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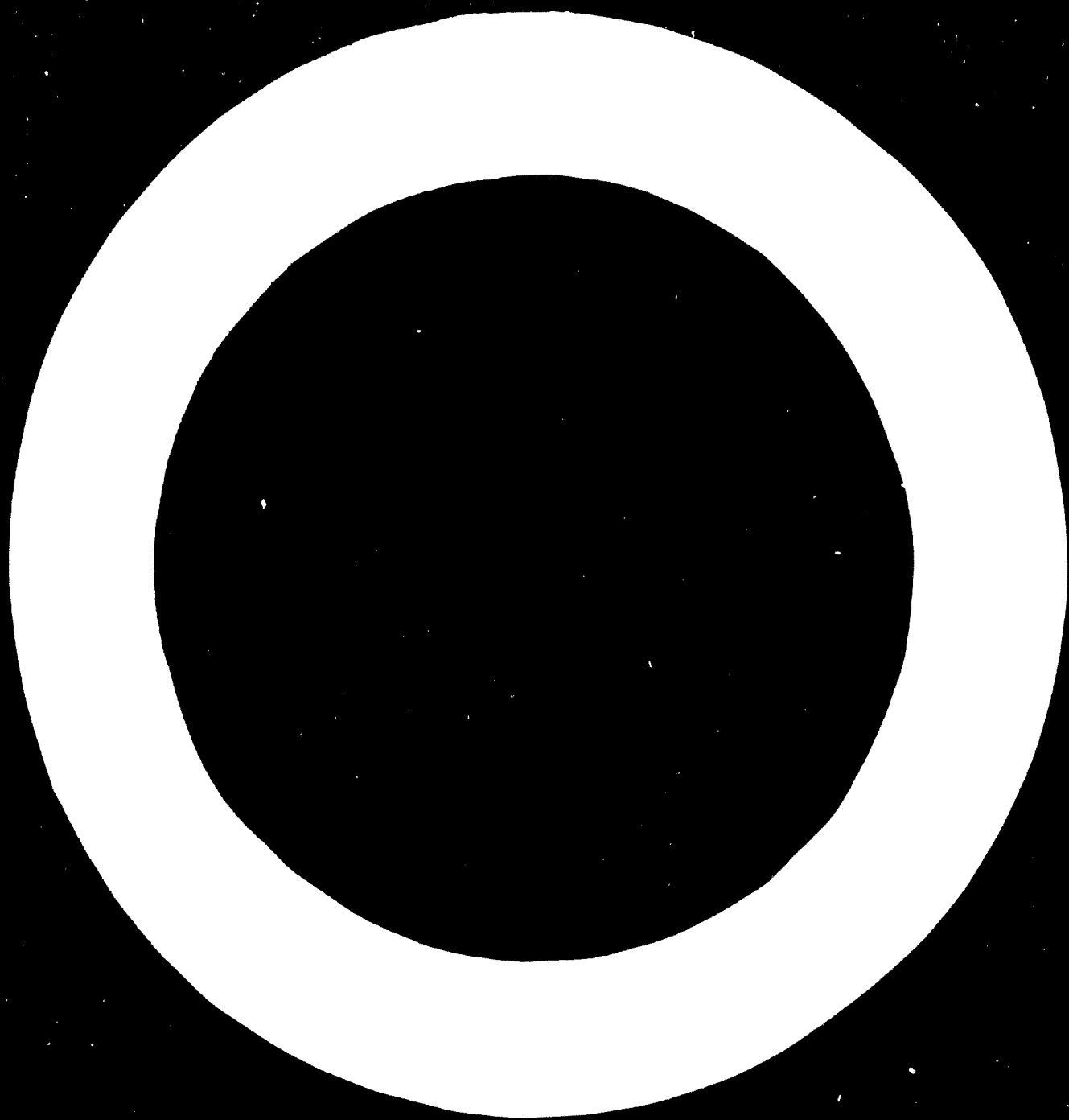
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