (a prominent exception being the work of the German « political » foundations). Such contributions are now being cut back substantially. In most countries, except in the United States and possibly Britain, foundations and other forms of private giving are not sufficiently well-developed to fill this gap, even if the will were present. *Thus, a European recession in state support for PVAs results in an additional deficit.*

4. *The original arguments for a close-knit, permanent community among the industrial democracies remain as valid as ever, objectively. But to most people, the global situation seems much more complex, and the issues more cloudy.* Many factors in the world political economy have changed in thirty-five years. There are signs that the idea of an « Atlantic community » does not have the clear priority in the public mind that it once had. The idea of « community » between Japan, Australia, New Zealand and the rest of the West, is even more remote for most Europeans or North Americans. The large majority of Japanese seem woefully ignorant, unconcerned, and confused with respect to the realistic requirements and dimensions of a proper international role for their country. The « changing of the generational guard » appears to intensify these trends in public attitudes. The advent of ubiquitous mass media, reporting « news » and imparting « information » ceaselessly, has not resulted in a higher level of public understanding of world affairs; on the contrary, there is greater confusion in the public mind because the large majority of people - even those with better than average education and a good sense of civic responsibility - do not possess an adequate mental (conceptual) framework against which to judge international events sensibly and intelligently. Furthermore, ordinary citizens are less willing than they once were to leave important foreign policy questions to the politicians and government officials:

an activism based on ignorance poses a considerable danger to democracy.

5. If one accepts the arguments that a high priority still is justified for the long-term cohesion of the NATO/OECD grouping, that a well-educated public is indispensable in the support of such cohesion, and that the problem of educating the public is more complex than ever, then the case for the work of PVAs is stronger than ever. That case may be summarized as follows :

- the value of a constant interchange of ideas among the democratic societies, enriching their domestic life, and strengthening democracy itself;
- the importance of informal « back channels » of private communication among the democracies, which undergird the streams of official intercourse, and which can even help to « correct the course » of those streams, when necessary;
- the aridity of the general public's ideas about international affairs in most countries, which calls for the kind of general educational work done uniquely and well by PVAs. It should be clear that governments have few effective, direct ways, beyond the public speech and the press release, of reaching the thoughtful public with regard to big international issues, even less capability when it comes to helping the citizenry build a background of understanding against which to judge current issues in long-term perspective. In this sense, PVAs perform an important intermediary function;
- the need for developing internationally-minded civic leaders, best done through the combined efforts of independent research, educational, and other private institutions devoted to public policy questions;
- the great value of encouraging independent thought, in a wide variety of loci, about the directions of international public policy.

6. At present, there appear to be in the vicinity of 150 voluntary associations and independent research institutions in the Western world (according to the criteria of this study) which are making, or which have the potential of making, useful private contributions to the public process just described. *These organizations constitute an important asset to the combined societies of the West and perform an essential public function, comparable to that of an independent press in a democracy.* The work of these institutions is not widely recognized, nor is it adequately supported, by private sources or by governments. Many PVAs today are in a weakened position, some critically so.

7. *The PVAs could do a good deal more to make their own case with the publics, to improve their managerial efficiency, to update their leadership and their programs, and to develop better means of cooperation and coordination with each other.* Some rationalization of the PVA field, in the form of mergers, as well as « prunings » and new « plantings », certainly seems to be in order. *But the PVAs themselves, while clearly interested in greater cooperation, are not capable of initiating and carrying through such changes alone; they need the insights, help, and encouragement of donors willing and able to take the « long view ».*

8. *The entire field we have been describing lacks coherence and an adequate infrastructure.* There is generally poor communication among PVAs and between them and the public, the governments, the foundations and other funding sources. Most PVAs and independent research institutions today are funded on a project-by-project, hand-to-mouth basis - year-to-year at best. For this reason, and by the scrumpy nature of most voluntary activity, PVA operations

are marked in the majority of cases by unsatisfactory working conditions and inadequate, antiquated logistical backup systems (if indeed they deserve to be called « systems »). They will need more encouragement, recognition, advice, and financial support from « the outside » if collectively they are to perform the important function that they could perform, for the whole Western community. There is a shortage of travel funds and inexpensive conference facilities for international meetings; communication facilities among the PVAs are generally slow and outmoded; many PVAs suffer from cramped and dingy quarters, books, research reports, and other serious materials on the PVAs' subject matter are not available readily or systematically - there is information overload and yet many important works slip through the cracks of perception. The human and intellectual resources of such institutions are a priceless asset to the West, yet records are badly kept, resources inadequately used, programs and people poorly « followed up ». Forward planning is generally insufficient, if for understandable reasons. The tools of evaluation are inadequately developed. The large majority of these groups are unable to maintain proper historical records, which is a substantial handicap in many cases. The entire effort, overall, can therefore muster only a fraction of its potential impact.

9. *The responsibility for this unsatisfactory situation is presently that of no one, and yet of everyone.* Government - and chiefly the largest and historically the most responsible, that of the US - has virtually turned its back on this vital web of private networks. Foundations as a group are fractionated, narrowly targeted, disjointed, uncoordinated, often opinionated, usually thinking of short-term fads rather than long-term needs, and seemingly incapable of fashioning strategies which are institution-oriented and leadership-oriented. They also feel insecure, in many cases, about committing large sums, especially abroad. The corporate world usually has to show stockholders that its philanthropy is immediately related to potential profits, or at least to « goodwill » in rather precise sectors. The general public has no inkling of the importance, let alone the existence, of this important field of public work done by private brains and hands.

10. *There are signs that conditions which would support a trend-change may be improving.* One of our respondents told us, « We think that there is a growing awareness of the rest of the world among young people and this needs to be fostered »; the big generational change has a good side as well as a dangerous one. Governments on both sides of the Atlantic and Pacific appear to be showing alarm at the deterioration in public support for Western policies, and at the consequences of their own fractiousness. President Reagan called for a doubling of youth exchanges; governments of the other six Summit countries have responded positively. The advent of « Grant-making International » a coalition of foundations and corporations in New York which is pointing attention to the broader needs of international philanthropy, including those of the specific grouping with which this survey is concerned, is an encouraging sign. More than at any time in the last decade, responsible private people in the democracies are calling for independent action and thoughtful clarification of public issues by the private sector. An upturn in the economic situation is apparently in the offing, with consequent hope that endowments, public budgets, and corporate philanthropic funds may be able to provide more support than heretofore.

11. In the 1950s and 1960s, the United States Government developed a remarkable support system for PVAs working in this area. There was a conscious effort over several years to develop private institutions, networks, and

logistical infrastructures. The large part of this apparatus - consisting mainly of knowledgeable foreign service officers who knew the territory - has been swept away by inchoate personnel-assignment and training policies and finally by superannuation, not to be replaced. It is now extremely doubtful that an approximation of these programs and structures could ever be reproduced through the direct efforts of government. Some individual embassies retain residual contacts with the remains of the network, and there are a few highly-knowledgeable officers about, but *the job of looking at the needs of this field as a whole will have to be done in new ways... if indeed it is done at all.*

### Opportunities

It is our contention that, despite this rather dismal state of affairs, opportunities abound, if we turn our attention to what might be done to improve the situation.

First, *there is a gap in information* about this field. Battele's « first cut » at surveying the situation is only that; the way is wide open to others to fill obvious lacunae demonstrated by our inquiry. There is also a continuing task of developing a data bank on voluntary activity for those who want specific information with regard to particular PVAs or classes of them. This would be an expensive and demanding undertaking. There seems to be no way for user-fees to pay the full cost of an effort of this kind (as the progenitors of *Intercom*, started by the Foreign Policy Association in the 1960s to provide information about US PVAs in world affairs, discovered when the foundation funds ran out).

Second, there seems to be an *obvious need for better sharing of information and more cooperation*, among PVAs themselves, among foundations and other private funding sources, and among governments, to the common end of better defining what needs to be done, who can do it, and what resources are required. One might cite, for example, the challenge of making sure that all important groups in society are reached by PVAs; our survey suggests there are serious gaps.

Thirdly, there is also a need, among the same groupings, to examine the *geographic flow patterns* among various parts of the « Atlantic-Pacific community » to see where, from the point of view of public policy, more educational, research, and cultural work needs to be done.

Fourth: An opportunity which seems to us particularly worthy of exploitation is this ; *How can one tap the well of goodwill created over years among participants in exchange and other international educational programs ?* When political tensions heighten among allies, one of the chief problems in creating public understanding is that most ordinary citizens do not have a background of experience or intellectual capital against which they can place international events and issues in perspective. However, many « alumni » of conferencing organizations and groups which organize study tours of exchange-homestays abroad do possess such backgrounds, including relatively rare knowledge of and sympathy for other nations and peoples, by reason of their foreign experiences and their continuing contacts with foreigners and with (in many cases) international institutions. There would of course be a danger if it seemed that governments or even non-governmental bodies were attempting to exploit such educational experiences for political purposes. But the problem and the opportunity still seem worthy of serious consideration; proper boundaries would need to be drawn.

A retired foreign service officer with long experience in cultural relations with Europe, looking at this problem from the planning end, declares that « mutual understanding as a goal of exchanges is not enough ». He advocates that ex-

changees, after their initial experiences, should be systematically invited to conferences, colloquia, and other types of meetings where they can meet others with similar experience and otherwise be encouraged to consider the public service implications of their special knowledge. This advisor suggests « integrated programs » to link PVAs with counterparts sharing similar objectives but having different working methods.

Fifth, for all that has been said recently about the « Successor Generation » problem, it seems evident from our survey that neither PVAs nor governments are yet doing enough to help bridge the age gap - more properly, gaps. In particular, those at the upper end of the Successor Generation, people in their forties and even early fifties, including some who are already in charge and others whom one might term « threshold leaders », are receiving inadequate attention as a group. Today's teenagers and university students won't have the torch passed to them for another two or three decades; more attention meanwhile should be given to those who are on the verge of « changing the guard ». In the past few years, for example, some important programs for this age group have been discontinued - such as the Harkness Fellowships for continental Western Europe, and the Ford Foundation Young Leader program for all Western countries. Present efforts in this area, according to our survey, seem insufficient, even puny.

Sixth, we have pointed to the existence of *developing networks* of PVAs and research centers in various fields of interest, across borders. *A significant opportunity exists, it seems to us, to strengthen many existing networks and to create new ones.* There is, for example, a series of at least seven « standing seminars » on transatlantic relations and the general affairs of the West, most of them called « Mid-Atlantic Clubs », multinational in their composition, and strung from Melbourne across the US to Europe, which provide modest but important opportunities for leaders of thought and action to meet privately and regularly on the West's « public agenda ». There is today little contact among these groups; the expense seems prohibitive. But with help and encouragement, and perhaps by tying such groups administratively into other networks of cooperation, their overall impact might be considerably increased. The leadership of most of these groups would welcome such an initiative, but is beyond the power of any one of them to take it. In another sphere, a professor at the University of Geneva has proposed that a network of European and American research centers dealing with East European and Soviet studies be set up; one aim would be to try to further the idea, as he put it, of a more coordinated « Western East Policy ». The public affairs officers at one of the large US embassies in Europe told us, « We are lacking help to "match up" like-minded groups in various countries ».

A seventh opportunity ; *Small groups, with simple all-volunteer structures, could often do a great deal more if they had access to a modicum of professional and clerical « back-up ».* A professor who organized an informal network of scholars specializing in the politics of one major Western country has advised us that « the trick is to combine professional involvement (in the administration) with adequate support services to maximize the effectiveness of that professional involvement » and still not lose the dynamic thrust and enthusiasm of the scholars involved. If funding sources, perhaps foundations, were to turn their attention to this opportunity, developing ways in which several such initiatives could be served jointly, the net impact might be considerably enhanced.

Eighth ; *The model ~ predominantly Italian and Japanese - of newspapers and other publishing houses which sponsor*



serious research and educational activities on a public-service basis, appears to us to offer another important opportunity. If this model could be applied more widely in the West (and perhaps by some TV networks as well), it might bring valuable additional sources of knowledge to bear on public policy questions in a more thoughtful way than one usually associates with the « fast media »; it could provide still another useful link in the chains of institutions cooperating internationally for the public good; and it might have a salutary side-effect on the policies and personnel of the mass media themselves.

A ninth « opportunity gap » : There is an asymmetry between the public and private sectors, in that the older « transatlantic » network of PVAs, initiated more or less with the birth of NATO, and mainly to support NATO, has not been expanded to reflect the creation of OECD or other wider and newer intergovernmental links and political/economic/strategic concerns that properly involve all of Western Europe, North America, Japan, Australia and New Zealand. The North Atlantic Assembly, composed of parliamentarians whose political sensibilities usually outrun those of their governments, and the privately organized international political party groupings (cf. the New Pacific Democrat Union) are both ahead of governments and the public in forging links that reflect accurately this larger emerging pattern of national and « community » interests. Most PVAs, however, lag behind. Perhaps there is a need for new networks of PVAs - and entirely new national PVAs in some countries - to pull together the expressions of various private interests in this common public development of a broad « community of democracies ». The Trilateral Commission has gone some pioneering distance in expressing the existence of such a new « international system »; the Atlantic Institute has gone even further. But the infrastructure of private cooperation to support this larger geographic concept is almost totally absent on a national basis in many countries, and weak also in international terms. (Most national units of the Atlantic Treaty Association, for example, cling to the narrow idea that their job is to promote NATO. Some, like the Atlantic Council of the United States, have broadened their scope to cover the interests of all OECD countries; but in OECD countries which are not part of NATO - such as Japan or Switzerland - there are no PVAs which could act as national anchors within an augmented ATA network.)

### Strategies for the Future

What follows is an attempt to suggest a broad set of public and private strategies which might result in a general improvement of the field of work described in this study. Although a good deal of what we propose is aimed at American government and private bodies, there should indeed be a « community strategy », in the sense that it is in the interest of all the established democracies that all private initiatives for the public good of their combined *civitas*, in all countries of the « community », be encouraged and strengthened. We urge especially that the United States as a people, not just as a government, focus on this special set of problems and opportunities. We do not believe that the job that needs doing can be managed by foundations alone, or by business firms, or by public collections, or by government itself. There are parts of the task best suited to each; these should be more fully identified, elaborated, and then made part of an overall strategy and plan, agreed to by appropriate representatives of American leadership.

We propose also that the other OECD and NATO countries - acting through both public and private institutions - take part in the planning. The objects are « community » ob-

jects; they have far broader implications than for the United States alone.

### Information and Communication

1. A central, non-governmental means should be devised for collecting, analyzing, and disseminating information about the work of the kinds of institutions described in this report, i.e., PVAs whose work contributes to the cohesion of the democracies. This might be done by a university, a foundation, an existing PVA, or by a specially-created independent center. Only if such information is readily available will there be a basis for effective coordination of the work of the PVAs and independent research institutions, or for intelligent grant-making (\*).

2. There is a subsidiary need for information as to who is making financial contributions to whom, and for what, within this field. (The Council on Foundations provides some useful statistics on « international » grants, but the criteria and breakdowns into categories are insufficient for the purposes described in this inquiry; there is virtually nothing of this kind for other countries.) In particular, there is little if any consultation among foundations and other major donors on broad needs internationally, prior to grant-making. Attempts have been made, between US and European foundations, but without follow-through.

3. Finally, thought should be given as to how PVAs can be given then means for swifter, cheaper communication. Much work now suffers because antiquated and costly methods - the public mails, old-fashioned cables and telex (seldom available in any case) - hamper good communication. The effectiveness of much of the work could be greatly enhanced if this deficiency were corrected, and it should be done on a general basis, through the introduction of computer-networks, rather than helter-skelter, PVA-by-PVA. A combination of foundations, government, and private firms specializing in communications might find the most suitable way to do this. Better communications could, for example, help bring about : intercontinental speakers bureaus, swift calendar-clearing, coordination in planning research, coordination of educational programs, the sharing of services, fast preparation of joint policy-oriented statements. However, the newness of the technology and the complexity of the problems suggest a cautious, slow approach.

### Supporting the Institutions and Networks

1. Although project-oriented grants definitely have their place within a range of devices for supporting the work of PVAs, these have recently, in the field in question, taken on too much prominence. Foundations and governments, in particular, should consider adopting a strategy which would lay primary stress on building institutions and long-term programs, and on inducing « network » cooperation among institutions.

2. Such a strategy would call for changes in policies, e.g., :

- Institutions would be nurtured, i.e., the fund-granting agencies would adopt active policies of coaxing, advising, encouraging, and catalyzing the development of individual PVAs and groups of PVAs, rather than simply reacting to proposals. New PVAs which are still more idea than institution, or small, weak PVAs, would be specially encouraged if it is believed that their mission is sound and that their leadership has strong potential. Grant-makers would try to act more as catalysts, less as doorkeepers.
- More stress would be laid on finding and developing able leaders for PVAs, and giving the best people the necessary tools to do an effective job, or in some cases, to learn more so that they can realize their potential.

• *Funding agencies, especially the foundations, would try to coordinate better their evaluation and grant-making efforts.*

3. *Better tools for evaluating the work of PVAs need to be developed, so that self-appraisal, as well as better follow-up by donors, is facilitated.*

### **Rationalization, Coordination, Cooperation**

1. *PVAs themselves should cooperate more, i.e.: make every effort to find out what other PVAs with similar interests are doing, to eliminate duplication of effort, and to develop ways of working together for common ends when the tangible benefits are clear. Together (rather than separately), some PVAs might have better access to money, be able to reduce costs, and build and present their case to the public more effectively, for example. A division of program labor is more difficult to arrange, but it could be effective and impress donors in some cases.*

2. *Foundations and other funding agencies should encourage inter-PVA cooperation. In answering requests for funds, they should put the burden on PVAs to show why they should not eliminate duplication, coordinate with like-minded groups, share logistical services where it is reasonable, and - in some cases - merge.*

3. *The establishment of new PVAs should be encouraged only if it can be shown that they will add something new and important to the general spectrum of PVA activity, or that they can do a job someone else is not doing in an effective way. Wherever possible, « mergers before birth » should be encouraged, so that energies and precious leadership resources are not dissipated.*

4. *It should be recognized that cooperation and coordination cost money; careful provision for this should be built into the budgets of PVAs and into grants to them. Grants for leaders of particular PVAs to visit or meet with others, to discuss and develop cooperation, might be considered.*

### **Geographic Emphasis**

1. *Special attention should be given to the nurturing of reciprocal private flows of goodwill, cooperative endeavor, and international public policy studies among pairs of the OECD/NATO group of countries where the links are especially weak, i.e.,*

Japan-Canada

Japan-Europe

Europe-Canada

Continental Europe-Australia/New Zealand

Areas within Europe : Greece-Turkey, Southern Europe-

Scandinavia, Spain and Portugal-North Europe

Greece and Turkey-rest of Europe

N.B. These areas should not be emphasized, however, at the expense of the central core relationships - such as US Europe -that lie at the heart of the Western community; they are envisaged as « add-ons ».

2. *Democracies in which voluntary association is not a well-established way of life should be given special assistance - where it is wanted - e.g., help in drafting legislation; help in defining and explaining the role of private foundations; help in promoting voluntarism; and help in establishing independent research institutions. Especially strategic countries to consider for these purposes : Japan, France, Spain, Portugal, Italy, Greece, Turkey.*

### **Alumni, « Anciens », « Old Boys »**

1. *An international study group should be formed to consider ways and means of making better use, for the good of*

their nations and the larger community, of the special insights and knowledge of people who have participated in various kinds of international exchange of persons and educational programs. Perhaps a precursor of what could be done a British Association of Former Fulbright Grantees, has recently been formed.