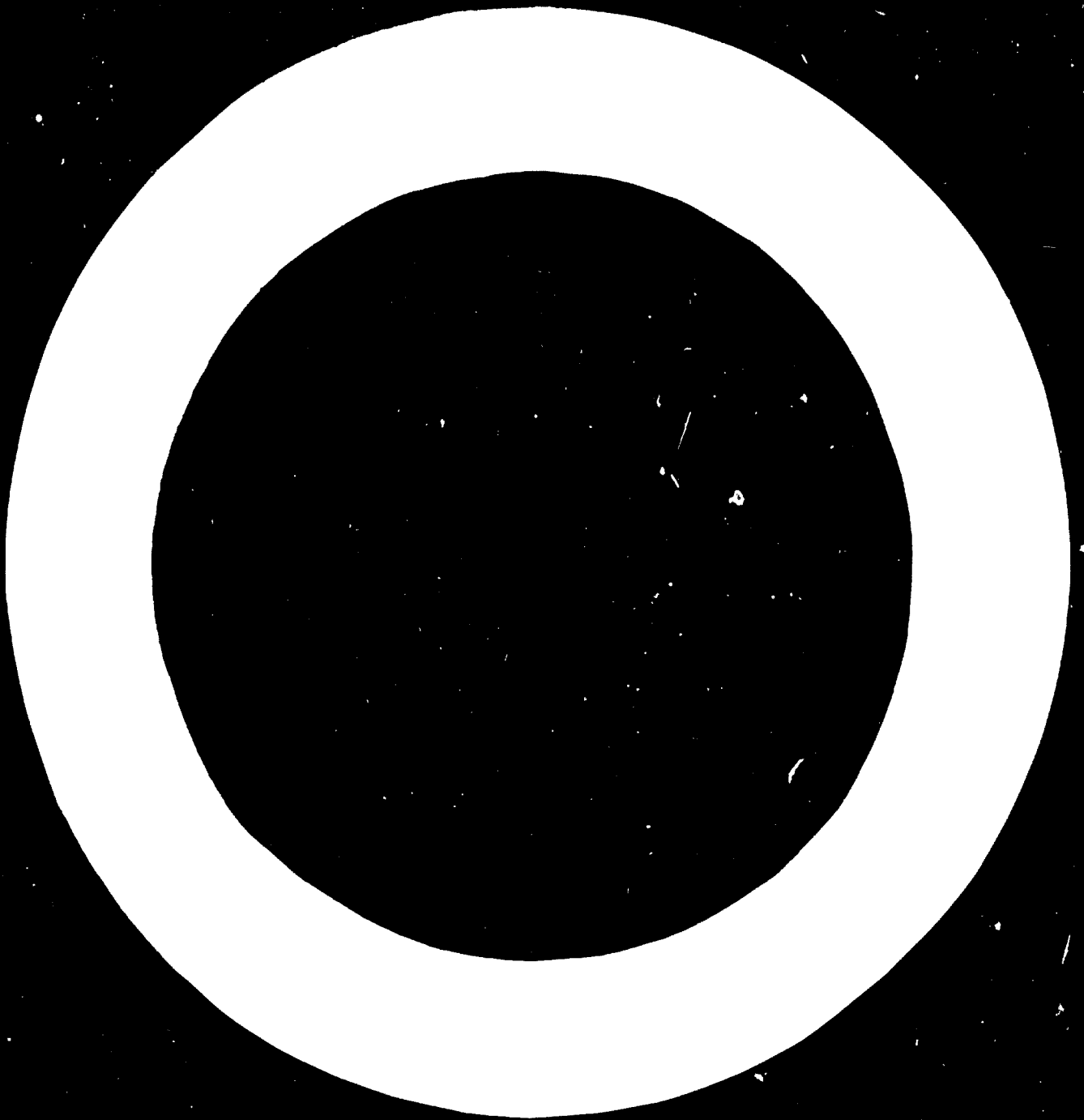
**PROPOSED WORLD ASSOCIATION
OF INDUSTRIAL AND TECHNOLOGICAL
RESEARCH ORGANIZATIONS**

**Report of Expert Group Meeting
held in Vienna, 26 - 29 May 1969**



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
VIENNA**





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ED/WG.86/5

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Letter of transmittal to the Executive Director of UNIDO

The group of experts which met in Vienna 26-29 May 1969 at the invitation of UNIDO herewith respectfully submits its recommendations on the proposed World Association of Industrial and Technological Research Organizations.

On the basis of two papers prepared in advance by UNIDO, and in the light of our individual knowledge and experience, we tried as thoroughly as possible to see whether the proposed aims and objectives of the proposed Association were of a sufficient weight and importance to warrant the establishment of a new international organization. We took particular care to ascertain whether this would mean duplication of work already undertaken by existing international organizations. We came to the conclusion not only that there would be no duplication but also that an Association of the type proposed could, in the long term, be of considerable benefit to the industrial research organizations currently operating and envisaged in all parts of the world.

The group examined in considerable detail the proposed statutes of the organization. Some amendments have been made, but, on the whole, we think the proposed statutes represent the type of operational basis which an international organization of this type must have.

Knowing how much effort, personal initiative and money must be put into the establishment of a new worldwide organization, and aware from past experience of the considerable risk of delay and frustration, the group did not reach its conclusions without full consideration of this aspect of the problem.

Convincing arguments for the establishment of the proposed Association were especially expressed by the representatives from developing countries present, not only pointing to the new opportunities it might open up and the catalytic action it would provide, but at the same time producing sound and realistic views on its limitations and on the time required to develop it into a vital and useful tool.

As an outcome of its deliberations, the group unanimously decided to recommend to UNIDO that it should go on with the preparations as indicated in the working paper. The group would also strongly recommend that the Association first be given a trial period of three to five years, after which its results and prospects should be carefully studied and evaluated before decisions are taken on its future activities.

The main body of our report includes a summary of the discussions of the group (I) and their recommendations on the terms of reference of the proposed Association (II). The terms of reference are based on the background paper presented to the group and incorporate all the comments and amendments of the group. The draft constitution, which also served as the basis of discussion, is attached to the report as Annex I.

We wish to acknowledge our appreciation to the staff of the Industrial Services and Institutions Division of UNIDO for their assistance during the meeting and for all other help which made this report possible.

Yours respectfully,

W. R. Klappacher

W. R. Klappacher
Chairman

29 May 1969

Introduction

1. A workshop for the Managers of Industrial Research Institutes in developing countries, was held in Athens in July 1967 under the sponsorship of UNIDO. At the conclusion of the meeting, a recommendation was unanimously adopted "inviting UNIDO to take steps towards the establishment of an International Association of Industrial Research Institutes". The International Symposium for Industrial Development, held in Athens in December 1967 and attended by delegations from 79 countries, endorsed the recommendation of the workshop and "invited UNIDO to consider the question of establishment of an International Association of Industrial Research Institutes, with the objective of facilitating co-operation in the exchange of experiences, know-how and professional expertise". It further recommended that "UNIDO promote international collaboration between research institutes and organizations in developed and developing countries, as well as regional and interregional co-operation and co-ordination of activities between developing countries".

2. While the industrially advanced and less advanced countries have both defined their scientific and industrial research policies with varying degrees of comprehensiveness and have reached various levels in implementing them, there seems to be universal agreement that an important practical measure would be the establishment of industrial research institutes which would be the focal point of research, and would serve as a local basis for indigenous innovation and technological improvement. In this context, industrial research institutes are defined as technical organizations, established for the purpose of practical utilization of research findings in industrial enterprises, thereby making direct contributions to industrial development.

3. Industrial research institutes may encompass a whole range of sectors of industry and could provide a variety of services, depending upon the stage of the development of the country and of the industry, the availability of resources, and the national industrial development plans of the government.

Such institutes, particularly in developing countries, may have some or all of the following activities: analysis and testing, techno-economic feasibility studies, raw materials surveys and valorization, production engineering services, equipment evaluation and trouble-shooting. They also undertake applied research involving the development of new or improved products and adjustment of existing processes to special local conditions or to the particular characteristics of available raw materials.

I SUMMARY OF DISCUSSION OF EXPERT GROUP

4. The Expert Group on the Proposed World Association of Industrial and Technological Research Organizations met, at the invitation of UNIDO, at the UNIDO Headquarters in Vienna from the 27th to the 29th May 1969. As indicated in the letter of transmittal of this report, the discussions were based on a background paper prepared for the meeting on the terms of reference of such an Association, and on a proposed draft constitution.