2. *A catalogue of institutions which might be involved in such a general program should be made (including perhaps such bodies as the Salzburg Seminars, Wilton Park, the Eisenhower and Harkness Fellows, the Trilateral Commission, the Atlantic Institute, the Atlantic Council of Young Political Leaders, the Pacific Basin Institute (Santa Barbara), and the Anciens of the NATO Defense College).*

3. *Ways might be developed to keep better track of what happens to such alumni, and to promote interaction and communication among them, and with PVAs which could make good use of their talents and insights.*

4. *Such « banks » of alumni might well form pools from which future leaders of both PVAs and intergovernmental enterprises could be drawn in the future.*

### **Multinational Foundation Cooperation**

This has been discussed, but - to our knowledge - never attempted on a sustained basis. There appears to be, in fact, relatively little national coordination among foundations with supposedly similar interests. Directories of foundations and annual lists of grants made are at hand, for most European countries as well as for the United States. But there is little if any joint discussion before-the-fact about support of the kind addressed by this report. We have no precise suggestions as to how it could be managed; we only believe that somehow it should be done.

### **Group Exchanges, Sister-Cities, Professional Links**

As our inquiry suggests, there is a great deal of activity of a broad and diverse sort now linking together people, communities, and professional groups in various countries. It has been our experience that the educational « fallout » from such activities as the Rotary Clubs, Sister City exchanges, meetings of the Inter-Allied Confederation of Reserve Officers, or International Chambers of Commerce conferences can be substantial, even if erratic and haphazard. Experience with just one such effort, the Seattle-Nantes city affiliation project, suggests that extraordinary civic energies can be released and channeled as a result. In that particular case, it is most interesting that Socialist and a few Communist members of the Nantes city council acquired a very different picture of the United States and its people as a result of meeting some ordinary (and some not-so-ordinary) Seattle citizens. More scientific, systematic inquiry should perhaps be undertaken with respect to programs of this broad sort; the idea of identifying current and future leaders who begin their « international immersion » by means of such activities, and then of following their careers and later involving them in perhaps deeper and more concentrated international activities, should be explored. Again, the strong web of communication and information-sharing which would be desirable in order to exploit such possibilities does not yet exist, but this may be still another argument for its development.

Common professional interests provide an especially inviting and potentially effective base for building international « community » links. As with « alumni » programs, what often is lacking is a follow-through with professional participants, to show the broader, long-term implications and pos-

sibilities of their new relationships - to relate personal experiences to the great task of community-building.

### **Training for PVA Professionals**

To our knowledge, there are no institutions of higher learning providing specialized training in leadership (as distinct from administration), or for analyses of the concepts of voluntarism and philanthropy - the « Third Sector » - in modern societies, for the executives of private voluntary bodies in the international field. Studies should be undertaken, in all continents comprising the OECD/NATO grouping, of needs and possibilities for bringing about such a development.

### **Special Attention to Certain Institutions**

There are a few bodies to which the attention of the main governments and interested foundations should be drawn, for they are in special and urgent need. As a result of our inquiry, we believe we can help document such cases, but we would like to work with a study group in order to develop the need and strategy. Perhaps some foundations could take the lead ?

### **Government**

It was our conclusion that the once effective apparatus of official US support and encouragement for PVAs contributing to European and Atlantic cooperation could not be re-created. But this does not mean we believe there is no role in the future for US Government activity in this field. There are many kinds of programs that are clearly in the public interest but which foundations or corporations are reluctant or unwilling to support, or which foreign sources will not help, especially if these are seen (as they now are) to be fragmented institutions and programs.

We believe that it is essential for the US and other Western governments to pay more attention to PVAs such as those described in this Report, which can help them in smoothing and strengthening inter-state relations. They should also attempt to assist them and to cooperate with them wherever it could be mutually helpful. Specific steps which would be appropriate for the US Government, perhaps (or perhaps not) for others :

1. Adopt a policy that PVAs are important - more important than the behavior of government would currently lead one to believe. Put a special priority on work which *strengthens cohesion in the West*
2. Establish a clear responsibility, with a single focal point, in the capital and in each embassy in a Western democracy, for close liaison with PVAs which can help « cohesion ».
3. So arrange matters organizationally that personnel exercising this responsibility are given career patterns to insure that the « institutional memory » with respect to PVAs is developed and preserved, that there is continuity of contact, and that the PVAs themselves feel that there is a continuing interest in their work.
4. Develop better informal liaison with private donors (and potential donors) to PVAs - foundations, corporations, and the like - so that the one group will understand better what the other is trying to accomplish with respect to PVAs. Among other things, this will help government to identify gaps which private donors are unable or unwilling to manage.
5. Be prepared to make more grants to PVAs which serve the interests of the Western community well. In making and assessing such grants, look generally for long-term, not short-term, « payoff ». The groups described in this report

are, in the main, geared more to the long-term task of building the infrastructure of community and to the medium-term task of helping to resolve international issues, than they are to political action. Furthermore, grants for political action tend to compromise the independence of PVAs.

Beyond these suggestions lies the possibility that the US Government may, in the near future, as a result of Administration or Congressional initiative, develop major new forms of providing official funds to private groups in the international field. We believe that certain mechanisms of this kind could have important and beneficial results; there are already useful precedents for mixed public-private funding, such as the East-West Center in Honolulu, the Asia Foundation, and the Inter-American Foundation. There has been discussion, on and off since the mid-Sixties, of plans for a « National Endowment for International Affairs », to pick up where the Government left off in the 1960s when programs of support for PVAs were rather abruptly terminated or severely cut back (\*).

None of these possibilities should be overlooked, and for certain important international objects it may be that there is no alternative to major, official US funding programs.

But it is our belief, after considerable consultation with persons of great experience in several countries, that the « funding gap » described in this Report - the sharp decline in funds available for the work of PVAs which enhance the cohesion of the West - should be filled primarily by private, non-governmental institutions.

### **Principal Recommendation : A New Foundation**

It is clear that today, in an overall sense, no individuals or institutions, private or governmental, accept responsibility to assist, or even to monitor, the private efforts described in this report. On the support side, as well as on the side of those who use funds to undertake programs, what is left of a once-massive, combined private-public effort is today fractionated and disjointed on the program side, although some individual PVAs do well, many others do not. *It is the principal judgment of this inquiry that as a whole, this web of private networks, which seems so important to the future of the West, is in serious trouble.*

A new rallying point - a major source of support, in all senses of that word - is now called for.

*The Principal Recommendation* of this Report, therefore, is that a *new, private foundation be established*, to do three main things :

1. Monitor and nurture the overall development in this important area of Western civic initiative; and
2. Make grants which will sustain worthy and promising institutions and programs in this field, and encourage new efforts as they are needed;
3. Promote a coordination and rationalization of effort.

It is suggested that this Foundation (at this point, let us not give it a name, but simply capitalize the generic term) be established under US law, primarily because the largest single group of donors would probably be American, and because US charitable law is liberal and flexible by comparison with that of other nations.

Such a Foundation would need to be in a position to make total annual grants on the order of \$ 10 to \$ 20 million, more if possible, if it were to have appreciable impact on the field. Whether a capital sum sufficient to generate income of this magnitude could be amassed is an open question; a great deal would depend on what sources were approached, in what manner, and by whom. To be able to rely on a large

endowment, rather than engaging in periodic appeals, ahs obvious advantages.

From what sources could one expect such sums to come ?

Existing foundations, business corporations, wealthy individuals, other private institutions, and the general public might all be invited to contribute. Not only US sources, but those of other countries as well, should be solicited. In the event that there were substantial non-US contributions, it would be appropriate to include members of other countries on the board of trustees. Alternatively, groups in European countries or Japan might prefer to set up parallel but separate funds.

The Foundation would make grants to the kinds of institutions, described in this Report, whose activities conduce to the strengthening of ties among the Western nations and peoples and to the study of their common problems. A small staff would plan and oversee a grant-making program; in the process, these professionals would become well-acquainted - and remain so - with key individuals and institutions in the world of voluntary associations and independent scholarship.

Two main strategies for the Foundation's program are suggested : (1) *to put great emphasis on nurturing institutions, rather than on project support (although that should not be excluded); and (2) to promote the development of future leaders for the Western community.*

The careful reader will note that the foregoing discussion has not mentioned a role in the new Foundation for governments. We considered that idea, because it is not at all certain that private sources will be sufficiently forthcoming to make such a foundation as effective as it must be. We have been dissuaded, however, from proposing the creation of what one might call a « public-private » foundation, for several reasons :

(1) The US Government would be the most obvious - indeed essential - public source, yet the past history of its involvement with alleged covert funding of private efforts overseas would handicap the new Foundation considerably, and unnecessarily, from the outset. The changes in public perception, abroad as well as in the United States, over the past decade-and-a-half suggest the wisdom of this judgment.

(2) To make this a truly « community » affair, and to minimize the implications of US official involvement, one might envisage inviting most or all governments of, say, the NATO or OECD countries to contribute. But the political, legal, and practical difficulties of both setting up the Foundation and of managing its affairs counsel against this extremely complex undertaking.

(3) It would be extremely difficult to « alienate » government monies from their source, so that a privately organized and perpetuated board could spend them without political consideration or interference. And, even if it could be done, it might not be justifiable, in terms of relinquishing public control.

(4) The argument that most Western governments give money regularly, more or less with « no strings », to universities and scientific research institutions, is cogent. But in the field under consideration, at least some activities the Foundation trustees might wish to fund would be of a political nature, broadly-seen, and thus much more difficult to insulate from day-to-day politics in the member-states.

(5) There is also a matter of principle : if the arguments set forth in this Report in favor of preserving and strengthening the « independent sector » as against the much stronger economic and political powers of Western society are correct, then it would seem to favor the tenets of democracy

and of citizen-action to create this new Foundation on the basis of purely private initiative, and to sustain it by purely private means, indefinitely.

Before passing from this point, it should be noted that we are not entirely confident that private powers can or will be sufficiently animated to do what is necessary. In the event that such a private initiative were to fail, serious thought should be given to a governmental, or intergovernmental, alternative. But it is definitely a « second-best » idea.

Why, one might ask, should the various possible sources of contribution suggested earlier, *want* to contribute to such a new Foundation for the West ? Here are some possible reasons :

(1) Business corporations, especially those with important international involvement, would see the connection with their long-term interests; such firms have a strong need for a reasonably stable, predictable, and free international environment in which to conduct their affairs. Furthermore (as the McLean report suggests) (\*) it is cumbersome and sometimes questionable, in a legal sense, for corporations to make gifts in other countries; one central Foundation, whose trustees were obviously persons of great judgment and integrity, could make contributions on behalf of many for the general good of the Western community. Also, while many corporate heads approve the idea in principle of making contributions for international purposes, they do not know where to start, or how to establish priorities; the proposed new Foundation would offer an intelligent way for them to participate in the broad affairs of the Western community, without having to make detailed decisions.

(2) Many foundations would be constrained by their charters or by established policies from contributing to such a new Foundation. But other, particularly large general-purpose foundations and new foundations, might find inviting the prospect of major capital transfers for such a vast and significant public undertaking.

(3) Wealthy individuals : It is patent that there are numerous persons and families throughout the Western world who have profited immensely over the years - in some cases, over generations - from the creative, productive environment afforded by the free and relatively stable institutions of Western democracy. Many such persons no doubt would like to make substantial gifts for important aspects of the international public welfare, but are constrained - like some corporations - by their inability to see how such funds could be administered with wisdom and probity, and intelligent priorities set. If they understood the stakes and had confidence in the persons of stature who presumably would govern such a new Foundation, many might give generously. A bequest program might be particularly efficacious in this connection.

How should one proceed ? We see several possibilities.

(1) The Council on Foundations (Washington, DC), and more specifically its Committee for International Grantmakers (see page 67, above), might wish to take the lead in conducting studies and consulting foundations and other interested parties in the United States and abroad. It might develop detailed proposals for such a new Foundation.

(2) An exploratory project might be taken on by one foundation, perhaps with joint sponsorship by several others in different countries.

(3) The International Chamber of Commerce, or a similar business-oriented institution, might convene an international meeting to explore the idea.

(4) A committee of private persons might be formed to initiate appropriate proposals.

All sectors of Western society that would tend to be affected by such an institution - including governments -

should rightly have a say in the conception and consideration of such an important new institution.

### Afterword

In a family, members do not always agree, but there is normally sufficient tolerance and mutual respect to overcome the inevitable stresses and strains. Strong nations are bound internally by such family feelings. So *might* it be among the nations, were mankind sufficiently advanced. But unfortunately the common expression « the family of nations » remains only a pious platitude, especially in a global sense. Among the Western peoples, however, the ideal of a true international community is much closer to reality. The advent of such novel institutions as the European Community and NATO, and the « family » spirit which accompanied them and has grown alongside them, has allowed us to expect much more of the West than of the sadly-fractured global agglomeration of all the nations.

Activities such as those of the PVAs we have described contribute powerfully to the sense of community, the « we-feeling », which community on mankind's next historic level - the level above the nations - requires. Of course the work of the independent sector alone cannot be sufficient to create such bonds. Governments of the Western nations bear the major responsibility. But they, in the end, may show themselves incapable of proposing the sacrifices or devising the myriad solutions which are essential to institutionalize cooperation on a sound and permanent basis. They may fail in this historic effort of community-building, no matter what the state of public feeling. On the other hand, *without* the solid base of « community-minded » public support, schemes for cooperation and efforts to resolve big issues, no matter how ingenious, pre-empt-making, or well-meant, will almost surely fall short. It is both the strength and the weakness of democracy that this should be the case.

The West, in a very real way, has been and should continue to be the main political and social laboratory for an eventual world community. In the work of the private organ-

izations outlined in this report, one can see the development of methods for promoting consensus and for nurturing understanding and goodwill which, with time, can be expected to help other regional communities to form themselves effectively. With the passage of time, such quiet, private efforts might also pay off in laying the groundwork for a new era in East-West relations and ultimately for a stable, peaceful global community.

In the foregoing report, we have urged, in effect, that the Western partners, after a hiatus of nearly two decades, should return to a forceful implementation of the central, if implicit, goal of their traditional combined policies: i.e., *to create a strong, enduring community of the Western democracies*. This aim is not « old hat ». It is more practical and necessary than ever. In order to carry it out, political steps will have to be taken by governments, and no doubt the actions of financial and business institutions will be important in the economic sector. But vital also to the enterprise will be those transnational educational, scholarly, civic, and friendly activities typical of the voluntary sector in the pluralist democracies. *It should be the clear policy of leading public and private institutions in the democratic countries to promote such private initiatives for the public good*. This, we suggest, is an overall, long-term strategy which could be advanced regardless of the short-term contentions and uncertainties of domestic politics and their impact on the international scene.

The thrust of this Report has concerned the West, but the world's problems are not circumscribed by the Western countries or their concerns. We believe that while the West must serve in this era as the vital core for the lion's share of all the international tasks that need doing, the necessary efforts cannot be limited to the West, and in many cases must be concentrated elsewhere. Concerned young people understand this particularly well. They are in the process of setting their own agendas. It would be well, if the foregoing suggestions are to be taken seriously, that a coalition of older and younger people, and some « in between », be formed to study and act on behalf of the Western community.

## SUMMARY OF FINDINGS

These were the principal conclusions of our Inquiry:

1. The work of PVAs is essential: they provide indispensable « back channels » of communication to supplement those of governments; they often take initiatives to overcome bureaucratic and political inertia; they train leaders for the public service who can think internationally; they help nations to borrow good ideas from one another; they can influence public debate on important international matters; they help build international consensus; they work to reduce international tensions; they reduce cultural barriers to understanding and communication; they help raise the general level of education regarding world affairs; they create international goodwill and friendship; and they help to build « community » among nations.
2. PVAs covered in this inquiry bring more than a hundred fifty thousand people (usually « opinion-makers ») into their meetings annually. Around a million people buy or read their combined publications. They concentrate heavily on reaching politicians, businessmen, officials, journalists, and academics. Attention to labor groups, youth and the « Successor Generation », however, appears insufficient. Students and other exchange participants are potentially a great asset to Western socie-

ties, but there is inadequate « follow-up » to their experiences, generally speaking.

3. The geographic focus of these PVAs - limited originally to Europe or the NATO countries - is widening, but slowly. « The West » now includes Japan. There is new interest in Australia. The flow of voluntary contacts, however, is especially weak between Japan and Canada, Japan and Europe, Canada and Europe, Europe (minus the UK) and Australia-New Zealand, Northern and Southern Europe. The bonds of community are developing unevenly; Greece-Turkey, for example, is an especially weak link.
4. PVAs could do more to make their case with publics, improve management, update leadership and programs, cooperate better with each other. Some mergers are in order, to save money and to encourage donors - in some cases, to save the organizations themselves.
5. This voluntary field lacks coherence, communications, infrastructure, and, above all, money. Two-thirds of the PVAs we contacted say they have serious financial problems.
6. PVAs have done a lot to cut costs, but in many cases now face severe program cutbacks. Some organizations will not survive.

7. Many PVAs suffer from an ageing of leadership. It is difficult to find young leaders willing and able to carry on work, the goals and methods of which were established in an earlier era. Some PVAs will probably "die" or undergo a transformation which vitiates their purposes, unless a successful transition, involving a synthesis of views and priorities of young and old, is arranged.
8. Area studies related to the peoples and cultures of the developed democracies are suffering from a decline in funds - especially US studies of Western Europe.
9. Less funds are available today for this field in real terms, than in the 1960s. American foundations, once a main source, have cut back drastically on international giving. Emphasis on project-by-project funding by foundations causes PVAs to live short-term, follow » fashions » and cut productivity.
10. There are signs of a possible trend change. The economy is improving. Young people are showing new concern for international affairs. Western governments, alarmed at ebbing public support for their policies, are starting new programs with PVAs (Summit Youth Program, President Reagan's Democracy Initiative, large German expenditures). More PVAs are cooperating with one another. A few mergers of PVAs have taken place.
11. On balance, however, in looking at prospects for the field, negative trends so far outweigh positive trends. The PVA effort to help the West cohere needs substantial outside help, restructuring, encouragement.

A number of opportunities became evident in the course of the survey :

1. A data bank on PVA activity could be helpful.
2. Some important sectors of the public are not reached by PVAs; better coordination could help fill gaps.
3. « Alumni » of exchange and conference programs constitute an impressive but little-used resource for the West.
4. Threshold leaders (30s and 40s) receive inadequate attention.
5. Rudimentary networks (strategic studies, discussion clubs, economic institutes, sister-cities, others) are developing.
6. Italian and Japanese models of publishing houses which sponsor serious research and education on world affairs seem worthy of emulation.
7. The long-term educational mission of PVAs-helping persons who seek a better overall comprehension of world affairs - is much more important than it was previously. To further these and other educational ends, PVAs ought to use the communications media - and especially TV - more.

The survey ends by proposing new public and private strategies which could improve this work :

1. Governments should pay more attention to PVAs and to their role in strengthening Western unity. They should encourage the work of the independent (nonprofit, non-governmental) sector of Western society.
2. Foundations and governments should down-play « project - grants, adopt a strategy of nurturing and building voluntary, independent institutions.
3. More attention should be paid to finding and developing leaders for PVAs, instituting formal training for them.
4. PVAs should be encouraged to cooperate and given financial help to do so. PVAs, as a group, should be helped specially to set up swift, cheap communication networks, using computers, to facilitate cooperation and the exchange of information.

5. New PVAs should be established only if they will add something new and important, or can do a job better " Mergers before birth » should be encouraged.
6. Voluntarism, philanthropy, and independent research should be given special assistance in societies where they are weak. Improved legal structures are important.
7. Better use should be made by the international community of the « alumni » of international exchange and educational programs.
8. Foundations should cooperate before the fact, nationally and across borders, in considering international grants.
9. International networks of PVAs should be encouraged, expanded.