5. This section of the Report covers the general discussions of the group. Section II below reviews the proposed terms of reference as discussed and recommended by the group. The proposed draft constitution is attached as Annex I. The list of participants is attached as Annex II.

6. The Chairman after outlining the origin of the proposed Association, invited comments on the desirability and feasibility of setting up such a body. As many similar multi-national associations already exist, particularly in advanced countries, the need for yet another international organization was questioned. However, after hearing the views of the representatives of the developing countries, it was agreed that the proposed Association could serve a useful and unique purpose for these countries.

7. Examples of the type of problems to be solved were outlined by the experts from the African countries. In these countries there were very few industrial research institutes and generally a lack of scientists, of finance for laboratories and equipment, scientific know-how, exchange of experience and information, and little co-operation among the established institutes. This situation of course varied from region to region throughout the world.

8. Among the most important problems mentioned as requiring attention in the developing countries, and the areas in which certain action was needed were the following:

- (a) Training programmes for technologists, to be carried out locally;
- (b) Training in research management;
- (c) Compilation of inventories of existing facilities;
- (d) Collecting and disseminating information;
- (e) Serving as a link between existing research organizations in developed countries and those in developing countries;
- (f) Encouragement in establishing new research institutes and strengthening existing ones.

The possibility of institutes providing testing services for each other should also be considered.

9. Techniques for co-operative research used by the Organization for Economic Co-operation and Development (OECD), the Scandinavian Council for Applied Research and the Association Nationale de la Recherche Technique in France were discussed, as were the relations between industry, research institutes and universities in the developed countries.

10. The group observed that while in most developing countries there was a shortage of scientists, in others such as India, enough were being produced. There was the serious problem of the 'Brain Drain'. The obvious answer to this is to provide attractive research facilities and better working conditions in order to retain these scientists in their home country.

11. It was agreed that the planned Association could find a common denominator in the function of collecting and transferring information, securing the services of local scientists and giving them the necessary experience. At the outset, the help of United Nations agencies entrusted with the task of industrial development would be invaluable.

12. Finally, the group discussed the attractions of the proposed Association to research institutes in the developed countries. It was the general opinion that many of these would wish to join, not only to enhance the economic prosperity of the region but also because of the broadening horizons of research, the intellectual challenge of such work and the opportunity to work abroad.

II RECOMMENDATIONS OF THE EXPERT GROUP CONCERNING THE TERMS
OF REFERENCE OF THE PROPOSED ASSOCIATION

Aims and activities

13. Considerable assistance has been provided under international, multi-national, bilateral and private institutional auspices, to lesser industrialized countries for the fostering of industrial research and the establishment or strengthening of industrial research institutes. While such efforts have resulted in a reasonable but varied degree of success and have received proper acknowledgement, there appears to exist a need for additional effort geared to the review of industrial research capabilities and the identification of research projects of regional or interregional interest with subsequent collaboration. Transfer of experience and know-how could also be fostered by establishing a more sustained programme of exchange of research findings and of research personnel. The aims and activities of the Association may therefore include those outlined below.
14. Increasing research consciousness by serving as an instrument for sustained international action at a responsible national level, and at the executive echelon of industry, promoting the utilization of results of industrial research in industry, particularly in developing countries. This could also be attained through the Association's acting as a spokesman in developing the means for the provision of adequate and sufficient research organizations in countries in the process of development - i.e. establishing new research institutes and strengthening existing ones.
15. Serving as a link between research establishments, thereby stimulating and intensifying activities of member institutes and organizations by providing a common platform for the exchange of information and experience and for comparison of results achieved in specific fields of investigation. To this end, the Association might also publish a newsletter on a regular basis giving and up-dating information about member institutes, providing abstracts of their new and current activities and research projects. The Association might also prepare brief promotional material to be included in the regular technical publications of member institutes.
16. Identifying fields of research at the request of one or more members, where regional co-operation and possibly external assistance is needed. The Association, with the help of specialist groups, could act as an

intermediary in establishing contact with institutes from outside the region, possibly in advanced countries, who could - if they find the project interesting - co-operate in its realization. International assistance may also be secured when the project is of national or regional significance. Priorities will be decided by the appropriate organs of the Association.