The principal recommendation of the Survey:

A private, independent, permanent foundation should be set up under United States law to make grants to voluntary associations and independent research institutions whose work contributes to the cohesion of the democracies. A small board of directors would decide policies and programs. A small staff would plan and oversee the grant-making, nurture institutions, help develop future leaders, promote rationalization of effort and coordination. Foundations, business corporations, labor unions, and other private bodies in Western democratic countries would be encouraged to contribute. Alternatively, private groups in Europe or other Western countries might wish to establish parallel foundations.

It is hoped that a foundation or a group of PVAs (perhaps the Standing Conference of Atlantic Organizations) might use these conclusions and recommendations as a basis for developing an agenda for public discussion and help thus to concentrate public attention on what we believe is a most important problem, as well as a significant set of opportunities.

Facts about each PVA surveyed are now presented in the three sections which follow.

(1) Japanese tradition provides scant roots for philanthropy. In a perceptive analysis, Michio Morishima points out that - benevolence - - one of the chief elements in Chinese Confucianism - did not become a part of the traditional Japanese hierarchy of

of it in the case of Japan... In Japan, it was loyalty rather than benevolence which

case as Japan approached the modern period ». (*Why Has Japan Succeeded? - Western Technology and the Japanese Ethos.* Cambridge : Cambridge University Press, 1962, 5-9.

(2) *International Relations Studies in Japan.* Tokyo, September 1981, 4.

(3) *International Relations Studies in Japan.* Tokyo, September 1981, 10.

(4) *International Relations Studies in Japan.* Tokyo, September 1981, 10.

(5) In her report (op. cit., p. 69) Sheila McLean quotes - a member of the Board of Directors of one major multinational corporation - : « Gelling across the message that the

junction. If the message can be sold, then the monies will come in due time - .

(6) At this writing, plans are being discussed in Washington DC for a new - National Endowment for Democracy - which would be funded by the Congress and organized analogously to the National Science Foundation and National Endowment for the Humanities. It would make grants to special foundations organized by the Republican and Democratic national parties, and to labor unions, employers groups, and PVAs. These, in turn, would undertake programs designed to assist democratic forces in

Endowment might overlap in function, to some extent, with the private Foundation we have proposed. Preliminary investigation suggests, however, that significant duplication could be avoided and that the two indeed could be complementary. If US Government funds, by this indirect means, could assist worthy PVAs globally (and, we

assume, primarily in non-Western countries) there could be a net gain for all concerned. But in our opinion the existence of this project, if it indeed were to materialize, would not supplant the need for the wholly private, international foundation which we propose, whose aims are complementary but different.

----- (1)Op. cit., 28-33.

# Vers un droit communautaire pour les associations

par Louis Eyraud\*

La naissance d'un droit communautaire pour les associations à but non lucratif concerne directement l'Europe des citoyens, clé de l'avenir de la construction européenne.

En novembre 1984, le Parlement européen a été saisi, à mon initiative, d'une proposition de résolution sur « *la mission, l'administration, la réglementation et le financement des associations dans la Communauté européenne* ». A l'origine de cette initiative se trouvaient les difficultés rencontrées par l'« Association européenne pour le progrès social », pour exercer légalement ses activités dans l'ensemble des Etats membres de la CEE.

Quels siège, quels statuts, quel cadre juridique cette association « internationale » par sa composition et sa vocation devait-elle choisir? La personnalité juridique d'une association n'est jamais reconnue automatiquement à l'étranger. La notion d'association internationale n'existe nulle part, sauf en Belgique. Une telle association ne peut donc se rattacher qu'à un droit national, celui de son siège, par lequel elle est d'ailleurs le plus souvent soumise à un statut d'association étrangère, généralement restrictif et précaire.

Vient s'y ajouter les entraves psychologiques (la loi du siège impose souvent la présence majoritaire de nationaux dans les conseils d'administration, ce qui dénature singulièrement l'idée même d'association internationale) et fiscales.

Aussi est-il difficile à quiconque le souhaite de fonder une association sur une base transnationale ou à des associations nationales de se fédérer à un échelon international.

\* Député au Parlement européen.

\*\* Le rapport, ainsi qu'un certain nombre d'amendements, ont été soumis au Parlement par Mme Fontaine, député, et adoptés par l'Assemblée en séance du 13 mars 1987.

Sur le plan européen, l'absence d'un cadre juridique facilitant la coopération des associations au-delà des frontières est d'autant plus choquante que le thème de l'Europe des citoyens émerge chaque jour davantage pour relancer la construction européenne.

Faisant suite à ma proposition de résolution, la Commission des affaires juridiques du Parlement européen a élaboré un rapport\*\* sur le sujet. Il apporte la preuve de la compétence de la Communauté pour agir : Celle-ci a certes une vocation économique, mais le critère du but lucratif ou non ne saurait constituer une frontière étanche entre activité économique et activité non économique: Les associations à but non lucratif participent sans conteste à la vie économique de l'Europe.

Dès lors, le recours à l'article 235 du Traité de Rome, pour fonder une action communautaire en faveur des associations, n'est nullement abusif. Cet article stipule en effet que « *si une action de la Communauté apparaît nécessaire pour réaliser, dans le fonctionnement du Marché commun, l'un des objets de la Communauté, sans que le présent traité ait prévu les pouvoirs d'action requis à cet effet, le Conseil de ministres... prend les dispositions appropriées* ».

De fait, une action de la Communauté en faveur des associations peut permettre de réaliser nombre des objets de la Communauté, inscrits dans le Traité de Rome ou dans l'Acte unique, adopté en février 1986, permettre la mise en place du grand marché intérieur en 1992, ou encore la réalisation des programmes de l'Europe des citoyens : on peut dégager de ces textes des indices précis tendant, sinon à conférer à la Communauté « *les pouvoirs d'action requis* », du moins à confirmer et à expliciter la légitimité du recours à l'article 235.

Cette action doit aller d'abord dans le sens de l'élimination des discriminations les plus flagrantes, puis du développement d'une véritable politique communautaire en faveur des associations, qui leur donne les moyens juridiques, fiscaux et financiers pour exercer leurs activités sur tout le territoire communautaire :

" Toute discrimination exercée en raison de la nationalité », interdite en vertu de l'article 7 du Traité de Rome, devra être supprimée à l'égard des étrangers dans les associations nationales, ou à l'égard des associations dites étrangères dans les Etats membres. En vertu de ce même principe, à l'instar de la Convention du Conseil de l'Europe(1), la reconnaissance de la capacité juridique des associations dans un Etat membre devrait valoir reconnaissance dans les autres. Une harmonisation dans le sens de la capacité la plus large est, qui plus est, hautement souhaitable.

Mais pour les associations à vocation proprement européenne, il convient d'aller plus loin, et élaborer pour elles un véritable statut européen. Le règlement CEE 2137/85(2) a institué le *Groupement européen d'intérêt économique* ». Celui-ci constitue une véritable structure d'accueil, juridique et fiscale, communautaire, sans rattachement aux droits nationaux, pour les personnes physiques ou morales qui souhaitent coopérer, dans le domaine économique, sur une base transnationale dans la Communauté. Le Parlement européen a d'ores et déjà acquis que cette formule, qui entrera en vigueur en 1989, soit ouverte aux associations à but non lucratif à vocation économique, professionnelle, régionale, agricole, ... bref, à toutes les associations susceptibles de concourir à la réalisation d'une politique communautaire et/ou du grand marché intérieur prévu pour 1992.

En ce qui concerne les associations éducatives, culturelles, de jeunesse, caritatives, sportives, etc... une réglementation analogue, adaptée à leurs activités, qui leur permette d'acquiescer un statut européen, devrait être mise au point. Le fondement juridique d'une telle action pourrait être trouvé dans la nécessité de mieux réaliser les importants programmes communautaires qui se rattachent à l'Europe des citoyens, tels ERASMUS, YES, COMETT(3), qui tous reconnaissent, explicitement ou implicitement, le rôle fondamental des associations pour leur réussite.

En outre, sur le chapitre spécifique de la recherche et de la technologie, l'article 130-0 de l'Acte unique indique que la Communauté devra éliminer les obstacles juridiques et fiscaux à la coopération entre entreprises, centres de recherche et universités en Europe. Il poursuit en précisant que la Communauté peut créer des entreprises communes

ou toute autre structure nécessaire à la bonne exécution des programmes communautaires de recherche. Cette « autre structure » pourrait bien être une association à but non lucratif européenne, permettant à des universités, centres de recherche, voire entreprises, de se regrouper pour coopérer.

Une action communautaire est également utile - et possible - dans le domaine de la fiscalité, notamment sur deux points précis : l'harmonisation des règles d'imposition de la TVA aux associations; l'extension des possibilités de déduction fiscale aux dons et legs à des associations situées dans un autre Etat membre, et surtout aux associations à statut européen. Bien entendu, l'emploi des sommes versées par les donateurs devrait s'effectuer sous contrôle de la Cour des comptes européenne.

Un dernier motif de compétence réside enfin dans le soutien financier que la Communauté accorde déjà, à travers son budget, à de multiples associations : si la Communauté leur donne des moyens financiers, elle doit pouvoir leur donner des moyens juridiques et fiscaux. Ceci étant, il conviendrait que les sommes versées par la Communauté, aujourd'hui éparpillées sur divers chapitres et lignes de budget, soient regroupées en un fonds de promotion de la vie associative, il en ressortirait une plus grande clarté, profitable aussi bien à la Communauté qu'aux associations.

L'argumentation juridique, quelle que soit sa valeur, n'a de poids que si elle est renforcée par une véritable mobilisation des intéressés: des élus, qui peuvent trouver dans ce projet un moyen puissant de relancer leurs jumelages ou la coopération trans-frontalière. Les associations surtout (elles représentent plusieurs millions d'emplois en Europe) qui pourront étendre leur tissu sur le territoire communautaire, renforçant ainsi l'économie mais aussi la solidarité et la volonté de construction européenne.

(1) Convention européenne sur la reconnaissance de la personnalité juridique des organisations internationales non gouvernementales du 24.4.86.

(2) Règlement CEE 2137/85, JOCE 199/85, p. 1.

(3) ERASMUS; programme de mobilité des Etudiants. doc. COM 85/756 final.

YES : programme d'échanges de jeunes, Doc. COM 86/52 final. COMETT: programme de formation aux nouvelles technologies. Doc. COM 85/431 final.





# Quelles forces sociales pour demain?

par Hugues de Jouvenel\*

*Futuribles International est une association internationale de réflexion et d'études prospectives, destinées à examiner quels sont les futurs possibles que recèle le monde contemporain, les enjeux majeurs de l'avenir, les choix et les stratégies susceptibles d'être adoptés face aux défis du futur. Elle vient de publier une enquête sur les tendances du changement social dans 16 pays industriels à économie de marché au cours des vingt prochaines années. L'article ci-contre brosse un tableau des principaux enseignements de cette enquête.*

Les travaux sur l'avenir se sont beaucoup développés depuis 20 ans, mais l'attention portée aux questions sociales est demeurée bien moindre que celle portée à l'économie, à la démographie, aux sciences et aux techniques. La prospective sociale n'a pas bénéficié des mêmes progrès, faute peut-être d'être mue par des intérêts aussi tangibles que ceux qui président à des choix d'investissements industriels et technologiques, faute peut-être aussi d'outils permettant de peser les variables «molles» que sont les valeurs, les aspirations, les attitudes et les comportements, et de pouvoir établir les corrélations nécessaires pour les faire entrer dans nos chers modèles de prévision.

Il se pourrait bien, en vérité, que les nombreuses erreurs de prévision économique et technologique proviennent de cette ambition excessive, qui consiste à vouloir prédire de la manière la plus précise, ce qui conduit à limiter l'analyse aux phénomènes les plus aisément saisissables, et à faire l'impasse sur ceux plus fugitifs qui échappent à nos instruments de mesure.

Les responsables d'entreprise commencent à comprendre que les performances de leur firme dépendent étroitement de la motivation et de l'engagement de leur personnel, dont les raisons d'être et d'agir ne sont pas exclusivement monétaires. Ils savent que la modernisation de l'entreprise ne se limite pas à l'introduction de nou-

veaux équipements, mais implique l'adoption de nouveaux modes d'organisation, l'un et l'autre suspendus à l'acceptabilité sociale de ces changements, l'un et l'autre impliquant ainsi l'acquisition de nouveaux savoir-faire, elle-même suspendue à la bonne volonté du personnel.

Les facteurs socio-culturels exercent de la même manière une influence déterminante sur les performances de nos pays. Si le concept de flexibilité fait aujourd'hui fortune, c'est bien en reconnaissance de l'influence déterminante qu'exercent sur notre développement l'aptitude et la volonté des individus à innover et à s'adapter. Le progrès des techniques constitue une indéniable opportunité mais il ne saurait, à lui seul, déclencher une dynamique de développement dont le moteur principal demeure le fait d'hommes et de femmes dont les raisons d'être et d'agir méritent d'être sondées.

## Les raisons d'être et d'agir

Hélas, en ces matières les méthodes de prospective, et à fortiori les études à long terme, restent peu développées. Futuribles International a donc cherché à mettre au point un autre instrument qui, s'inspirant de la méthode Delphi, consiste à mener une enquête en profondeur auprès des experts en sciences sociales, dont la mission est précisément d'étudier quelles sont les forces qui structurent le champ social. Nous avons considéré qu'à tout prendre les spécialistes des sciences sociales devraient être les plus aptes à discerner la logique qui sous-tend les comportements humains, et qu'à condition d'éviter - par la constitution d'un questionnaire et d'un panel d'experts bien choisis

\* Directeur de Futuribles International, Directeur de la revue "Futuribles", Paris.  
Article repris du *Bulletin d'Informations Sociales du BIT*.

- (es biais académiques et idéologiques classiques, ils devaient pouvoir nous aider à identifier les tendances majeures du changement.

Une première enquête a ainsi été lancée sur les grandes tendances, à long terme, du changement social dans 16 des principaux pays industrialisés membres de la zone OCDE (République fédérale d'Allemagne, Autriche, Belgique, Canada, Danemark, Espagne, Etats-Unis, Finlande, France, Italie, Japon, Pays-Bas, Portugal, Royaume-Uni, Suède et Suisse). Le but de l'enquête était de préciser comment pourraient évoluer, au cours des 20 prochaines années, les valeurs, les aspirations, les attitudes, les comportements des personnes vivant dans ces pays, et d'examiner en quoi les changements socio-culturels prévisibles pourraient affecter la croissance économique et la marche des entreprises.

Le choix des experts a été réalisé par pays, en nous efforçant de constituer un panel qui, sans prétendre à une représentativité parfaite, permette l'expression des différentes écoles de pensée dans le domaine des sciences sociales, et en particulier de la science politique, de la démographie, de l'économie, de la sociologie et de la psycho-sociologie.

Le questionnaire a été élaboré à partir d'une analyse documentaire approfondie des travaux de prospective sociale réalisés au cours des dernières années dans les pays de l'OCDE, de sorte que puissent être clairement définis les thèmes-clés et les questionnaires majeurs. Ainsi ont été définis 22 grands domaines et plus de 500 questions. Les 2/3 d'entre elles étaient des questions fermées ou semi-fermées, d'autre totalement ouvertes, de sorte que les experts puissent librement exposer leur point de vue. Les 20 chapitres du questionnaire sont: évolution démographique; migrations internationales; cellule familiale; parenté; condition féminine; cycle de vie; usage du temps; budget et consommation des ménages; modes de vie, classes sociales, marché de l'emploi, temps hors travail; technologies, production, emploi; organisation des entreprises; relations professionnelles et négociation; nouvelles technologies et vie privée; rôle de l'Etat; croyances, sécurité, violence, ordre public; évolution socio-culturelle et croissance; et évolution des valeurs.

### Quelques résultats

Contrairement aux dires des démographes des Nations Unies qui, on ne sait pourquoi, prévoient un regain de la fécondité dans les pays industrialisés au tournant du siècle prochain, la majorité des experts consultés prévoient une stabilisation, et bien souvent une prolongation, de la *baisse de la natalité*. Ils s'en expliquent en détail, arguant notamment de l'accroissement du taux d'activité féminin et de la priorité accordée par les femmes au développement d'activités autres que domestiques, de l'accession des femmes à des niveaux de qualification supérieurs et de l'importance que ces dernières accordent à leur indépendance et à un mode de vie plus conforme à leurs aspirations d'épanouissement personnel. Ils invoquent aussi le déclin de la famille, l'augmentation des divorces, et plus généralement les médiocres opportunités d'insertion familiale, sociale et professionnelle offertes aux enfants et à la jeunesse (parmi les raisons de vivre en couple, la procréation n'est que très rarement citée: 8%).

Le *vieillesse démographique* apparaît, dans les trois régions étudiées (Amérique du Nord, Europe occidentale et

Japon), comme une des tendances les plus préoccupantes, en raison notamment des conséquences économiques, sociales et politiques qu'il peut entraîner, et qui sont longuement analysées: guerre des âges, constitution de groupes de pression par les plus âgés, développement de l'économie «souterraine», etc. Il n'est donc pas étonnant que les experts prévoient et préconisent une réorganisation fondamentale du *cycle de vie* et du parcours des âges. Les prévisions sont assez divergentes sur le temps de travail, le partage de l'emploi et les taux d'activité par âge. Mais presque tous les experts s'accordent pour considérer qu'à l'horizon 2005 la vie des individus devrait être beaucoup moins âgée qu'elle ne l'est actuellement (période d'éducation, période d'activité et retraite) et qu'une plus grande flexibilité devrait apparaître, permettant une alternance régulière, au fil de toute l'existence, entre l'éducation, la formation, l'activité professionnelle, les loisirs et le repos.

Ce surcroît de flexibilité quant à l'organisation de son existence et à celle du travail apparaît comme une tendance majeure, devant répondre à la fois aux souhaits des individus et aux exigences de l'appareil de production. Les technologies de l'information et de la communication pourraient au demeurant, selon une majorité d'experts, contribuer à un redéploiement sur les lieux d'habitation et de travail, ce dernier pouvant de plus en plus se faire à distance.

### Système productif et emploi

La plupart des experts prévoient d'importants changements dans l'*organisation des entreprises* et dans le domaine de l'*emploi*. Sur ce deuxième point, l'enquête portait sur les créations et les suppressions d'emplois par secteurs et par catégories socio-professionnelles. Elle portait aussi sur les principales qualités qu'exigeront les employeurs, et les aspirations et revendications prioritaires des salariés.

Presque tous les experts sont convaincus que, comparativement à 1985, le nombre d'emplois augmentera dans le secteur tertiaire. Les Nord-Américains et les Européens estiment en forte majorité que le volume d'emplois régressera dans le primaire et le secondaire, mais inversement il reste 45% de Japonais pour considérer que l'emploi dans l'industrie croîtra en volume au cours des 20 prochaines années.

Les principales qualités que les entreprises exigeront de leur personnel sont, par ordre d'importance, énoncées de la manière suivante :

- les capacités d'*adaptation*, et donc la *flexibilité* et la *polyvalence*;
- les *capacités de participation*, et notamment l'esprit d'équipe;
- la *créativité* et l'esprit d'initiative;
- la *compétence professionnelle* et l'aptitude à acquérir de nouvelles qualifications;
- les *qualités morales*, et tout particulièrement l'*honnêteté*, la *loyauté* vis-à-vis de l'employeur et, pour les Européens, l'ordre et la ponctualité;
- l'*ouverture d'esprit*, notamment au plan international;
- les capacités d'*encadrement*, et donc le sens des responsabilités et du «leadership».