17. Fostering and promoting co-ordination and co-operation between member institutes and organizations in the undertaking of specific industrial investigations and applied research programmes. It is known from past experience that effecting co-operation in research is difficult as personality and psychological problems are involved. Continuing attention should be given to the various methods of achieving such co-ordination, which would take place mainly at the subregional and regional level, particularly between institutes of countries or groups of countries with a comparable level of development or achievement. One important and practical aspect of the co-operation which could take place through the Association is assistance to indigenous industrial research on a contractual basis, whereby an industrial research institute is assured of the backstopping of another more specialized or more experienced industrial research organization. In order to proceed in an organized manner, it is essential to identify the problems hampering industrial research and to use existing sources of information to ascertain which of the organizations already existing are capable of undertaking specified industrial research assignments. The possibility of a flexible joint co-operative research system could be investigated and established, whereby researchers from member research institutes could take their laboratory results to more advanced and better equipped member organizations for further work under the guidance of more experienced research personnel.

18. Establishing a centralized information clearing house. A pre-requisite for fruitful co-operation is the sustained and systematic exchange of information on the expertise of research staff employed, the fields already investigated and the results achieved. Such exchanges already exist to some extent on a bilateral basis, but depend mainly on interest, initiative and contacts between various industrial research institutes. More effective results could be achieved by establishing a centralized clearinghouse where information supplied by active member institutes would be made available. Such clearinghouse would not replace national and regional co-operative efforts but would complement them, permitting member institutes to have international relationships in fields of common interest.

19. Promoting exchange of experience in research management. An important and promising field which has not been fully investigated is the exchange of experience in the management of industrial research institutes, with a view to improving their over-all efficiency. Trained industrial researchers and financial resources being generally in short supply in the less industrialized countries, such an exchange would result inter alia in the application of the modern techniques of selection and evaluation of industrial research projects and in a critical assessment of the effectiveness of industrial research institutes.

20. The study of organizational arrangements under which industrial research institutes were established, their relations to industry, their mode of operation and their contribution to industrialization, may be one of the objectives of the Association. This can be achieved through working groups, intensive study missions and professional meetings of researchers and managers of industrial research organizations at the regional and inter-regional level. Additional benefits could accrue from seminars on specific industrial research projects.

21. Fostering the exchange of visiting researchers and identifying training opportunities. The exchange of experts and specialists between industrial research establishments requires good organization. It is frequently hampered by lack of funds. The results of such exchanges would be manifold, enabling researchers to see varying examples of operational and administrative procedures and to be instrumental in effecting improvements in less developed research institutes. An experienced researcher visiting a less developed research institute can be instrumental in effecting great improvement at that institute. He would also come across unsuspected problems worthy of investigation. There are obvious advantages in associating managers of industrial research organizations of developing countries with the work of similar institutions in industrialized countries. Such associations would provide excellent opportunities for the improvement of managerial skills through direct observation of the interrelation between industry and research institutes - industry giving research assignments to the institutes, the institutes finding solutions to the problems, and both working closely to bridge the gap between research results and their application by industry. Such experience is invaluable, particularly in the industrial sectors of special interest to developing countries - the food processing, building,

pharmaceuticals, metal electrical and mechanical industries, to mention a few.

22. The Association could also organize training study tours and visiting programmes.

23. It could avail itself of all possible methods including industrial contacts to find appropriate placements for research workers requiring additional experience.

24. Collaborating with international associations and world organizations active in fields related to those of the proposed Association and establishing working relationships with UNIDO, the specialized agencies of the United Nations and other assistance programmes.

Membership

Eligibility

25. The major aim of the Association is to serve as a link between industrial research establishments and to promote their voluntary co-operation on a bilateral, multilateral, regional and international basis. For this reason eligibility to membership is in principle open to all industrial research institutes, research associations and organizations for co-operative research undertaking the functions described above or interested in fostering them. It is felt that in the initial probationary period, it might be necessary to ensure that applicants for membership be recommended by (a) an appropriate national organization or (b) a United Nations agency.