L'évolution des préférences, et donc les motifs prévisibles de revendications des actifs, sont analysées de manière sensiblement différente. De sérieuses difficultés

d'ajustement sont prévisibles qui cependant devraient, toujours suivant la même enquête, se régler plutôt par la négociation que par le conflit.

Les experts estiment généralement que les grands *conflits du travail* diminueront et que les effectifs des syndicats baisseront, mais que leur rôle dans les institutions et la négociation demeurera important.

En dépit d'une idée, aujourd'hui de plus en plus répandue, et des objectifs affichés de réduire le rôle de l'Etat, de déréglementer, de stabiliser sinon de réduire le montant des prélèvements obligatoires, les experts prévoient généralement que le *rôle de l'Etat se renforcera*, mais que ses formes d'intervention se modifieront, et que les *prélèvements obligatoires augmenteront*. Les Nord-Américains en sont encore plus convaincus que les Européens !

### Systèmes de valeurs et modes de vie

L'enquête fournit de précieuses indications sur les tendances à long terme en matière de *consommation des ménages*, indications qui semblent confirmer la progression rapide de la part du budget consacrée aux dépenses de santé, de loisirs, de culture, et plus généralement aux services pouvant contribuer à l'épanouissement personnel.

Cette valeur *d'épanouissement personnel* constitue certainement une dominante. L'enquête comportait un chapitre entier sur l'évolution des valeurs, les experts étant chargés de prévoir si les gens attacheraient plus ou moins d'importance (de + 5 à - 5) à 29 valeurs que nous avons retenues comme particulièrement caractéristiques. Les résultats sont, sur ce point, très frappants.

Les opinions des Européens sont certes plus dispersées que celles des Nord-Américains et des Japonais, mais les similitudes entre les trois régions étudiées sont saisissantes. Particulièrement frappante est l'opinion des experts japonais, qui prévoient un déclin très sensible de valeurs qui sont généralement considérées comme très fortes par les Nippons, telles l'autorité, le patriotisme, l'efficacité, le respect des traditions et de l'ordre hiérarchique, l'esprit de compétition; inversement, ces experts considèrent que les Japonais accorderont de plus en plus d'importance à la qualité de la vie, à l'épanouissement personnel, au temps libre, et en quelque sorte que les mentalités évolueront très rapidement au Japon, pour s'aligner sur le «schéma occidental». Si l'on considère ces données par région, le tableau ci-après montre les priorités accordées par les actifs aux neuf facteurs suivants :

(Les facteurs les plus importants sont mesurés de 0 à + 100 et les moins importants sont mesurés de 0 à - 100)

	Europe	Amérique du Nord	Japon
La nature de l'activité de l'entreprise	+ 40	+ 58	+ 100
La position hiérarchique	- 36	- 18	- 20
Le niveau de revenu	- 8	+ 32	+ 10
Les conditions de travail	+ 74	+ 92	+ 82
Les opportunités de promotion	+ 18	+ 30	+ 9
Les avantages en nature	+ 14	+ 34	- 20
Les relations professionnelles	+ 44	+ 60	+ 45,4
L'autonomie	+ 84	+ 68	+ 100
La sécurité de l'emploi	+ 0	+ 52	+ 77,6

Source : Futuribles International

### Le social comme moteur et comme frein

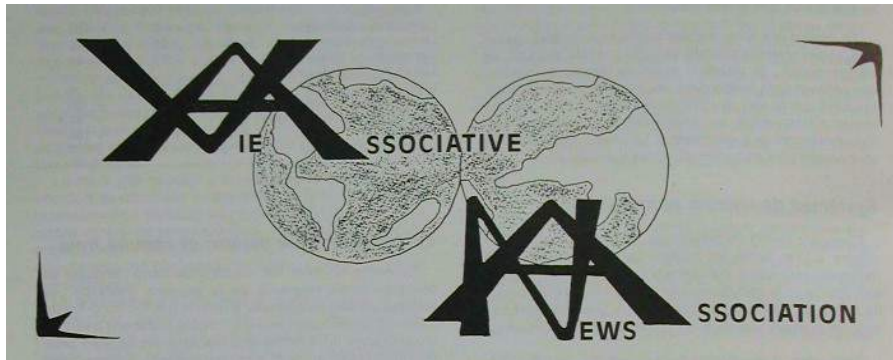
Prétendre résumer les résultats de toute l'enquête en quelques lignes relèverait de la gageure. Toutefois, de manière un peu caricaturale, il ressort que les Nord-Américains anticipent assez bien les grandes mutations à venir et s'y préparent à l'avance; que les Japonais ne sont peut-être pas assez attentifs aux changements sociaux, mais que lorsqu'ils surviennent, ils font preuve de grandes capacités d'adaptation; et que les Européens, hélas, manquent d'esprit d'anticipation et de capacités d'adaptation (avec toutefois de sensibles différences entre l'Europe centrale, principale victime de ce double défaut, l'Europe du Nord, plus proche du modèle américain, et l'Europe du sud, qui présente quelques similitudes intéressantes avec le Japon).

Prétendre administrer la preuve d'un tel jugement serait ici trop long. Mais la dernière partie de l'enquête, qui révèle quels sont les facteurs ressortant du domaine socio-culturel qui pourraient jouer un rôle de frein et un rôle d'entraînement par rapport à la mutation technologique, au redéploiement de nos appareils productifs, et en définitive par rapport à la croissance économique, explique peut-être en partie le retard d'adaptation du vieux continent, où les rigidités sociales et la peur du futur apparaissent particulièrement fortes. Elle fournit également d'utiles indications sur les facteurs à partir desquels pourrait émerger une nouvelle dynamique sociale, répondant à la fois aux aspirations individuelles et aux défis auxquels nous sommes collectivement confrontés.

### CORRIGENDUM

Une erreur d'impression malencontreuse a fait disparaître la dernière ligne de la page 51 (Assemblée générale UAI) du numéro précédent: «Trésorier: M. Paul Hiernaux». D'autre part, la première ligne de la seconde colonne doit se lire: «Secrétaire général: M. Jacques Raeymaeckers».

*The last line of the left column on page 51 of the preceding issue (n° 1/1987-UAI General Assembly) was inadvertently deleted: « Treasurer: Mr. Paul Hiernaux ». In addition, the first line of the second column should read as follows: « Secretary-General: Mr. Jacques Raeymaeckers ».*



**Télex**

Pour compléter ses différents bulletins d'information sur l'Unesco, notamment «Le Mois à l'Unesco», le Centre catholique international pour l'Unesco (CCIC) a inauguré depuis novembre 1986 un service d'information par télex qui rejoint environ 30 agences de presse et journaux, pour la plupart catholiques mais pas exclusivement, et aussi bien en Europe qu'en Amérique du Nord, en Afrique et en Asie.

**Passagers aériens**

L'IFAPA (Fondation internationale des Associations de Passagers aériens) a tenu la première réunion de son Conseil d'Administration le 31 octobre 1986. Elle est présidée par Anders BJORCK (Suède).

Plus amples informations auprès de Geoff LIPMAN, Directeur général (P.O.B. 462, CH - 1215 Genève 15 Aéroport).

**Europolis**

**«magazine étudiant européen»**

L'association EGEE-Europe (Etats généraux des étudiants d'Europe) vient de sor-

tir le premier numéro d'*Europolis*, «le premier magazine étudiant européen», rédigé en français et en anglais.

*«La plupart des jeunes savent, ou sentent, que l'Europe est la seule voie d'avenir collectif souhaitable pour nos sociétés. Il ne s'agit pas de les convaincre de l'intérêt ou de l'utilité de l'Europe; c'est déjà fait. Il faut maintenant montrer concrètement ce qu'elle est ou ce qu'elle pourrait être»*, écrit Franck Bianchehe, le directeur de la publication, dans l'editorial fièrement intitulé «We are Europe».

Au sommaire, des articles sur les récentes révoltes étudiantes en Europe; sur Paris, Milan et Munich; sur les Européens face au terrorisme ou à l'apartheid. Et des petites nouvelles économiques, technologiques, culturelles...

*Europolis*, 75, rue d'Amsterdam, 75008 Paris. Le numéro: 14 FF. Abonnement pour 6 numéros: 42 FF.

**Education des adultes**

L'association du Commonwealth pour l'éducation et la formation des adultes CAETA (Commonwealth Association for the Education and Training of Adults) vient d'être créée. Elle publie régulièrement un bulletin de liaison que vous pouvez vous procurer en écrivant à :

CAETA  
School of Education  
University of Reading  
London Road  
READING RG1 5AQ, Grande-Bretagne

**Recherches juives**

Le Collège des études juives de l'Alliance Israélite universelle, fondé en janvier 1986, met en place un centre de recherche et de création qui accueillera les chercheurs, organisera des séminaires, des journées d'études et des colloques. Premiers thèmes retenus: «Histoire sociale et politique du judaïsme français»; «Privé et public dans le Talmud»; «Les conditions de recherche en études juives».

Le but du Collège des études juives, que dirige Shmuel Trigano, est de rendre accessibles les textes hébraïques à un public de niveau universitaire, mais qui n'est pas nécessairement familiarisé avec les sources du judaïsme». Les activités du Collège et du centre de recherche s'appuient notamment sur le fonds de la bibliothèque de l'Alliance qui, avec ses cent mille volumes, est la plus importante bibliothèque privée d'Europe en matière juive.

\* Alliance Israélite universelle, 45, rue La Bruyère 75009 Paris. Tél. : 42-30-35-00.

## Conférence internationale des ONG

Conférence Internationale des ONG Européennes et Andines sur la dette et les nouveaux modes de financement du développement à Lima

Depuis fin 1985, est née l'idée de mettre au point à Lima une rencontre pour discuter du problème de la dette extérieure et trouver de nouveaux modes de financement du développement. Cette initiative a été reprise par le Comité de Liaison ONG-CEE avec l'accord du Gouvernement péruvien.

Un groupe ad hoc, présidé par M. C. Dalbera, représentant français du Comité de Liaison, a été créé pour organiser les travaux. Dans un premier temps, il a été convenu avec le Comité de Liaison que la conférence aurait lieu à Lima en mars 1987, au moment où le comité éditorial du périodique international « Un Seul Monde » tient sa réunion. « Un seul Monde » est un Supplément mondial pour un nouvel ordre économique international avec la collaboration des organisations du système de l'ONU. Il compte réaliser son éditorial à Lima pendant la conférence, ce qui donnera à celle-ci une diffusion internationale.

Au cours de ces dernières semaines, MM. Galand (Président du Comité de Liaison) et Dalbera ont eu des contacts avec diverses ONG péruviennes et avec le Gouvernement du pays qui a donné son accord pour cette conférence. De leurs côtés, les ONG péruviennes ont mis sur pied un groupe de travail qui collabore avec le groupe ad hoc du Comité de Liaison pour l'organisation de la conférence.

Les propositions suivantes ont été faites :

- La conférence devra se concentrer sur la dette extérieure et ses conséquences pour le développement de nombreux pays, ainsi que sur la recherche de nouvelles formes de coopération. Bien que la conférence soit une rencontre entre ONG européennes et andines, des ONG d'autres pays d'Amérique latine, du Tiers Monde, des pays européens non-membres de la CEE et d'Amérique du Nord, seront également invités comme observateurs.

- La conférence aura un caractère exclusivement non-gouvernemental et permettra un débat démocratique entre les QONG du nord et du Sud. Cependant, compte tenu de la relation positive avec les autorités officielles, des représentants nationaux ou internationaux seront également invités comme observateurs.

- La conférence s'est fixée comme objectifs :

- a) de mobiliser l'opinion publique sur la dette afin d'influencer les organismes financiers internationaux et les gouvernements du nord et du Sud;
- b) de présenter les ONG du Nord et du Sud et d'organiser une campagne d'éducation du public autour de la dette;
- c) de renforcer la collaboration entre les ONG européennes et andines.

- Il faut considérer cette rencontre comme une dynamique permettant de créer un mouvement social autour de la dette. Dans ce contexte, elle se tiendra en deux parties :

- a) une première rencontre est prévue du 7 au 10 avril 1987 et analysera le fonds du problème, recueillera des témoignages, définira les pistes de travail. Une vingtaine d'ONG européennes sont attendues. Les candidatures, accompagnées d'un engagement financier de 2000 ECU doivent être envoyées au Secrétariat du Comité de Liaison. LES ONG ayant un chiffre d'affaire inférieur à 1 million d'ECU verseront une contribution équivalente à 2 % de leur budget. En effet, c'est sur ces contributions que repose l'équilibre financier de l'ensemble des rencontres et des rapports.

- b) une seconde rencontre aura lieu en septembre ou octobre 1987 et proposera un document de discussion sur base de la première rencontre. Les conclusions et recommandations de la deuxième rencontre constitueront un matériel important pour la campagne d'éducation du public.

(ONG-CEE Nouvelles 2/1987)

### Programmes ONG-FED Lomé III

Après avoir pris connaissance d'un document de réflexion distribué par la Commis-

sion des Communautés européennes concernant une nouvelle formule de coopération tripartite dans le cadre des programmes indicatifs entre la CEE, les Etats ACP et les ONG, le Comité de liaison des ONG le développement auprès de la CEE a décidé d'accorder une attention particulière à cette question.

Une journée de rencontre était prévue le 19 février à Bruxelles au cours de laquelle le Comité de Liaison et certaines ONG actives dans les 6 pays ACP sélectionnés pour cette expérience pilote, devaient rencontrer des responsables et le Service ONG de la DG 8 qui leur expliqueront le fonctionnement du nouveau système.

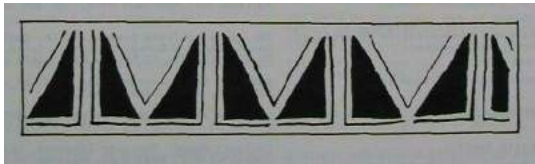
Lors de l'Assemblée générale 1987, les ONG auront l'occasion d'en discuter et un numéro spécial «ONG-CEE Nouvelles» sera réalisé afin d'informer toutes les ONG européennes sur cette nouvelle formule de coopération tripartite.

L'Assemblée générale 1987 des ONG se tiendra à Bruxelles du 31 mars au 2 avril prochains et sera inaugurée par le Commissaire Natali et une personnalité du monde associatif. Lors de la première journée, le président du Comité de liaison présentera un rapport politique reprenant les orientations pour l'année à venir ainsi qu'un rapport général du Comité de liaison intégrant les activités des cinq groupes de travail depuis la dernière AG.

Le deuxième jour, l'Assemblée se scindera en cinq groupes thématiques qui traiteront les sujets suivants: politique agricole commune, racisme et discrimination, Afrique du Sud, ONG du Nord et du Sud, opinion publique et mobilisation.

Avant l'AG 1987, le Comité de liaison au cours de sa réunion « politique de développement », tendra de rédiger une charte dans laquelle les ONG européennes pourraient se reconnaître dans leurs relations avec les réalités existantes dans le monde.

Contact : ONG-CEE Nouvelles n° 2/1987, c/o NCOS, rue de Laeken 76, 1000 Bruxelles. Tél. 02/218.31.67



# YEARBOOK OF

# INTERNATIONAL ORGANIZATIONS

23rd edition 1986/87

## Changes of address

### 2nd Supplement

- DD5830 North Atlantic Salmon Conservation Organisation (NASCO) Sec: Dr Malcolm L Windsor, 11 Rutland Square, Edinburgh EH1 2AS, UK. T. (44 31) 228 2551. Tx 265871 (Ref 81: MMJ076).
- DD5835 Latin American Energy Organization Exec Sec: Marcio Nunes, Av Occidental, Edif OLADE San Carlos, PO Box 6413 CCL, Quito, Ecuador. T. 53 81 22. Tx 2728 OLADE ED.
- DD5840 Federation of European Pencil Manufacturers Associations (FEPMA) Sec: Horst Roszkopf, Koberger Strasse 79, D-5800 Nurnberg 10, Germany FR. T. (49 911) 359400. Télétex 9118141.
- DD5880 European Association for Chinese Law (EACL) SG: Ernst A Findorff, Square dela Quiétude 7, B-1150 Bruxelles, Belgium. T. (32 2) 771 89 77.
- DD5884 Ecumenical Association of Academies and Laity Centres in Europe SG: Dr Fritz Erich Anhelm, c/o Evangelische Akademie Bad Boll, D-7325 Bad Boll, Germany FR. T. (49 7164) 79241.
- DD5391 Regional Council of Indigenous People Secretariat: Apartado 6979, 100 San José, Costa Rica.
- 005906 Association of State Telecommunication Enterprises of the Andean Subregional Agreement SG: Jaime Aguilera Blanco, ASETA, Casilla 6042, Avenida Coruna 2669 y Gonzalez Suarez, Quito, Ecuador. T. (02) 54 99 61 - (02) 54 98 55. Tx 2260 ASETA ED.
- DD5917 Asian Buddhist Conference for Peace (ABCP) SG: Dr G Lubsantseren. Ulan Bator-51, Mongolia. T. 53498 - 53538. C. ABCP ULANBATOR-51.
- DD5936 Council of Nordic Trade Unions SG: Sune Ahlen, Barnhusgatan 16, S-105 53 Stockholm, Sweden. T. (46 8) 7962500. Tx 13712.
- DD5970 Cinema Union of Latin America Contact: Manuel Gonzalez Casanova, UCAL, c/o UNAM, Apartado Postal 45-002, Mexico DF, Mexico.
- DD6014 European Union of Jewish Students (UEJS) Contact: Chaussée de Vleurgat 89, B-1050 Bruxelles, Belgium.
- DD6042 International Society of Oncodevelopmental Biology and Medicine (ISOBM) Contact: Monroe Neville, Ludwig Institute, Zurich, Switzerland.

DD6162 European Association for Aquatic Mammals (EAAM)

Sec: H Riddell, 358 av Mozart, F-06600 Antibes, France.

DD6168 Medico-social Association of French-Speaking Protestants

DD6220 European Fuel Merchant's Union

DD6230 Nordic Union of Hotel, Café and Restaurant Workers

DD6231 Quaker Council for European Affairs (QCEA)

DD6270 Caribbean Association for the Teaching of English (CARATE)

DD6330 International Society of Antique Scale Collectors (ISASC)

DD6345 European Association for Microprocessing and Microprogramming (EUROMICRO)

DD6353 International Association of Air Transporters

DD6390 European Conference of Radio and Electronic Equipment Associations (ECREEA)

DD6411 Association of Tin Producing Countries (ATPC)

DD6418 International Association for Pattern Recognition (IAPR)

DD6447 European Colloquy of Parishes

DD6452 Western European Institute for Wood Preservation (WEI)

DD6471 International Society for the Arts, Sciences and Technology (ISAST)

DD6484 African Amateur Athletic Confederation (AAAC)

DD6510 Inter-American Society for Educational Administration (ISEA)

DD6524 Pan African Telecommunications Union (PATU)

DD6550 European Surfing Federation (ESF)

DD6559 European Society for the History of Photography (ESHPh)

DD6575 European Cultural Alliance

DD6580 Association des joueurs de tennis professionnels (ATP)

DD6613 Committee for Engineering Education of Middle Africa (CEEMA)

DD6620 International Association Against Violence in Sport

DD6670 Federation of Latin American Journalists

DD6697 Academia International is Ophthalmologica

DD6703 Association for Theological Education in South East Asia (ATESEA)

DD6714 International Professional Association for Environmental Affairs (IPRE)

DD6729 Latin American Association of Environmental Mutagen, Carcinogen and Teratogen Societies

DD6730 Caribbean Association for the Rehabilitation of the Disabled (CARAD)

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DD6810 Federation of the European Cutlery and Flatware Industries  
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DD6830 Arab Labour Federation of Printing and Information Workers  
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DD6843 Federation of Commodity Associations (FCA)  
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DD6852 Union of National European Pédiatrie Societies and Associations (UNEPSA)  
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DD6970 European Association for Population Studies (EAPS)  
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DD6980 British and European Ostéopathie Association (BEOA)  
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DD6997 International Association of Classification Societies (IACS)  
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DD7020 International Association of Gerodontology  
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DD7060 Federation of European Societies of Plant Physiology (FESPP)  
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DD7070 European Wind Energy Association (EUEA)  
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DD7080 Hire Association Europe  
 Last known address: Maidstone, UK.