Conditions

26. Industrial research organizations may be established in any of the following organizational forms: autonomous, semi-autonomous linked to a university or to a government agency; part of a state body; private non-profit institution; technical arm of an industrial association; or industrial development corporation. Regardless of the organizational forms or of the framework in which they operate, and whether they have been established as multi-purpose or specialized institutes, they may become members of the proposed Association.

Who may be members

27. In addition to the industrial research organizations per se, organizations which, while not directly undertaking industrial research work, are very active in its encouragement, promotion and financing, either on a national or international level, may also become members of the Association. These may be ministries of research or industry, research councils, national and private funds for encouragement of research, chambers of industry and commerce, federations of industrialists and the like. Membership is open to these bodies as they can assist in shaping industrial research policies in their respective countries and may be a valuable source of funds, thereby providing the financial means for the attainment of the objectives of the Association. All memberships will be on an individual basis.

Finances

Membership fee

28. After considerable discussion it was agreed that, during the initial three to five year period, there should be a fixed yearly fee of US\$100 for organizations from developing countries accepted into membership, and a fixed yearly fee of \$200 for organizations from developed countries. United Nations criteria would be used in deciding the appropriate category of the body making application.

Grants and donations

29. These cannot be foreseen at present but will be irregular in nature.

Expenditures

30. The funds of the Association would serve to cover the expenses of the Executive Committee and the secretariat of the Association, as well as the general and administrative expenses of general meetings which the Association holds for its members. Travel and accommodation of members shall be at their own expense. Special tasks undertaken in connexion with special committees, conferences, studies, or other activities, will be funded separately from grants and donations as well as from contributions by members who wish to support them.

Organization

31. The name of the Association will be "World Association of Industrial and Technological Research Organizations" (WAITRO).

Organs

32. In order to fulfil the purposes for which it has been created and satisfy legal obligations, the Association would have the following main organs: A General Assembly, an Executive Committee and a Secretariat. While the expert group hopes and believes that the Association will be successful, it is of the opinion that these arrangements should operate, in the first instance, for an initial period of, say, three to five years, after which they will be reviewed and amended as necessary.

The General Assembly of the Association

33. The General Assembly will consist of the members sending representatives. These may take part in the deliberations. The main functions of the General Assembly would be to:

- Elect the Chairman of the Executive Committee;
- Elect the members of the Executive Committee;
- Review and approve the work programme and the global budget presented by the Executive Committee;
- Review and approve the report on the activities of the Association since the previous General Assembly;
- Decide initially on the number and structure of the Executive Committee and, later, introduce any changes it deems necessary;
- Adopt the rules and procedures for the conduct of business of the meeting;
- Decide on alterations of the Constitution by two thirds of the members present and voting at a plenary meeting of the General Assembly.

34. In the General Assembly each member will have one vote except in the case of the review and approval of the working programme and consequent allocation of funds, when one vote per country will be the rule.

Executive Committee

35. The Executive Committee, which shall be elected by the General Assembly at its biennial meeting, may consist of not more than five members. The

Executive Committee will meet at least once a year but otherwise conduct its business by correspondence. Its main functions will be to:

- Appoint or recall the Secretary General;
- Review and adopt annual budgets;
- Approve a yearly statement of accounts presented by accountants designated by it for this purpose;
- Appoint technical committees as needed;
- Prepare an annual plan of activities and submit it to members for comment and amendment;
- Initiate and implement any activities to be undertaken on behalf of the General Assembly;
- Prepare annual reports of activities for circulation to the members of the Association;
- Draft and maintain regulations, subject to confirmation by the General Assembly, covering the detailed planning and conduct of activities.

Chairman of the Executive Committee

36. The Chairman will be elected by the General Assembly for a period of two years. He will:

- Represent the Association in legal and other matters;
- Convene the General Assembly and the Executive Committee's meeting;
- Establish, in collaboration with the Secretariat the agenda of the Executive Committee's meeting;
- Supervise the work of the Secretariat.