DD7090 Asian Hockey Federation (AHF)  
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DD7210 European Association for Research in Industrial Economics (EARIE)  
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DD7213 Association of African Trade Promotion Organizations (AATPO)  
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DD7249 International Lesbian and Gay Association (ILGA)  
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DD7304 Association of African Sports Confederations (ACAS)  
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DD7306 World Association for Free Time and for Human and Social Well-Being

DD7329 International of Medical Acupuncture and Related Techniques

DD7330 Scan Association

DD7362 European Association for Management Development

DD7590 Asian-Pacific Political Science Association

DD7640 European Audio Video Association (EAVA)

DD7793 Environment and Development in the Third World

DD7810 Screen Advertising World Association (SAWA)

DD7896 Latin American Hospital Federation

DD7970 South American Society for Hand Surgery

DD8094 African Association of Education for Development

DD8107 Nordic Television Cooperation

DD8110 Union of Arab Football Association (UAFA)

DD8188 Nordic Economic Research Council  
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DD8208 Association of Social Security Institutions of Central America and Panama  
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DDS216 European Esperanto Union  
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DDS222 Lutherans United in Communication (LUC)  
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DDS362 European Group for Atomic Spectroscopy (EGAS)  
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DDS370 African Association of Science Editors (AASE)  
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DD8395 Pacific Arts Association (PAA)  
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DD8397 Caribbean Association on Mental Retardation and Other Developmental Disabilities (CAMRODD)  
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DD8437 European Secretariat of the Liberal, Intellectual and Social Professions  
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DD8471 International Commission for the History of the French Revolution  
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DD8478 African Mathematics Union  
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DD8530 Social Marketing International Association (SMI)  
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DD8642 Mediterranean League Against Thromboembolic Diseases

DD8674 Nordic Seamen's Church Council

DD8690 Interest Community of Resisters in Countries Occupied by Fascists

DDS729 International Society of the History of Behavioral and Social Sciences (CHEIRON)

DD8730 International Association for Latin American Air Transport

DD8768 Caribbean Publishing and Broadcasting Association (CPBA)

DD8839 Federation of Arab Gulf Chamber (FAGC)

Education (SALAHE)

DD8919 European Liaison Committee for Agricultural and Food Trades

DD8953 European Vegetable Protein Federation (EUVEPRO)

DD8970 Amazonian Cooperation Council

DD9072 Latin American Association of Promotion Organizations

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DD9136 European Secretariat of the United Agricultural Trade Associations

DD9142 World Union of Jewish Studies

DD9162 International Korfball Federation (IKF)

DD9165 International Surfing Association (ISA)

DD9185 International Federation of Grocery Manufacturers Associations (IFGMA)

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DD9193 International Society of Air Safety Investigators (IASI) Pres: Charles R Mercer, West Bldg - Rm 259, Washington Hat Airport, Washington DC 20001, USA. T. (703) 521 5195.

DD9231 European Union of Veterinary Food Hygienists Secretariat: 54 avenue des Etats Unis, F-78111 Versailles France.

DD9235 Conference of Societies for the History of Pharmacy Pres: Prof Or Guillermo Folch, Facultad de Farmacia, Ciudad Universitaria, 28040 Madrid, Spain.

DD9279 International Academy of Philosophy of Science Last known address: Bruxelles, Belgium.

DD9332 Association of Historians of Latin America and the Caribbean Contact: c/o CIHL, 28 rue Saint-Guillaume, F-75007 Paris France. T. (33 1) 42 22 35 93.

DD9406 Confederation of European Bath Manufacturers SG: R. C Robertson, Fleming House, 134 Renfrew Street Glasgow G3 6TC, UK. T. (44 41) 332 0826. Tx 779433 FAX (041) 332 5788.

DD9420 International Committee for the Conservation of Mosaics Secretariat: c/o Roman Research Trust, Littlecote Nr Hungerford RG17 0SU (Berks), UK.

DD9525 International Federation of Psoriasis Associations (IFPA) Sec: Knut Fongen, Etterstadstetta 17A,U660 Oslo 6, Norway

DD9731 World Federation of Baton Twirling and Majorette Associations (WFBTMA) Dir: Don Sartell, 300 S Wright Road, PO Box 266 Janesville WI 53547, USA. T. (608) 754 2238.  
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DD9764 European Coffee Federation (ECF) SG: Jan P Chr de Vries, Tourniairesstraat 3, 1006 BK Amsterdam, Netherlands. T. (31 20) 17 08 14. Tx 18765 VRIES NL. FAX 13 75 09.

DD9769 International Jazz Federation (IJF) Secretariat: Int Muzikinst, Nieder-Ramstadter Strasse 190 D-6100 Darmstadt, Germany FR. T. (49 6151) 13 24 16.

DD9805 Nordic Association for Hydrology Contact: Gunlog Wennerberg, SMHJ, S-60176 Norrkoping, Sweden.  
Last known address: London, UK.

DD9817 International Academy of Environmental Safety (IAES) Last known address: Bruxelles, Belgium.

DD9878 European Free Newspaper Federation

DF5711 Scandinavian Association for the Study of Fertility (SASF) SG: Prof Berndt Kjessler, Dept of Obstetrics and Gynecology, Univ Hosp Linkoping, S-58185 Linkoping, Sweden.  
Last known address: Paris, France.

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EE0006 ILO Turin Centre Staff Union Contact: ILO Turin Cnt, Cso Unita d'Italia 125, 1-10127 Torino, Italy.

EE0016 Road Transport Committee of the Entente Council Contact: c/o ECOWAS, 6 King George V Road, PMB 12745, Onikan, Lagos, Nigeria. T. 63 68 41. Tx 22633 NG ECOWAS.

EE0020 Inter-American Institute of Human Rights Dir: Hector Gros Espiell, Apart Postal 10081, San José, Costa Rica. T. 25 33 33 - 25 22 22. Tx 22 33 A80CISCR.

EE0024 European Airlines Electronic Committee (EAEC) Pres: Claude Gouillon, c/o UTA, 50 rue Arago, F-92806 Puteaux, France. T. (33 1) 47 76 56 90. Tx 610692.

EE0031 Polemological Centre, Brussels Dir: Prof Dr J Wiezing, Pleinlaan 2, B-1050 Bruxelles, Belgium. T. (32 2) 641 20 28.

EE0033 International Committee on Veterinary Histological Nomenclature (ICVHN) Chairman: Dr R L Hullinger, Purdue Univ, Lynn Hall, West Lafayette IN 47 90, USA.

EE0036 International Working Group on Citrus Bacterial Canker Contact: c/o ISSP Prof Dr Thor Kommedahl, 495 Borlaug Hall, 1991 Buford Circle Univ of Minnesota, St Paul MN 55108, USA.

EE0042 Renewable Energy Resources Information Center (RERIC) Dir: H A Vespry, PO Box 2754, Bangkok 10501, Thailand. T. 5299300-13 Ext 391. C. AIT Bangkok. Tx 84276 TH.

EE0049 American Dental Society of Europe Hon Sec: Dr Clive R Debenham, 1 Harley Street, London W1N 1DA, UK. (41 1) 580 2294.

EE0057 International Commission on Electron Diffraction Chairman: Dr C J Humphreys, Dept of Metallurgy and Material Sc, Univ of Liverpool, PO Box 147, Liverpool L69 3BX, UK.

EE0064 Arab Gulf States Information Documentation Centre (AGSIDC) Dir Gen: Dr Jasim Mohammed Jirjees, PO Box 5063, Baghdad, Iraq. T. 5564171. Tx 213267.

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EE0098 Commission on Systematics in Petrology (CSP) SG: Prof G Bellieni, 1st di Mineralogia e Petrologia, Corso Garibaldi 37, I-35100 Padova, Italy. T. 49663122.

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EE0128 International Civil Service Commission (ICSC)	Contact: Linda Nadine Saputelli, 2 UN Plaza, United Nations New York NY 10017, USA. C. UNATIONS NEW YORK.
EE0132 International Commission on Climate (ICCL)	Sec: Dr R E Dickinson, Nat Cnt for Atmospheric Research PO Box 3000, Boulder CO 80307, USA.
EE0136 international Commission on Groundwater (ICGU)	Sec: Dr Steven M Gorelick, US Geological Survey Water Resources Div MS21, 345 Middlefield Road Menlo Park CA 94025, USA. T. (415) 323 8111 Ext 2141.
EE0138 International Commission on Water Resources Systems (ICWRS)	Last known address: Norrkoping, Sweden.
EE0149 Beta Beta Delta	Chairman: Prof Dr Paul Kaegbein Chair of Library Science Univ zu Koln, Universitatstr 33, D-5000 Koln 41, Germany
EE0151 FAO Regional Office for Asia and the Pacific (RAPA)	Head Office: Phra Atit Road, Bangkok 10200, Thailand T 281 7844. C- FOODAGRI BANGKOK. Tx FOODAGRI TH 2815.
EE0159 Association of Former Trainees of the European Communities (ADEK)	SG: Michael Cwik, AFTEC, Rue de la Loi 200, B-1049 Bruxelles, Belgium. T. 235 82 37. Tx 21877 COMEUR Bruxelles.
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EE0166 Association of Professional Organizations of the Sugar Trade for EEC Countries	Contact: Ms M Mill, ASSUC, Ave de la Branbanconne 18, Bte 8, B-1040 Bruxelles, Belgium. T. (32 2) 736 15 84 * (32 2) 736 16 54. Tx 24395.
EE0171 Association of the Ice Cream Industries of the EEC	SG: Barbara Dufrene, 3 rue de Logelbach F-75017 Paris France. T. (33 1) 46 22 70 37.
EE0185 Banking Federation of the European Community	SG: Umberto Burani, Avenue de Tervueren 168, 8-1150 Bruxelles, Belgium. T. (32 2) 762 83 05. C. FEDBANK. Tx 23516 F BANC B.
EE01S9 Benelux Economic and Social Advisory Council	Sec: J Libert, 17/21 av de la Joyeuse Entrée, B-1040 Bruxelles, Belgium. T. 233 89 04.
EE0197 Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting	Exec Dir: Peter Hansen, United Nations (DC2-1220), Hew York NY 10017, USA. T. (212) 754 2990. C. UNATIONS NEW YORK. Tx 661062 UNCTNC.
EE0199 Committee on Economic, Social and Cultural Rights	Contact: c/o Centre for Human Rights, UN Office at Geneva Palais des Nations, CH-1211 Genève 11, Switzerland. T. (022) 34 60 11 Ext 3955.
EE0217 International Union of Geological Sciences Commission on Geological Documentation (COGEODOC)	Sec Treas: J Gravestijn, BRGM - SGN, BP 6009, F-45060 Orléans CEDEX 2, France. T. (33) 38 64 30 68. Tx BRGM A 780 258 F.
EE0226 UNCHS Staff Association	Contact: c/o UNCHS (Habitat), P O Box 30030, Nairobi, Kenya.
EE0233 European Centre for Parliamentary Research and Documentation (ECPRD)	SG Luxembourg: Klaus Pohle, Parlement européen L-2929 Luxembourg, Luxembourg. T. 43001 Ext 2118. Tx 3494 EUPARL LU - 2894 EUPARL LU.
EE0240 Asian Institute for Rural Development (AIRD)	Exec Trustee and Coordinator: H V Rajasekharan, 7-A Ratnavilasa Road, Basavanagudi, Bangalore 560 004, India. T. 604091. C. ASIANCARE.
EE0256 Center for Research and Documentation on the World Language Problem	Head office: CED, Nieuwe Binnenweg 176, 3015 BJ Rotterdam, Netherlands T (040) 4364410. C. ESPERANTO ROTTERDAM. Tx 23721 uea nl.
EE0260 ASEAN Association for Planning and Housing (AAPH)	SG- Sidhijai Tanphiphat, Ground Floor, Trans-Asia (Phils) Inc, 11 Aguirre St, Legaspi Village, Makati, Manila, Philippines. T. (63)2-8163112. Tx 22069 TAP PH.
EE0266 ASEAN Port Authorities Association (APAA)	SG: Thavorn Chunnanond, Port Authority of Thailand Klongtoey Bangkok 10110, Thailand. T. 2490362 - 2490399, Tx 72331 PAT TH.
EE0270 International Maize and Wheat Improvement Centre	SG: Dr Donald L Winkelmann, Lisboa 27-Col Juarez Ado Postal 6-641, 06600 Mexico DF, Mexico. T. 592 5011 • 592 5876. Tx 1772023 CIMTME.
EE0273 Standing Conference of National Basketball Federations of Europe	Exec Dir of Organising Commission for the European Cups: Borislav Stankovi&c, PO Box 700607, D-8000 Munchen 70, Germany FR. C. BASKETBALL MUNCHEN. IX 5-213054.
EE0276 International Centre for Mechanical Sciences	Garibaldi 18, I-33100 Udine, Italy. T. (432) 294989.
EE0300 Committee of Butchery Organizations of the EEC	SG: W Van der Aa, Rue Joseph II 95, B-1040 Bruxelles, Belgium. T. (32 2) 230 33.
EE0310 Southeast Asia Rural and Social Leadership Institute (SEARSOLIN)	Contact: Xavier University, Cagayan de Oro City 840L, Philippines. T. 37 42.

EE0348 European Committee of the Consulting Engineers of the Common Market Contact: CEBI, Av Louise 430, B-1000 Bruxelles, Belgium. T. 648 06 95.  
Dir: Dr Andreas Bode Schloss Blütenberg, D-8000 Munchen 60, Germany FR. T. (89) 811 20 28.

EE0353 International Youth Library (IYL)

EE0364 Standardization and Metrology Organization for Gulf Cooperation Council Countries SG: Dr Khaled Youssef Al-Khalaf, PO Box 85245, Riyadh 11691, Saudi Arabia . T. (009661) 4770207 - (009661) 479332. C.

EE0366 Educational and Development Foundation of the Latin American Confederation of Credit Unions

EE0386 International Vaurien Class Association

EE0405 Internationale Hegel-Vereinigung

EE0409 Conference of Non-Governmental Organizations in Consultative Status with the United Nations Economic and Social Council (CONGO)

EE0410 International Committee of Toy Industries (ICTI)

EE0427 Coordination Committee for the Textile Industries in the European Economic Community

EE0504 Book Publishers Group of EEC

EE0535 Committee on the Peaceful Uses of Outer Space (COPUOS)

EE0536 Committee on Information

EE0540 Regional Centre for Cultural Action (RCCA)

EE0544 International Bureau of Mining Thermophysics (IBMT)

EE0550 European Zinc Institute

EE0560 Regional Research and Documentation Centre for Cultural Development

EE0572 African Remote Sensing Council

EE0614 European Coordination Centre for Research and Documentation in Social Sciences (Vienna Centre)

EE0639 International Institute of Rural Reconstruction

EE0660 COPA-COCECA Working Party for Non Edible Horticultural Products

EE0722 European Federation of Branches of the World's Poultry Science Association (EFWPSA)

EE0733 European Federation of Importers of Dried Fruits Preserves, Spices and Honey

EE0742 International Astronomical Union Commission on Solar Activity

EE0750 International Astronomical Union Commission on the Rotation of the Earth

EE0760 International Lightning Class Association (ILCA)

EE0761 Consumer Interpol (CI)

EE0783 Joint Arab Defense Council

EE0790 International Coordinating Committee of World Sports Organizations for the Disabled

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EE0792 Coordination Committee for Vegetation Map of Europe Contact: Or Robert Neuhausl, Botanical Institute, Czechoslovak Acad Science, CS-22S 43 Pruhonice, Czechoslovakia. T. 750522.

EE0798 Council of Arab Interior Ministers

EE0830 Inter-African Centre for the Development of Vocational Training

EE0903 International Commission on Atomic and Molecular Data

EE0921 Expert Committee on Seeds of the Agricultural co-operatives of the EEC Countries

EE0947 European Youth Centre (EYC)

EE0970 Confederation of the Food and Drink Industries of the EEC

EE1048 United Nations Truce Supervision Organization (UNTSO)

EE1056 Inter-American Commercial Arbitration Commission (IACAC)

EE1082 Inter-American Indian Institute (IAII)

EE1096 Inter-American Regional Organization of Workers of the ICFTU

EE1100 Commission of Socialist Teachers in the European Community (CSTEC)

EE1109 International Commission on interplanetary Plasma and the Heliosphere

EE1160 Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR)

EE1168 World Commission on Environment and Development (WCED)

EE1172 International Commission on Mycotoxicology (ICMT)

EE1183 European Federation of Immunological Societies (EFIS)

EE1310 Committee on the Elimination of Racial Discrimination (CERD)

EE1313 International Association of Metropolitan City Libraries (INTAMEL)

EE1325 United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)

EE1330 ICA Working Party on Co-operative Press (WPoCP)

EE1380 Nordic Association for American Studies (NAAS)

EE1395 Islamic Capitals Organization (ICO)

EE1410 Latin American Forestry Institute

EE1427 International Bureau of Education (IBE)

EE1430 Lutheran European Commission the Church and the Jewish People

EE1480 Benelux Association of Energy Economists (BAEE)

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benelu b. FAX 513 42 06.

EE1590 Euro-Caritas (EC) Sec: Walter E Laetsch, Ru\* du Commerce 70-72, B-1040 Bruxelles, Belgium. T. (32 2) 511 42 55. Tx 25 173.

EE1620 International Nacra Class Association Last known address: Carpinteria CA, USA.

EE1635 IDB Staff Association Head Office: 1300 New York Av NW, Washington DC 20577, USA T. (202) 623 1000. C. Intambanc.

EE1636 Association of Microbial Food Enzyme Producers within Western Europe (AMFEP) Sec: H W Hesselink, Ave de Cortenberg 172, B-1040 Bruxelles Belgium. T. (32 2) 735 81 70. Tx 26246 fia b.

EE1660 International Geographical Union Commission on Urban Systems in Transition Chairman: Prof L S Bourne, Cnt for Urban and Comm Studies Univ of Toronto, 455 Spadina Avenue, Toronto ON M5S 1A1 Canada. T. (416) 978 3377.

EE1662 International Confederation of Commercial Representation in the European Community SG: Jacques Gonneau, 30 Boul Bonne • Nouvelle, F-75480 Paris CEDEX 10, France. T. (33 1) 48 24 97 59.

EE1740 International Union of Geological Sciences Commission on Tectonics (COMTEC) Sec: Prof A Kroner, Dept of Geosciences, Johannes Gutenberg-Univ, Postfach 3960, Saarstr 21 D-6500 Mainz Germany FR. T. (06131) 392163- tx 4187408 pens d.

EE1790 CMEA Coordinating Centre for Increased Nutrient Value in Food Products and Creation of New High-Quality Foods Last known address: Bulgaria.

EE1837 CMEA Coordinating Centre for Container Transport Head: E A Sotnikov, Novo-Rasmannaya 2, 107174 Moskva USSR T. 242 16 28. Tx 411832 CIMFS SU.

EE1893 Environmental Protection Committee of the Nordic Union of Industry Contact: Martin Karlstein, Sveriges Industriforbund Box 5501, S-114 85 Stockholm, Sweden.