The Secretariat

37. The Secretariat will comprise the administrative and technical staff required for the discharge of duties as approved by the General Assembly and directed by the Executive Committee within the limits of the authorized budget. The Executive Committee may appoint a Secretary-General who will be responsible for its operation and who will be authorized to sign documents. In the selection of the Secretary-General, consideration should be given to such factors as will be conducive to the efficient discharge of his duties. Although the Secretariat will operate from a central location, it may be practical in the initial period to have it located where the Secretary is located. It may also be helpful to appoint regional correspondents.

38. The number of industrial research institutes in developing countries is very small compared to that in industrially advanced countries. It has been agreed (paragraph 25) that in the General Assembly, when considering the review and approval of the working programme, voting will be on the basis of one vote per country. It is expected that the representatives from member organizations, in any one country attending the Assembly, will choose one of their number to vote on their behalf. Provisional rules of procedure for the General Conference, delegations credentials, presidency of the General Assembly, records of the meeting, languages, quorum, rules of procedure and other required details will be established and made available to the founding members before the General Conference.

Follow-up action and future co-operation with UNIDO

39. Potential members of the Association as well as the Economic Commissions of the United Nations in Africa, Asia and the Far East, Europe and Latin America will be invited to comment on the report and the draft constitution. These comments and suggestions will be incorporated in a revised draft constitution which will be communicated, together with provisional rules of procedure and other relevant documents, to those research organizations interested in joining the Association. Invitations to these organizations will be issued in the name of a founding committee with the support of UNIDO. The secretariat of UNIDO will assume the functions of a temporary secretariat for the Association until the organs of the Association are elected and a Secretariat appointed.

40. There are possibilities of co-operation between the Association, as an international representative of industrial research organizations, and UNIDO, as the organization of the United Nations for industrial development. The Association's contribution to UNIDO's work could include the following:

- Co-operation in the definition of general and national industrial research policies;
- Identification of areas of research at a national or regional level where help is needed;
- Building up a roster of available experts in management of industrial research, as well as experts in specific research fields for assignments under UNIDO's auspices in its technical assistance programmes;
- Making training opportunities available in industrial research at member institutes for individuals or groups.

41. UNIDO's assistance to the Association could include:

- Co-operation in the organization of meetings for specific needs of groups of member institutes;
- Providing technical assistance to member institutes as identified by the Association;
- Making available to the Association UNIDO's network of contacts and correspondents in the field of industrial development, including the United Nations organization and the national committees for UNIDO;
- Providing a forum for the Association's opinions, ideas and achievements in its regular publications, which have a wide distribution.

Annex I Draft Proposed Constitution

I PREAMBLE

1. Technological and industrial research has been recognized as one of the essential requirements of dynamic and successful industrial development at the national and regional level. It is through the generation of new ideas and techniques, and finding the means of exploiting new materials and processes that progressive industrial, and consequently social, advancement can be realized.
2. Many industrial and technological research institutes exist or have been established lately and are making a valuable contribution to the general industrial research effort. But it is realized today more than ever before, that it is important for national industrial research institutes and associations to create an effective liaison for the exchange of ideas, information and experience and for co-operation, co-ordination and mutual support at the regional and international level. In this manner, duplication of the industrial research effort will be avoided, leading to the conservation and better utilization at the national level or to optimization of world research capacity.

II NAME

3. The name of the Association shall be: World Association of Industrial and Technological Research Organizations (WAITRO).

III AIMS AND ACTIVITIES

4. The aims of the Association shall be to advance the level and capabilities of industrial and technological research organizations and to act as a spokesman in matters on which group opinion is possible. It will act in furthering the exchange of information and experience, co-operation between industrial and technological research organizations and collaboration with other national and international associations and federations interested in the work of both the Association and its members.
5. These aims shall be implemented inter alia by encouraging and guiding individual, national and regional research organizations by sponsoring meetings, by furthering the exchange of information, by establishing programmes for the exchange of industrial research workers and promoting co-ordination of industrial research efforts in general, and co-operation between developed and developing countries as well as between developing countries.
6. These aims shall also be implemented by the collection and dissemination of information on industrial and technological research organizations and their programmes, on the level of research management and by providing assistance in finding financial sources to improve research facilities and organize sustained training programmes.

IV MEMBERSHIP

7. The Association shall be open to single institutes or national bodies undertaking industrial and technological research at a high level of competence. Membership is also available to private, national, regional or international bodies or organizations interested in encouraging or promoting industrial research.

8. The Chairman of the Executive Committee shall examine and accept applications for membership to the Association after consultation with the Executive Committee.

V MANAGEMENT

9. The management of the Association shall be carried out by an Executive Committee established by, and operating under, the instructions of the General Assembly of the Association. The Executive Committee shall originally consist of not more than five members, taking geographical distribution into consideration as far as possible.

10. The terms of office of the Chairman and members of the Executive Committee is two years.

11. The General Assembly shall have power to alter the number of members of the Executive Committee and its structure.

12. The Executive Committee shall elect from among its members a Vice Chairman and Treasurer and establish its own programme. Decision by the General Assembly and the Executive Committee shall be by the majority of the members present and voting, except as provided in paragraph 22 below.

13. Each member shall have one vote at the General Assembly except in the case of review and approval of the working programme and consequent allocation of funds when one vote per country will be the rule.

14. Each member of the Executive Committee shall have one vote at meetings of this Committee.

15. A Secretariat shall be established with a Secretary-General appointed by the General Assembly on the recommendation of the Executive Committee, as the responsible officer for the discharge of its functions, under the guidance of the Executive Committee.

VI FINANCE

16. During the initial three to five year period, organizations in developing countries accepted into membership should pay a fixed fee of US\$100 and those from developed countries US\$200.

17. Special tasks undertaken in connexion with special committees, studies or activities shall be funded separately by grants or special contributions, if they have not been foreseen in the biennial budget presented by the Executive Committee to the General Assembly.

VII CONDUCT OF BUSINESS

18. The Executive Committee shall prepare at least every two years, a plan of activities of the Association, and shall submit it to all members for comment and amendment. This plan shall take into consideration, as far as possible, the activities planned and proposed by other national, regional and international bodies. The Executive Committee is responsible for initiating and implementing any activities to be undertaken on behalf of the Association.

19. The Executive Committee shall prepare and maintain, under directives from the General Assembly, or on its own initiative, subject to confirmation by the General Assembly, regulations covering the detailed conduct of work.

20. Members shall be regularly informed by the Secretariat on the progress made directly through their regional or national associations, or through any other appropriate channel.

21. Members are encouraged to establish and maintain any contacts they deem necessary directly or through regional organizations and to keep the Secretariat informed of such contacts.

VIII ALTERATION OF THE CONSTITUTION

22. No change may be made in this Constitution except by a two-thirds majority of the ordinary members present and voting at a plenary meeting of the Association.

Annex II Participants

Mr. T. Amirsoleymani	Assistant Research Director, Institute of Standards and Industrial Research of Iran P.O. Box 2937 Ministry of Economy, Tehran, Iran
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Mr. E. Gustak	Director of Research, PLIVA Tvornica Farmaceutskih I Kemijskih Proizvoda (Pharmaceutical and Chemical Works) Turnica 2a Zagreb, Yugoslavia
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Mr. J. Lukács	President, Central Research Institute of the Electrical Industry Cservenka M no.86 District 15, Budapest, Hungary
Mr. K. Stenstadvold	Director, Sintef Research Institute Trondheim, Norway
Mr. C. L. Tarimu	Director-Designate East African Industrial Research Organization P.O. Box 30650 Nairobi, Kenya
Mr. R. T. Thampy	Deputy Director, Shri Ram Institute for Industrial Research P.O. Box 1458, 19 University Road Delhi, India
Mr. F. N. Woodward	Director, Arthur D. Little Research Institute Inveresk Gate, Musselburgh Midlothian, Scotland, United Kingdom

Mr. Klappacher was elected Chairman and Mr. Woodward Rapporteur of the Group.

Mr. S. del Carril, President, Instituto Nacional de Tecnologia Industrial (INTI), Argentina was prevented from participating.

Mr. B. Brunel, Director, British Columbia Research Council, attended the afternoon session of the meeting on 29 May as an observer.

Representation of UNIDO

Mr. A. Afifi, Deputy Director of the Industrial Services and Institutions Division.

Mr. Doury Katkhouda, Industrial Institutions Section, was responsible on behalf of the UNIDO secretariat for the organization of the meeting.





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