EE1902 International Federation of Retail Distributors - EEC Group SG: Marco Thyssen, Ave E Lacomble 17, B-1040 Bruxelles, Belgium. T. (32 2) 736 04 04 - (32 2) 736 05 42. Tx 64 192 FUGMA.

EE2050 International Committee of Sociology of Sport (ICSS) Contact: Dr Alan G Ingham, Dept of HPER, Miami University Oxford OH 45056, USA.

EE2080 Commission on Auditory Physiology Chairman: Prof Aage R Moller, Dept of Neurological Surgery, Room 9402, Presbyterian-Univ Hospital, 230 Lothrop Street, Pittsburgh PA 15213, USA. T. (412) 647 3130 • (412) 647 3133.

EE2129 Staff Association of the International Civil Aviation Organization Pres: L Hunte, ICAO, 1000 Sherbrooke St W, Montréal PO H3A 2R2, Canada. T. (514) 285 8378.

EE2130 European Liaison Group of YWCAs Last known address: Bruxelles, Belgium.

EE2140 International Commission on History of Astronomy Pres: Dr John A Eddy, High Altitude Observatory, Box 3000, Boulder CO 80307, USA.

EE2150 International Commission on Physical Study of Planets and Satellites Pres: Or G E Hunt, Atmospheric Physics Group, Cnt for Remote Sensing Blackett Lab, Imperial College, London SW7 2BZ, UK.

EE2162 International Institute of Sociology (ISS) Pres: E Borgatta, Dept Sociology, SH 20, Univ of Washington, Seattle WA 98195, USA.

EE2211 Nordic Senior Executives' Committee for Trade Policy Questions Secretariat: Nordisk Ministerråds Sekretariat. Store Strandstraede 19, DK-1255 Kesbenhavn K, Denmark. T. (45 1) 11 47 11. Tx 15533 nordmr dk.

EE2218 Common Market Committee of the European Association of Netting Manufacturers SG: Anne B Jourdain, Ave du Prés Wilson 3, F-75116 Paris, France. T. (33 1) 47 23 64 51. Tx 611792 f eurtex.

EE2271 WHO Staff Association for South-East Asia Region Pres: Neville Milner, World Health House, Indraprastha Estate, Mahatma Gandhi Road, New Delhi 110002, India. T. 331 7804 23. C. WHO NEWDELHI. Tx ND 31-65031 - 31-65095.

EE2317 International Co-operative Housing Committee of the Sweden. T. (46 8) 772 1250. C. Riksbbyggen STOCKHOLM. Tx 112 25 RBYGS.

EE2320 Union of European Bank Staff Associations Contact: Mr W Hubscher Monbijoustr 61, CH-3007 Berne, Switzerland.

EE2369 International Council for the Publication of the Complete Works of Erasmus Sec: Dr J Trapman, Erasmus Committee, Herengracht 410-412, 1017 BX Amsterdam, Netherlands.

EE2371 International Poplar Commission (IPC)

EE2373 International Potash Institute (IPI)

EE2380 International Fund for the Development of Physical Education and Sport Sec: J Troensegaard, c/o Forest Resources Div of FAO, Via delle Terme di Caracalla 1-10100 Roma, Italy. T. 57971. C. FOODAGRI ROME. Tx 610181 FAO I.

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EE2539 International Varna Sociological School (IVSS)  
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EE2541 Liaison Committee of Rectors Conferences of Member States of the European Communities  
 SeGJ Harry W Luttkholt, Inst d'éducation. Rue de la Concorde 51, B-1050 Bruxelles, Belgium.

EE2542 EEC Advisory Council of the Asbestos International Association  
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EE2570 International Chianina Association  
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EE2579 International Special Committee on Radio Interference  
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EE2592 International Secretariat of Catholic Secondary School Teachers  
 Sec: Achille Renigue, Zijde 91, Boskoop, Netherlands-  
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EE2599 Secretariat for the Protection of the Mediterranean Sea  
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EE2607 The Sulphur Institute (TSI)  
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EE263C United Nations Staff Movement for Disarmament and Peace, Geneva (SMDP)  
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EE2640 International Irwin Allen Fan Club  
 Last known address: Brooklyn NY, USA.

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EE2730 Training Centre on Environmental Matters for Small Local Authorities in the EEC Mediterranean Countries  
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EE2810 International Tandem User's Group  
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EE2840 Equity Policy Center (EPOC)  
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EE2890 Centre for Telecommunications Development  
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EE2915 Liaison Committee of the EEC Steel Tube Industry  
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EE2930 European Commission for the Promotion of Silk  
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EE2980 European Episcopal Committee on the Media  
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EE3015 Office for Research and Experiments (ORE)  
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EE3016 United Nations High Commissioner for Refugees (UNHCR)  
 High Commissioner and Headquarters: Jean-Pierre Hocké, Palais des Nations, CH-1211 Genève 10, Switzerland. T. (41 22) 31 02 61. C. HICOMREF Geneva. Tx 27492 UNHCR CH.

EE3035 Organization of European Aluminium Smelters (OEA)  
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EE3049 Nordic Senior Executives' Committee for Agricultural and Forestry Questions  
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EE3060 Pan American Health Organization (PAHO)  
 Dir: Dr Carl Lyle Guerra de Macedo, 525 Twenty-Third St NW, Washington DC 20037, USA. T. (202) 861 3200. C. OFSANPAN.

EE3127 IAU Commission 20: Positions and Motions of Minor Planets, Comets, Satellites  
 Pres: Prof Yoshihide Kozai, Tokyo Astronomical Observatory, 2-21-1 - Mitaka, Tokyo 181, Japan.

EE3148 Pugwash Conferences on Science and World Affairs  
 SG: Dr Martin M Kaplan, Flat A, 63A Great Russell Street, London WC1B 3BG, UK. T. (44 1) 405 6661. C. Pugwash.

EE3157 European Organization of Reinforced Plastic Associations - Composite Materials  
 Sec: Willem Dangis, c/o Fabrimetal, rue des Drapiers 21, B-1050 Bruxelles Belgium. T. (32 2) 513 16 30 - (32 2) 513 16 70. Tx Fabrim21078. FAX (02) 513 97 29.

EE5178 Federation of National Committees in the International Christian Youth Exchange (ICYE)  
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EE3250 UNESCO Staff Association <STA> Contact: c/o Unesco, 7 place de Fontenay, F-75700 Paris France. T. (33) 45 68 25 85. Tx 204461 Paris. FAX 45671690.

EE3276 Eurogroup for Animal Welfare Dir: E F Seymour-Rouse, C/o RSPCA, Causeway, Horsham RH12 1HG, UK. T. Horsham 64181.

EE3287 Association of European Chambers of Commerce and Industry SG: Hans Joachim von Bulow, Square Ambiorix 30, Bte 57 B-1040 Bruxelles, Belgium. T. (32 2) 735 10 92 - (32 2) 735 14 93. Tx 25315 CHANCE B. FAX 735 22 23.

EE3318 Specialized Section for Tobacco of the Committee of Agricultural Organizations of the EEC Sec: Julio Martins-Cruz, 23-25 rue de la Science, 8-1040 Bruxelles, Belgium. T. (32 2) 230 39 45. Tx 25816.

EE3330 Association of IOC-Recognized International Sports Federations Pres: Un Yong Kim, 635 Yuksam-Dong, Kangnam-Ku Seoul Korea Rep. T. (822) 566 25 05. Tx (801) K28 870.

EE3336 Central American Institute for the Extension of Culture SG: Eduardo Yglesias Tinoco, Apartado postal 2948 1000 San José, Costa Rica. T. 25 54 38.

EE3364 Union of Rice Industry Associations of the EEC Sec: R Chomel de Varagnes, 7 square Gabriel Fauré F-75017 Paris, France. T. (33 1) 46 22 35 75. Tx LUSTPAR 650454.

EE3370 International Amateur Bodyboarding Federation (IABF) Secretariat: Surf House, Box 2174, Palm Beach FL 33480, USA T. (305) 832 4420.

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EE3430 World Food Council (WFC) Sec: M Bolly, Ave de Cortenbergh 172, B-1050 Bruxelles Belgium.

EE3443 Liaison Committee of the Cement Industries in the EEC Exec Dir: Gerald I Trant, C/O FAO, Via Terme di Caracalla 1-00100 Roma, Italy. T. 57971. C. FOODAGRI ROME. Tx 610181 FAO I.

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EE3446 Working Committee of Common Market Brewers Contact: J P Latteur, rue César Franck 46, B-1050 Bruxelles Belgium. T. (32 2) 649 98 50. Tx Z1 431. FAX 640 06 70.

EE3470 Arch International SG: Dr M A Holmes-Walker, Bd du Souverain 191/197, bte 10 B-1160 Bruxelles, Belgium. T. (32 2) 672 23 91 - (32 2) 672 23 92. C. BRACOM. Tx 62148 (BRACOH). FAX 660 94 02.

EE3471 World Association of Judges (WAJ) Contact: Claire de Miribel, BP 35, Trosly Breuil, F-60350 Cuise-la-Motte, France. T. (33) 44 85 61 02.

EE3480 Centre of Information on Migration in Latin America Pres: Leonard E Hoffman, 1000 Connecticut Ave NW, Suite 800 Washington DC 20036, USA. T. (202) 466 5428. C. Worlaw. Tx 440 456.

of the International Astronomical Union Head Office: CIMAL, Casilla 781, Avda Pedro de Valdivia 1224, Santiago, Chile. T. 746713. Tx 440410 CIM CZ.

EE3580 IOC Counterfeiting Intelligence Bureau (CIB) Pres: Prof Edith A Huller, Renweg 15, CH-4052 Basel, Switzerland.

EE3610 International Committee on Medicinal Chemistry Dir: Eric Ellen, Maritime House 1, Linton Road, Barking, IG11 8HG, UK. T. (44 1) 591 3000. Tx 8956492 IMS LDN G.

EE3633 Union of EEC Rice Growers Sec: Prof Dr H Timmerman, Vakgroep Farmacochemie, Vrije Universiteit, De Boelelaan 1083, 1081 NV Amsterdam, Netherlands.

EE3638 Environmental Law Centre (ELC) Last known address: Arles, France.

EE3781 African Volleyball Confederation Contact: Adenauerallee 214, D-5300 Bonn 1, Germany FR. T. (49) 228 2692 231.

EE3783 European Volley Ball Confederation Pres: Chadley Zouiten Rue Ibn Taffragin Belvedere, 1002 Tunisia, Tunisia. T. 280 966 - 286 884.

EE3800 Pontifical Council for Culture SG: Robert Demarsin, Bd du Jubilé 16, Boite 10, 8-1210 Bruxelles, Belgium. T. (32 02) 426 44 79.

EE3S10 International Scientific and Technical Committee on Laundering (ISTCL) Sec: Hervé Carrier, I-00120 Città de Vaticano, Holy See. T. 698 7321 - 698 7342. C. CULTVAT. Tx 2013 CULTVAT VA.

EE3836 International Ozone Commission (IOC) Contact: Inst v Reinigingstechniken, Shoemakerstraat 97, Postbus 70, 2600 VB Delft, Netherlands.

EE3862 International Astronomical Union Commission on Star Clusters and Associations Sec: Dr R Bojkow, Atmospheric Environment Service, 4905 Dufferin St, Downsview ON M3H 5T4, Canada.

EE3955 International Finn Class Association Pres: Dr Douglas C Hoggie, Univ of Edinburgh, Dept of Mathematics, King's Buildings Edinburgh EH9 3JZ, UK. T. (44 31) 667 1081 Ext 2936. Tx 727442 UNWED D.

EE3994 International Flying Dutchman Class Organization Contact: Nikos Koukilekis 7 Akti N Koundourioti, 18534 Piraeus, Greece. T. 41 37351 - 41 37352. Tx 241 643.

EE4022 European Centre for Medium Range Weather Forecasts Mon Sec: Conrad Gulcher, Bosch van Bredins Flat 314, 9 Amersfoortsestraat 1412 KB Naarden, Netherlands. T. (31 2159) 47572.

EE4031 Commonwealth Bureau of Pastures and Field Crops Dir: Dr Lennart Bengtsson, ECMWF, Shinfield Park, Reading RG2 9AX, UK. T. (44 734) 876000. Tx 847908. FAX 869450.

EE4032 Commonwealth Bureau of Plant Breeding and Genetics UK, T. (44 62882) 3457. C. Comag, Slough, Tx 265871 (MONREFG)  
- 847964 (COMAGG G).

EE4033 Commonwealth Bureau of Soils Dir: O Holbek, Dept of Applied Biology, Pembroke Street  
Cambridge CB2 3DX, UK. T. (0223) 334422  
Contact: Rothamsted Experimental Station,  
Harpenden AL5

EE4034 Commonwealth Forestry Bureau

EE4036 CAB International Institute of Entomology 2JQ, UK.  
Officer-in-Charge: Dr K Becker, South Parks Road, Oxford OX1  
3RD, UK. T. (44 865) 57185.  
Contact: 56 Queen's Gate, London SW7 5JR, UK. T. (44 1) 584  
0067 - (44 1) 584 0068. C. ENTINFO London SW7 BT  
GOLD/DIALCOM: 84: CAU006. Tx 265871 MONREF G REF: 84:  
CAU006.

EE4037 CAB International Institute of Parasitology (CIP) (ICSPS) Dir: Or Ralph Huiler, Winches Farm, 395A Hatfield Road St  
Albans AL4 0XU, UK. T. (0727) 33151 - 33155.

EE4101 Committee of Permanent Representatives to the European Communities Sec: Georges Ferne, 29 bis rue Fabre d'Eglantine, F-92500  
Rueil-Malmaison, France. T. (33 1) 45 24 93 46.

EE4109 International Institute of Tropical Agriculture (IITA) Contact: c/o Council of the EC, rue de la Loi 170 B-1048  
Bruxelles, Belgium.

EE4111 Berlin Conference of European Catholics Dir: Dr Laurence D Stifel, Oyo Road, PMB 5320, Ibadan,  
Nigeria. T. 41 32 44. C. TROPFOUND IKEJA. Tx 31417 TROPB NG  
and TDS IBA NG 20311 (Box 015).

EE4114 World Confederation of Don Bosco Past Pupils Associations SG: Heinrich-Christian Kuhn, Poststrasse 4-5, 1020 Berlin  
German DR. T. 2125492 - 2124285. C. KATHKONFERENZ Berlin.

EE4126 Institutions Commission of the European Movement SG: Charles Cini, Via della Pisana 1111, CP 9092 1-00163  
Roma, Italy. T. (39 6) 647 02 41.

EE4160 Committee for Coordination of Investigations of the Lower Mekong Basin Pres: Gianpero Orsello, Rue de Toulouse 47-49, B-1040  
Bruxelles, Belgium. T. (32 2) 230 08 51. C. UNIEUROPA.

EE4180 European Institute for Transuranium Elements Exec Agent and Secretariat: C J Kamp, Pibul tham Villa,  
Kasatsuk Bridge, Bangkok 10500, Thailand. T. 2237422 -  
2237180. C. MEKONG BANGKOK. Tx 21322 MEKONG TH.

EE4184 African Training and Research Centre for Women (ATRCW) Dir: Dr J van Geel, Postfach 2340, D-7500 Karlsruhe, Germany  
FR. T. Linkenheim 07247 841. Tx 7825483 EU d.

EE4220 International Alliance - Association of Former Students of the Cité Internationale of the University of Paris Head Office: c/o ECA, PO Box 3001, Addis Ababa, Ethiopia. T.  
44 72 00 - 42 70 00. C. ECA Addis Ababa. Tx 21029.

EE4282 Asian Pacific Section of the International Confederation for Plastic and Reconstructive Surgery Pres: Charles Léger, 21 boulevard Jourdan, F-75690 Paris  
CEDEX 14, France. T. (33 1) 45 89 67 57.

EE4350 United Nations Centre for Science and Technology for Development SG: J H Williams, 2/81a Remuera Road, Auckland 5, New  
Zealand.

EE4424 Eurogroup Assistant SG: Sergio C Trindade, One United Nations Plaza,  
New York NY 10017, USA. T. (212) 754 8435. C. UNATIONS  
NEWYORK. Tx 232 422.

EE4516 Conference of Protestant Churches in the Latin Countries of Europe Secretariat: c/o UK Delegation to NATO, OTAN, B-1110  
Bruxelles, Belgium. T. (32 2) 242 67 75 Ext 233 or 293. Tx  
23867.

EE4527 Salesian Youth Movement (SYM) Sec: Jean Fischer, EPER, Rue des Terreaux 10, CH-1003  
Lausanne, Switzerland.

EE4540 Asian Area Aquatic Environment Research and Training Institute SG: Juan E Vecchi, Via della Pisana 1111, 1-00163 Roma,  
Italy. T. (06) 6931341. C. SALESIANI PISANA ROMA.

EE4583 International Information Centre for Terminology (INFOTERM) Last known address: Nagoya, Japan.

EE4630 South Pacific Bureau for Economic Cooperation (SPEC) Secretariat: Osterreichisches, Normungsinstitut, INFOTERM,  
Keinestrasse 38, Postfach 130, A-1021 Wien 2, Austria. T.  
(0222) 26 75 35. C. Austrianorm. Tx 115960 onorm a.

EE4845 International Book Committee (IBC) Dir: Henry Fati Naisali, GPO Box 856, Suva, Fiji. T. 312  
600. Tx SPECSUVA FJ 2229.

EE4864 Nordic Organization Committee Contact: Margreet Wijnstroom, PO Box 95312 2509 CH Den  
Haag, Netherlands. T. (070) 140884. Tx 34402 kb nl.

EE4876 Near East Forestry Commission (NEFC) Contact: c/o Nordic Council, Box 19506 S-104 32 Stockholm  
Sweden T (009 46 • 8) 14 34 20. Tx 12 867. FAX 009 46 - 8  
- 11 75 36.

EE4927 International Health Centre of Socio-Economic Studies and Research Head Office: FAO Regional Office Via delle Terme di  
Caracalla 1-00100 Roma, Italy. T. 57971. C FOODAGRI TOME.  
Tx 610181 FAO I.  
Dir: Or P Gorecki, CIERSES, Chateau de Fontpertuis, F-45190  
Lailly en Val, France.

EE5059 Commission on Time of International Astronomical Union  
 Pres: Dr Dennis McCarthy, US Naval Observatory, 34th and Massachusetts Ave, Washington DC 20390, USA. T. (202) 653 0066. Tx 7108221970 (34, 36, 107).

EE5060 Southeast Asian Regional Branch of the International Council on Archives (SARBICA)  
 SG: Norizah Bt Haji Abdul Talib National Archives of Malaysia, Jalan Duta, 50568 Kuala Lumpur, Malaysia. T. (03) 2543244. C. ARKIB KUALA LUMPUR.

EE5070 United Elvis Presley Society (UEPS)  
 Postal Address: UEPS, BP 848, B-1000 Bruxelles 1, Belgium.

EE5108 Liaison Committee of Development Non-Governmental Organisations to the EEC  
 Secretariat: c/o NCOS Rue de Laeken 76 B-1000 Bruxelles Belgium. T. (32 2) 218 31 67. Tx 61771 DEVCO B.

EE5145 Commission on Auditory Physiology  
 Chairman: Prof Aage R Moller Dept Neurological Surgery Presbyterian Univ Hospital, Room 9402, 230 Lothrop St Pittsburgh PA 15213, USA. T. (412) 647 3130.

EE5207 Regional Coordination Centre for Research and Development of Coarse Grains, Pulses, Roots and Tuber Crops in the Humid Tropics of Asia and the Pacific (CGPRT Centre)  
 Dir: Shiro Okabe, CGPRT Centre, Jalan Merdeka 99, Bogor Indonesia. T. (0251) 26290. C. LITANAN BOGOR. Tx 48369 AARD IA.

EE5227 European Group of Risk and Insurance economists  
 Secretariat: c/o Association de Genève 18 chemin Rieu CH-1208 Genève Switzerland. T. (022) 47 09 38. C. ECOSUR Genève. Tx 23 358.

EE5231 Licross/Volags Steering Committee for Disasters  
 Sec: Robert J B Rosborough P O Box 372, CH-1211 Genève 19 Switzerland. T. (41 22) 34 55 80. C. licross geneva. Tx telex lores ch 22 555.

EE5294 Study and Documentation Office on Transfrontier Co-operation between Territorial Communities or Authorities  
 Contact: Dr G Mudrich, Directorate of Environment and Local Authorities Council of Europe, BP 431 R6, F-67006 Strasbourg CEDEX, France. T. (33) 88 61 49 61. C. EUROPA Strasbourg. Tx Strasbourg 870 943.

EE5303 International Centre for Parliamentary Documentation  
 Dir: P Dawe, Union interparlementaire, place du Petit-Saconnex, Case postale 99, CH-1211 Genève, Switzerland. T. (022) 34 41 50. C. 'INTERPARLEMENT - GENEVE'.

EE5354 International Sericultural Training, Research and Study Centre  
 SG: M Vaschalde, 7place du Morvan, F-31100 Toulouse, France. T. (33) 61 40 50 82.

EE5355 European Liberals and Democrats (ELD)  
 SG: Mechthud von Alerooan, Rue Belliard 97, B-1040 Bruxelles, Belgium. T. (32 2) 234 21 11. Tx 26888ELD/LDE. Fax 230 24 85.

EE5357 European Centre for the Development of Vocational Training  
 Dir: Ernst Piehl, Bundesallee 22, D-1000 Berlin 15, Germany FR. T. (030) 884 120. C. Cedefop berlin. Tx 154 163 eucen d. FAX 88 41 22 22.

EE5386 European Communities Trade Mark Practitioners-Association CECTMFA  
 Secretariat: Bureau Gevers SA, Aalmoeznierstraat 68, B-200 Antwerp, Belgium.

EE5395 International Bureau of Theatre Schools  
 Dir: René Hainaux, c/o Recherches et Formation Théâtrales en Wallonie, Place du XX août 16, 8-4000 Liège, Belgium. T. (32 41) 23 45 98.

EE5499 Organization for the Development of African Tourism  
 Last known address: Yaounde, Cameroon.

EE5501 Committee of Glutamic Acid Manufacturers of the European Economic Community  
 Pres: Jacques Chaudret, 16 rue Bal lu, F-75009 Paris, France. T. (33 1) 42 80 66 25. C. SINDAGRIS. Tx 650847 F SIASORS.

EE5547 Joint Research Centre (JRC)  
 Directorate-General: Rue de la Loi 200, B-1049 Bruxelles, Belgium. T. (32 2) 235 11 11- C. COMEU B. Tx 21877.

EE5788 Joint Nordic Centre for Labour Market Training  
 Chairman: Alf Lahti Box 42 S-950 94 Overtorneå, Sweden. T. (0927) 108 30.

EE5809 International Centre for Heat and Mass Transfer (ICMHT)  
 SG: Dr Naim Afgan, PO Box 522, 11001 Beograd, Yugoslavia. T. 444 08 71 - 45 82 22. Tx YU 11563.

EE5829 Inter-American Center for Crafts and Popular Arts  
 Dir: Dr Claudio Halo Gonzalez, Hno Miguel 3-23 (escalinata), Cuenca, Ecuador. T. 830 450. Tx 8629 CIDAP.

EE5894 International Union of the New Bach Society  
 Contact: Prof Dr Hetmuth Rilling, Johann-Sebastian-Bach Platz, D-7000 Stuttgart 1, Germany FR, T. (49 7111) 6192113.

EE5933 International Astronomical Union Commission on High Energy Astrophysics  
 Pres: Prof Dr Catherine Cesarsky Service d'Astrophysique, Centre d'Etudes Nucléaires de Saclay, F-91191 Gif sur Yvette CEDEX, France. T. (33 1) 69 08 39 12. Tx 690860 F.

EE5940 Liaison Committee of EEC Twine and Cordage Industries  
 Contact: c/o EUROCORD, 3 av du President Wilson, F-75116 Paris, France. T. (33 1) 47 23 64 51. Tx 611 792 F.

EE6008 SEMEO Regional Centre for Educational Innovation and Technology (INNOTECH)  
 Dir: Dr Dolores F Hernandez, Don Mariano Marcos Avenue, PO Box 207, Diliman Quezon City, Manila, Philippines. T. 9825 91 - 98 25 92. C. INNOTECK MANILA.

EE6098 International Institute for Vital Registration and Statistics (IIVRS)  
 Pres: Iwao M Moriyama, 9650 Rockville Pike, Bethesda MD 20014, USA.

EE6191 Latin American Centre for Automation of Banking  
 Contact: c/o FELARAN, Apartado Aéreo 091959, Bogota DE1, Colombia. T. 360949. Tx 45548.

EE6224 UNESCO Regional Office for Culture in Latin America and the Caribbean  
Dir: Carlos Lazo Frias, Calzada 551, Apartado 4158, Esquina D Vedado, La Habana 4, Cuba. T. 32 77 41. C. UNESCO. Tx 512154 UNESCO CU.

EE6264 African Regional Centre for Engineering Design and Manufacturing (ARCEDEM)  
Exec Dir: Hacene Amiar, Km 8 - Iwo Road, PM8 19 • U1 Post Office, Ibadan, Nigeria.

EE62S3 International Training and Research Centre for Development  
Last known address: Paris, France.

EE6288 Cooperation Service for Development  
Contact: Ya Mutuale-Balume, 42 Montée Saint-Barthélémy F-69005 Lyon, France. T. (33) 78 25 41 65.

EE6530 Emergency Preparedness and Disaster Relief Coordination Office (PED)  
Dir: Dr C de Ville de Goyet, PAHO, 525 Twenty-third Street NU, Washington DC 20037, USA.

EE6342 World Federation of Unesco Clubs and Associations (WFUCA)  
SG: Pierre Lesueur, 42 ave Raymond Poincare F-75116 Paris France. T. (33 1) 47 04 57 33.

EE6433 European Ecumenical Organization for Development (EECOD)  
SG: Marc Luyckx, Av d'Auderghem 23, B-1040 Bruxelles Belgium. T. (32 2) 230 61 05.

EE6454 European Alliance of YMCAs  
Sec: Egon Slopianka, Postfach 41 01 49, im Druselstal 8 D-3500 Kassel-Wilhelmshöhe, Germany FR. T. (49 561) 3087 Ext 260. Tx 992481 cvjm d.

EE6522 Southern Networks for Development (SONED)  
Contact: Dr Sibusiso M Bengu, P O B 66, CH-1211 Genève 20, Switzerland. T. (022) 91 62 51 - (022) 91 60 25.

EE6531 SEAMEO Regional Language Centre (RELC)  
Dir: Earnest Lau, 30 Orange Grove Road, Singapore 1025, Singapore. T. 7379044. C. RELCENTRE SINGAPORE. Tx RS 5598.

EE6633 Mesoamerican Center for the Study of Appropriate Technology  
Exec Dir: Dr Edgardo Cáceres, CEMAT, 4a Avenida 2-26, Zona 1, Apto Postal 1160, Guatemala, Guatemala. T. 21 153.

EE6634 European Chemical Industry Ecology and Toxicology Centre (ECETOC)  
Dir: Dr D A Stringer, Av Louise 250, Bte 63, B-1050 Bruxelles, Belgium. T. (32 2) 649 94 80. Tx 61 523. FAX (02) 640 19 81.

EE6674 International Coordination Group of Space Techniques for Geodesy and Geodynamics (CSTG)  
Contact: c/o IAG, 140 rue de Grenelle, F-75700 Paris, France. T. (33 1) 45 50 34 95.

EE6744 Institute of International Business Law and Practice  
Dir: Martine Briat, c/o CCI, 38 Cours Albert 1er, F-75008 Paris, France. T. (33 1) 45 62 34 56. C. INCOMERC-PARIS. Tx 650770 ICCHQ. FAX 42258663.

EE6798 International Astronomical Commission on the Light of the Night Sky  
Pres: Prof K Mattila, Observatory, and Astrophysical Lab, Tahititorinmaki, SF-00130 Helsinki 13, Finland.

EE6939 FAO Commission on Fertilizers  
Contact: J W Couston, c/o FAO, Via délie Terme di Caracalla, 1-00100 Roma, Italy. T. 57971. C. FOODAGRI ROME. Tx 610181 FAI I.

EE7018 ICON International Committee for the Training of Personnel  
Pres: Dr Patrick J Boylan, Leicestershire Museums, Art Galleries and Records Service, 96 New Walk, Leicester LE1 6TD, UK. T. (0533) 554100.

EE7069 ICOH International Committee on Exhibition Exchange  
Dir: Marie Couturier, Int Programme, National Museums of Canada, Centennial Towers, 200 Kent Street, Room 8125, Ottawa ON K1A 0M8, Canada.  
Chairman: Christian Lahanier, Laboratoire de Recherche des Musées de France, 34 Quai du Louvre, F-75041 Paris CEDEX 01, France. T. (33 1) 42 60 39 26.

EE7078 SEAMEO Regional Centre for Tropical Biology (BIOTROP)  
Dir: Prof Dr Siti Sutarni-Yjittrosomo, Jalan Raya Tajur - Km 6, PO Box 17, Bogor 16001, Indonesia. T. 0251 23848. C. BIOTROP Tx 45885 BIOTROP IA.

EE7224 Broadcasting Organizations of the Non-aligned Countries - Committee for Cooperation (80NAC)  
Contact: BONAC, Jugoslavenska Radiotelevizija Borisa Kidičevića 70, 11000 Beograd, Yugoslavia. T. (011) 332 271. Tx 11469, 12158 yurate.

EE7234 European Group 'Utipulp'  
Head Office: 3 Plough Place, Fetter Lane, London EC4A 1AL, UK.

EE7235 Inter - Union Commission on Comparative Physiology  
SG: Prof Liana C Bolis, Univ degli Studi di Milano Facoltà di Farmacia, Biologia Generale, Via Balzaretti 9, I-20133 Milano, Italy. T. (39 2) 20 98 17.

EE7247 Secretariat, Red Sea and Gulf of Aden Environment Programme  
Contact: PO Box 1358, Jeddah, Saudi Arabia. T. 651 4472 - 651 2312. Tx 401236 ARSAD SJ ATT: PERSGA.

EE7252 European Support Groups for Liberation and Nonviolence in Latin America  
Contact: Janna F Postma, c/o SERPAJ Europa van Imhoffplein 3, 2595 SH Den Haag, Netherlands. T. (31 70) 853522.

EE7323 Bird Strike Committee Europe (BSCE)  
Chairman: Hans Dahl, Civil Aviation Admin, Luftfarthuset Box 744, Ellebjergvej 50, DK-København SV, Denmark. T. (415) 444848.

EE7504 Asia Alliance of YMCAs  
Contsct: Tan Chi King, 23 Waterloo Road, Kowloon, Hong Kong.

T. 3 7808347. C. FLAMINGO. Tx 54522 ASIAY HK.

EE7536 Latin American Centre of Human Economy  
Dir Gen: Adolfo Perez Piera, CLAEH, Zelhar Michelini 1220 Casilla de Correo 5021, Montevideo, Uruguay. T. 90 71 94 ' - 91 04 33.

EE7542 Inter-Regional Coordinating Committee of Development Associations (CCDA)  
SG: Dr Mohamed A Jabar Shahari, c/o ADIPA Secretariat Asian and Pac Devel Centre, Pesiaran Duta, PO Box 12224, 50770 Kuala Lumpur, Malaysia. T. 03-2548086 C. AFDECEK Kuala Lumpur. TX MA 30676 APDEE.

EE7543 Habitat International Council (HIC)  
Secretariat: c/o IULA, 41 Wassenaarseweg, 2596 CG Den Haag Netherlands. T. (31 70) 24 40 32. C. IULA The Hague.

EE7623 International Association of Y's Ken's Clubs YHCA  
SG: Ingvar Wallin, c/o World Alliance of YMCAs, 37 Quai Wilson, CH-1201 Geneva, Switzerland. T. (41 22) 323 100.

EE7670 Economic Development Institute (EDI)  
Dir: Christopher R Willoughby 1818 H Street NW, Washington DC 20433, USA. T. (202) 477 1234. C. EDI INTBAFRAD. TX ITT 4400098, WUI 64145.

EE7672 Regional Commission on Land and Water Use in the Near East  
Sec: A Arar, c/o FAO, Via delle Terme di Caracalla, I-00100 Roma, Italy. T. 57971. C. FOODAGRI ROME. Tx 610181 FAO I.

EE7761 International Geographical Union Commission on Industrial Change  
Chairman: Prof G J R Linge, Dept of Human Geography Research School of Pacific Studies, Australian Nat Univ GPO Box 4, Canberra ACT 2601, Australia. T. (062) 49 2234 C NATUNIV. TX AA 62694 SOPAC.

EE7776 International Commission on Waves in Plasma  
Chairman: Prof R L Dowden, Physics Dept, Univ of Otago Dunedin, New Zealand.

EE7795 Committee on the Teaching of Science (CTS)  
Sec: Prof D J Waddington, Dept of Chemistry, University of York, York YO1 30Q, UK.

EE7825 International Laser II Class Association  
Exec Sec: Jeff Martin, PO Box 26, Falmouth TR11 3TN UK T (44 326) 315064. Tx 837111 Perslbg.

EE7835 International Commission of Maritime History (ICMH)  
SG: Prof Dr Christian Koninckx, Britselei 46, B.2000 Antwerpen, Belgium.

EE7871 International Association of Retired Staff of OEEC and OECD  
Secretariat: 279bis Route de l'Empereur, F-92500 Rueil Malmaison, France. T. (33) 47 51 19 48.

EE8063 ASEAN Chamber of Commerce and Industry (ACCI, ASEAN CCI)  
SG: Mohd Ramli Kushari, c/o N1 Chamber of Commerce and Industry of Malaysia, 17th Fl-The Tower, Plaza Pekeliling-Jalan Tun Razak, 50400 Kuala Lumpur, Malaysia. C NIOCCIM. TX MA 33642 NACCI.

EE8248 Institute for Training and Demographic Research  
Contact: M Sala-Diakanda, BP 1556, Yaounde, Cameroon. Tx S/C PNUD 8304 KN or MULPOC 8441 KM.

EE8295 International Union of Geological Sciences Committee on Sedimentology

EE8308 Association of Former Members of the Economic and Social Committee

EE8387 Pan American Foot-and-Mouth Disease Center (PAFHDC)

EE8439 International Commission on Meteors and Interplanetary Dust

EE8440 International Astronomical Union Commission on Stellar Radial Velocities

EE8450 Andean Council for Science and Technology

EE8501 International Commission on Olfaction and Taste (ICTA)

EE8505 International Union of Radio Science Commission of Electromagnetic Metrology

EE8530 Federation of ASEN Shipowners' Association (FASA)

EE8554 Secretariat for the Convention on International Trade in Endangered Species of Wild Fauna and Flora

EE8599 International Commission on Psychophysiology

• Chairman] Dr K A W Crook, Dept of Geology, Australian Nat Univ, GPO Box 4, Canberra ACT 2601 Australia. T. 6162492059. C. NATUNIV. TX AA62693. FAX 6162493562.  
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Chairman: Prof Khananashvili, Institute Physiology, Gotua Street 14, Avenue 69/71, Tbilisi, USSR.

EE8638 Advisory Group for International Training of Cooperators (AGITCOOP)

EE8646 Multinational center of Educational Research

EE8685 Institut Henry Dunant (IND)

EE8720 European Consumer Law Group (ECLG)

EE8750 Correspondence Service in Esperanto

EE8777 Regional Institute for Population Studies (RIPS)

EE8810 ASEAN Food Handling Bureau (AFHS)

EE8981 ASEAN Motion Pictures Association (AMPPA)

EE9099 Nordic Arts Centre

EE9148 South Pacific Board for Educational Assessment (SPBEA)

EE9242 Action Programme for the Prevention of Food Losses

EE9257 European Group of Public Administration (EGPA)

EE9444 United Nations International Research and Training Institute for the Advancement of Women (INSTRAW)

EE9515 International Commission on Particles and Fields

EE9559 Asian and Pacific Development Centre (APDC)

EE9576 UNESCO Regional Office for Education in Asia and the Pacific (UNESCO/ROEAP, ROEAP)

EE9586 UNESCO Regional Office for Science and Technology in Africa (UNESCO/ROSTA, ROSTA)

EE9598 Regional Mineral Resources Development Centre (RMRDC)

EE9608 European Liaison Committee of Agricultural Executives

EE9611 Joint European Medical Research Board (JEMRB)

EE9614 International Reference Centre for Community Water Supply and Sanitation (IRC)

EE9623 Virology Division, International Union of Microbiological Societies

EE9628 Southeast Asia Tin Research and Development Centre (SEATRAD)

EE9637 WHO Western Pacific Regional Centre for the Promotion of Environmental Planning and Applied Studies (PEPAS)

EE9737 Mycology Division of IUMS

EE9781 UNESCO Latin American Book Development Centre

EE9785 World Committee for Trade Action - WCL (WCTA)

EE9802 WHO Regional Office for the Eastern Mediterranean (EMRO)

Sec: Sam Mshill, 1CA, 15 route des Morillons, Le Grand Saconnex, CH-1218 Genève, Switzerland. T. (41 22) 98 41 21.

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EE9865 Regional Centre for Conservation of Cultural Property in the Arab States  
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EE9995 Regional Centre for Arbitration  
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FD2037 Rui Foundation  
Head Office: Viale XXI Aprile 36, I-00162 Roma, Italy T (06) 832 1281 - (06) 832 1282. Tx 626036 FRUI RM I.

FD5715 European Control of Data Users Group (ECODU)  
Pres: Johan Rivertz, Norwegian Contractors, Holtet 45 N-1320 Stabekk, Norway. T. 02 12 91 36. Tx 76760 Conden.

FE7244 Organ for International Cooperation for Promotion of Arab Islamic Culture  
Dir: Dr Tana Hassen el Nour, c/o ALECSO, PO Box 1120 Tunisia. T. 784 701 - 784 466. C. ALECSO Tunis. Tx 13825 TN FAX 2161784965.

FF0034 Nordic House in the Faroe Islands  
Dir: Karin Flodstrom, Postbox 1260, DK-3800 Torshavn Denmark. T. (298) 17 900.

FF0054 International Rescue Committee (IRC)  
Exec Dir: Robert P DeVecchi. 386 Park Ave S, New York NY 10016, USA. T. (212) 679 0010. C. INTERESCUE. Tx 237611.

FF0094 Planetary Citizens  
Pres: Donald F Keys, PO Box 2722, San Anselmo CA 94960 USA T. (415) 485 1545.

FF0102 Clara Lachmanns Fund to Promote Inter-Nordic Understanding  
Sec: P O Nilsson, Bugardsgatan 11, s-4125 Goteborg, Sweden.

FF0109 International Society for Human Rights (ISRH)  
Exec Dir: Ivan Agrusow. Kaiserstrasse 72, Postfach 101132 D-6000 Frankfurt-Main 1, Germany FR. T. (49 69) 23 69 71 - (49 69) 23 69 72. Tx 4185 181 IGRM D.

FF0112 Nestle Foundation for the Study of Problems of Nutrition in the World  
Dir: Dr Beat Schurch 4 place de la Gare, Case Postale 581 CH-1001 Lausanne, Switzerland. T. (021) 20 33 51.

FF0113 Marketing Communications Executives International (MCEI)  
Pres: Dr Raymond Nossent, Avenue Mont joie 167, B-1180 Bruxelles, Belgium. T. (32 2) 345 39 00. Tx 64931. FAX 343 91 06.

FF0140 Association of International Bond Dealers (AIBD)  
SG: John Walters, Rigistrasse 60, CH-8033 Zurich, Switzerland. T. 363 42 22. Tx 815812. FAX 363 77 72.

FF0150 International Organization for Unification of Terminological Neologisms (IOUTN)  
SG: Aniela Topulos, ul Filtrowa 54/58, Ip pok 16-17 PL-02 057 Warszawa, Poland. T. 27 47 91.

FF0153 Institute of International Finance (IIF)  
Managing Dir: André de Lattre, 2000 Pennsylvania Ave NJ, Washington DC 20006, USA. T. (202) 857 3600. Tx 64165-IIF. FAX 202-775-1430.

FF0160 International Development Foundation  
Last known address: Spring MD USA.

FF0170 International Women's Tribune Center (IWTC)  
Exec Dir: Anne S Walker, 777 UN Plaza, 3rd Floor, New York NY 10017, USA. T. 687 8633. C. TRI6CEN NY.

FF0175 Aviation across All Frontiers  
Contact: Léon Didden, Brussels National Airport, Bldg 2, Local C142, B-1930 Zaventem, Belgium. T. (32 2) 722 35 35. Tx 63607ASFB.

FF0306 European Satellite Consulting Organization (ESCO)  
Last known address: Paris, France.  
Last known address: New York, USA.

FF0326 Arab Engineering and Consulting Company (AREC)  
Last known address: Abu Dhabi, Abu Dhabi.

FF0409 Andean Development Corporation (ADC)  
Exec Pres: José Corsino Cardenas, CAF Avda Luis Roche esq, 2 de Transversal Los Palos Grandes Edif Torre Central 5-10, Urb Altamira, Apart Correos 69011 y 69012, Caracas, Venezuela. T. 261 3377.

FF0430 International Correspondence Institute (ICI)  
Head Office: Chaussée de Waterloo 45, B-1640 Rhode-Saint-Genèse, Belgium. T. (32 2) 358 59 46.

FF0501 Russian Nobility Union  
SG: Nicolas Komaroff-Kourloff 1 rue Pierre Loti F-92320 Chatillon, France. T. 46 44 33 13.

FF0516 Conference of Postal and Telecommunications Administrations of Western Africa  
Secretariat: Dir générale de l'Office, des Postes et Telecommunication, Nouakchott, Mauritania.

FF0667 European Parliament (EP)  
SG: Enrico Vinci, BP 1601, 2929 Luxembourg, Luxembourg. T. 43001. Tx 3494 EURPARL LU - 2894 EURPARL LU.

FF0671 African, Caribbean and Pacific Group of States (ACP Group)  
General Secretariat and SG: Edwin Carrington Ave Georges Henri 451, B-1200 Bruxelles, Belgium. T. (32 2) 736 99 85.

FF0760 White Confederacy (WC)  
Last known address: Cincinnati OH, USA.

FF0998 Girls' Brigade International  
Coordinator: Marjorie J Fox Brigade House, 8 Parsons Green, London SW6 4TH, UK. T. (44 1) 736 8481.

FF1015 Joint UNESCO -IAU Research Programme in Higher Education.  
Secretariat: c/o AIU, Maison de l'Unesco, 1 rue Miollis, F-75732 Paris CEDEX 12, France. T. (33 1) 45 68 25 45, t. UNIVASOC PARIS. Tx 204461 Paris.

124 ASSOCIATIONS TRANSNATIONALES. 2/1987

FF1034 Program for Appropriate Technology in Health (PATH) Pres: Gordon W Perkin, 4 Nickerson Street, Seattle WA 98109 USA. T. (206) 285 3500. C. PATH. Tx 4740049 PATRUI.

FF1042 International Anti-Counterfeiting Coalition (IACC) Pres: James L Rikoff, 220 Montgomery St., Penthouse One San Francisco CA 94104, USA. T. (415) 397 5631.

FF1050 One World Last known address: Paris, France.

FF1069 Inter-American Development Bank (IDB) Pres: Antonio Ortiz Mena 1300 New York Avenue, Washington DC 20577, USA. T. 623 1000. C. Intambanc. Tx Intambanc.

FF1080 European NGO Consortium for Agricultural Development Programmes (ECAD) Contact: Peter Bastogi, MANITESE, Via Cavenaghi 4, 1-20149 Milano, Italy.

FF1090 Multilateral Investment Guarantee Agency (MIGA) Contact: c/o World Bank, 1818 H Street NW, Washington DC

FF1130 Youth Association for a Traditional Europe Last known address: Bruxelles, Belgium.

FF1198 Euro-Arab Secretariat Sec: Jos Wijninckx, Rue De l'Industrie 15, Bte 14, B-1Q40 Bruxelles.

FF1240 World Audiovisual Council for Education and Art Research Last known address: Paris, France.

FF1255 Jean Monnet Foundation for Europe Pres: Henri Rieben Ferme de Dorigny, CH-1015 Lausanne Switzerland. T. (41 21) 46 42 80.

FF1280 European Federation of Optometry Last known address: Paris, France.

FF1340 International Council of Medical Acupuncture and Related Techniques (ICMART) SG: Dr François Beyens, Rue de l'Amazone 62 B-1050 Bruxelles, Belgium. T. (32 2) 539 39 00.

FF1343 Latin American Energy Cooperation Program Headquarters: Av Occidental, Edif Olade San Carlos PO Box 6413 CCI, Quito, Ecuador. T. 53 81 22. Tx 2728 OLADE ED.

FF1348 Anne Frank Foundation Exec Dir: J F Westra, Prinsengracht 263, 1016 GV Amsterdam, Netherlands. T. (31 20) 264533.

FF1349 Generals for Peace and Disarmament (GPD) Admin: Brig Michael Harbottle OBE, c/o Cnt Int Peacebuilding Studies, Wickham House, 10 Cleveland Way, London E1 4TR, UK.

FF1393 International Bank for Reconstruction and Development (IBRD) Pres: 8 B Conable, 1818 H Street NW, Washington DC 20433, USA. T. (202) 477 1234. C. INTBAFRAD.

FF1430 Committee of European Roller Hockey E, 1000 Lisboa, Portugal. T. 89 62'20. Tx 62087 FPATIN P.

FF1600 Nordic Cooperation between Nordic Chemists' Associations Gen Dir: Claude Jolif, Chateau de Longchamp, Carrefour de Longchamp, Bois de Boulogne, F-75016 Paris, France. T. (33 1) 45 20 79 92. C. CENTRENFANCE. Tx CIENFAN 610584.

FF1675 Nordic Frontier Insurance Pool Adress not obtained

FF1684 International Conference of Sociology of Religion (ICSR) Contact: Postboks 2551, Solli, N-0203 Oslo 2, Norway.

FF1804 Gulf International Bank, BSC (GIB) Sec: Roland J Campiche 10 Terreaux, CH-1003 Lausanne, Switzerland. T. (41 21) 23 64 65.

FF1890 Community of Interests of Leading European Wood-Working and Wood Processing Machinery Resellers Sec: Abdul-Elah Al-Amer, Al-Dowali Bldg, King Faisal Highway PO Box 1017 Al-Dowali Building, King Faisal Highway, Manama, Bahrain. T. 25 62 45. C. GINTBANK. Tx 8802 DOWALI BN

FF2000 Inter-American Development Bank Administrative Tribunal Head Office: Im Hager Feld 30, D-4060 Viersen 12, Germany FR. T. (49 2162) 8 05 45.

FF2020 United Nations Sudano-Sahelian office (UNSO) Exec Dir: Eugenio Velasco, 1300 New York Avenue NY, Washington DC 20577, USA. T. (202) 623 2757.

FF2066 Green Pennant Council (COMEX) Dir: Bertin Borna, One United Nations Plaza, New York NY 10017 USA. T. (212) 906 5000. C. UNDEVPRO NEW YORK. Tx 23 62 86.

FF2080 Youth-Europe Last known address: London, UK.

FF2130 'Voice of Islam' Association Last known address: Bruxelles, Belgium.

FF2152 European Science Foundation (ESF) Pres: El Hadji Abdou Salam Gaye, 14 rue de l'Ancien Port, CH-1201 Genève 21, Switzerland. T. (41 22) 31 13 55.

FF2180 International Parliamentary Group for Human Rights in the Soviet Union (IPG) SG: Michael V Posner, 1 Quai Lezay Marnésia, F-67000 Strasbourg, France, f. (33) 83 35 30 63. Tx 890440 F.

FF2322 Joint North Sea Information System (JONSIS) Exec Dir: Paul W Meek, 1411 K St NW, Suite 400, Washington DC 20005, USA. T. (202) 347 6669.

FF2351 International Artists' Cooperation (IAC) Last known address: London, UK.

Pres: Klaus Groh, Heideweg 6, PO Box 1206, D-2905 Edewecht, Germany FR. T. (49 4489) 2697.

FF2370 French-Speaking Andrology Society  
 SG: J Belaisch , 36 rue de Tocqueville, F-75017 Paris, France. T. (33) 42 27 95 59.

FF2410 All Africa Leprosy, Rehabilitation and Training Center (ALERT)  
 Exec Dir: Urban Gjerulf, PO Box 165, Addis Ababa, Ethiopia T. 20 11 10.

FF2590 Employment Programme for Latin American and the Caribbean  
 Contact: PREALC, Alonso de Córdova 4212, Casilla 618 Santiago, Chile. T. 48 65 00. C. PREALC Santiago. Tx 340382 PREALC CH.

FF2620 Ecumenical Group of Women Religious (KAIRE)  
 Secretariat: Communauté de Grandchamp, CH-2015 Areuse Switzerland. T. (41 38) 42 24 92.

FF2652 Multimedia International  
 Exec Dir: John A St Gorge, Borgo S Spirito 5, I-00195 Roma Italy. T. (06) 656 98 41.

FF2690 Programme for the Introduction and Adaptation of Contraceptive Technology  
 Last known address: Washington DC, USA.

FF2790 Asia Banker's Council

FF2860 UNDP/UNIDO Regional Network for the Production Marketing and Control of Pesticide in Asia and Far East  
 Contact: Vienna International Centre, PO Box 300, A-1400 Wien, Austria. T. 26 310. C. UNIDO Vienna. Tx 135612.

FF2996 International Federation of Voluntary Health Service Funds (IFVHSF)  
 Exec Dir: Kenneth N Groom 15-17 Essex Street, London WC24 3AD, UK. T. (44 1) 353 1159. Tx 883059.

FF3031 Organization of Asian-Pacific News Agencies <OANA>  
 Pres: P Unnikrishnan. Press Trust of India, 4 Parliament Street, New Delhi 110001, India.

FF3086 International Documentation and Communication Centre (IDOC)  
 SG: Heinz Hunke, IDOC International, Via S Maria dell 'Anima 30, I-00186 Roma, Italy. T. (06) 656 83 32.

FF3164 Rotary International (RI)  
 SG: Philip H Lindsey, 1600 Ridge Avenue, Evanston IL 60201 USA. T. 328 0100. C. Interotary. Tx 72 44 65.

FF3218 SERVAS International  
 SG: Antonie Fried, Rudolf-von-Habsburg St 50, D-6740 Landau Germany FR. T. (06341) 31370.

FF3270 Royal Life Saving Society Commonwealth Council (RLSS)  
 Chief Sec: John W R Taylor, Mountbatten House, Studley 880 7NN, UK. T. (052 785) 3943.

FF3303 New Group of World Servers  
 Contact: Suite 54, 3 Whitehall Court, London SW1A 2EF, UK. T. 839 4512 - 839 4513.

FF3354 Fund for Promoting Scientific and Technical Research  
 Last known address: Ouagadougou, Burkina Faso.

FF3793 International Service for National Agricultural Research (ISNAR)  
 Dir Gen: Alexander von der Osten PO Box 93375, 2509 AJ Den Haag, Netherlands. T. (070) 47 29 91. C. ISNAR. Tx 33746.

FF4060 Permanent Service on Fluctuation of Glaciers (PSFG)  
 Dir: Dr W Haerberli Lab for Hydraulics Hydrology and Glaciology, Swiss Federal. Institute of Technology (ETH), Gloriastrasse 37, CH-8092 Zurich, Switzerland. T. (41 1) 256 40 93. Tx 56680 HYGLA CH.

FF4061 International Ursigram and World Days Service (IUWDS)  
 Dir: Dr R Thompson, IPS Radio and Space Serv, Dept of Science and Technology, PO Box 702, Darlinghurst NSW 2010, Australia.

FF4157 Asian-Pacific News Network (ANN)  
 Contact: P Unnikrishnan. Press Trust of India, 4 Parliament Street, New Delhi 110001, India.

FF4326 International Cooperative Petroleum Association (ICPA)  
 Exec Vice Pres: F A A Vandongen, PO Box 465, Elmsford NY 10523, USA. T. (201) 451 8330. C. INCOPET. Tx 219246.

FF4489 European Management Symposium in Davos  
 Contact: EMF foundation, 19 chemin des Hauts-Crêts, CH-1223 Genève, Switzerland. T. (022) 36 02 43. Tx 27973.

FF4559 International Energy Bank (IEB)  
 Last known adress: London, UK.

FF4582 Coordinating Committee on Export Controls (COCOM)  
 No permanent secretariat.

FF4605 Nordic Cultural Fund  
 Contact: Nordic Cl of Ministers, St Strandstraede 18, DK-1255 København, Denmark. T. (01) 11 47 11. Tx 15544.

FF4725 European Club for Business Cooperation  
 Contact: c/o EMF Foundation, 19 chemin des Haut-Crêts, CH-1223 Genève, Switzerland. T. (022) 36 02 43. Tx 27973.

FF5247 Emissary Foundation International  
 Admin: Diana Soto 4817 N County Rd 29, Loveland CO 80537, USA. T. (303) 669 2166.

FF5283 Commonwealth Philharmonic Orchestra Trust  
 Last known adress: Kingswood , UK.

FF5307 World Service Authority (USA)  
 Founder and World Coordinator: Garry Davis, 1012 14th Street NW, Washington DC 20005, USA. T. (202) 638 2662. Tx 262214 WSOV UR - 6502804693 MCIUW.

FF5452 East Asian Insurance Congress (EAIC)  
 Gen Secretariat: FALIA, Dai-ichi Life Ins Co 81dg, Yurakucho-Chiyodaku, Tokyo, Japan.

FF5598 International Organising Committee for European Thermophysical Properties Conferences (ETPC)  
 Contact: Prof G Ruffino, Via delle Margherite, I-00040 Rocca di Papa, Italy.

FF5794 International Network of Feed Information Centres (INFIC)  
Contact: Dr T F Leche, Australian Feeds Inf Ct, PO Box 239 Blacktown NSW 2148, Australia.

FF5896 International Cancer Research Data Bank (ICRDB)  
Contact: c/o Nat Cancer Institute, RA Bloch Intl Center Cancer Information, Building 82, Bethesda MO 20892 USA (301) 496 7403.

FF5934 International Union of Superiors General  
SG: Sister Louise F Core, CND, Piazza di Ponte S Angelo 28 1-00186 Roma, Italy. T. 687 59 21.

FF6006 European Wire Rope Information Service  
FF6185 European Academy of History  
Last known address: Gorinchem, Netherlands.

FF6195 PEN International Writers in Exile Centre  
FF6233 Biennial of the French Language  
SG: Pierre Houart, Ave du Hockey 52, B-1150 Bruxelles Belgium. T. (32 2) 771 78 92.

FF6413 Society for Worldwide Interbank Financial Telecommunication (SWIFT)  
USA: Ms Clara Gyorgyey, 42 Derby Ave, Orange CT 06477, USA.  
Last known address: Paris, France.

FF6458 Auroville  
Head Office: Av Ernest Solvay 81, B-1310 La Hulpe, Belgium T. 656 31 11. Tx 26532 SWBRU.

FF6464 European Greens  
Secretariat: Bharat Nivas, Auroville 605104 (Tamil Nadu) India.

FF6658 European Community Youth Orchestra (ECYO)  
Sec: Willy De Backer c/o AGALEV, Tweekerkestraat 78, B-1000 Bruxelles, Belgium. T. (32 2) 218 54 54 - (32 3) 230 06 03.

FF6754 Nordic Fund for Technology and Industrial Development  
SG: Ms Joy Bryer, 53 Sloane Street, London SW1X 9SW, UK. T 235 6641 - 235 7671. Tx 265871 MONREF G REF MUS046.

FF7142 European Conservative Group in the European Parliament  
Last known address: Stockholm, Sweden.

FF7601 East Asian Stock Exchange Conference (EASEC)  
Last known address: London, UK.

FF7801 Latin American System of Customs Training and Research  
Contact: Stock Exchange of Hong Kong Ltd, Room 1005, Exchange Square, Hong Kong, Hong Kong.

FF8200 Pacific Forum Line  
Contact: Jaime Chirino, c/o Direccion General de Aduanas de Mexico, Mexico, Mexico. T. (52 5) 677 1562.

FF8325 European Labour University  
Gen Man: Mr W J McLennan, PO Box 796, Auckland, New Zealand.

FF8385 Nordic Youth Foundation (NYF)  
SG: Dr Louis Denonne, Rue Gachard 88, B-1050 Bruxelles, Belgium.

FF8466 International Network of Documentation Centres on Communication Research and Policies (COMNET)  
Secretariat: Store Strandstrade 18, DK-1255 Kobenhavn K, Denmark. T. (45 1) 11 47 11.

FF8516 Universal White Brotherhood (UWB)  
Contact: Communication Doc Centre, UNESCO, 7 Place de Fontenoy, F-75700 Paris, France. T. (33 1) 45 68 10 00. c. UNESCO PARIS. Tx 204 461 PARIS.

FF8572 International Survey of Management Education (ISME)  
FF8580 Church and Peace  
SG: R Bellemín 2 rue du Belvédère de la Ronce, F-92310 Sèvres, France. T. 45 34 08 85.

FF8735 Regional Network for Agricultural Machinery (RNAM)  
Dir: Mrs Nancy G McNulty, 55 West 89th Street, New York NY 10024, USA. T. (1 212) 873 63 68.

FF9018 Andean Parliament  
Secrétariat: Kalsmunstr 21, D-6331 Schoeffengrund, Germany FR. T. (49 6445) 5588.

FF9143 Society for Intercultural Education, Training and Research (SIETAR)  
Proj Mgr: Dr Zia Ur Rahman, c/o UNDP, PO Box 7285 ADC, Passy City, Manila, Philippines, C. UNDEVPRO Manila. Tx RCA 72222250 - 72222251 Eastern 63557-63696.

FF9225 Pontifical Oriental Institute  
FF9274 Pan American Chamber of Commerce  
Exec Sec: Milos Alcalay, Carrera 7a - No 13-58, Oficina 401, Bogota DE, Colombia. T. 84 41 91. Tx 42380 PANDI CO.

FF9665 UNDP Information Referral System for Technical Co-operation among Developing Countries (UNDP-TCDC/INRES)  
Exec Dir: Diane L Zeller, 1505 22th Street NW, Washington DC 20037, USA. T. (202) 296 4710.  
Rector: Fr Gino K Piovesana, Plaza Santa Maria Maggiore 7, I - 00185 Roma, Italy. T. 731 22 54.  
Last known address: San Francisco CA, USA.  
Headquarters: c/o UNDP, Spécial Unit for TCDC 304 E 45 St - 121th Fl New York NY 10017, USA. T. (212) 906 5140 - 906 5728. C. UNDEVPRO NEWYORK. Tx 236286.

