

THE UNITED NATIONS UNIVERSITY'S NEXT STAGE

Statement before the Sixteenth Session of the
Council of the UN University on 1 December 1980

Soedjatmoko
Rector

1. It gives me much pleasure and great honour to address the United Nations University's Council for the first time. On this occasion I would like once more to express my profound appreciation and gratitude to the Council, to my predecessor, Dr. James M. Hester, and to all the scholars and staff members of the UN University for their remarkable accomplishments in organizing the University from scratch and making it an operational, global institution in only five years. We are all indebted to Dr. Hester for his leadership as the founding Rector of the University. Anyone who takes the trouble to have a close look at the University will undoubtedly be impressed by how much has been achieved in this brief period: a well-running organization, a staff of generally high quality which has gained considerable experience in this unique operation, and the rapidity with which a number of significant programme and project activities have been developed in many parts of the world.

2. Since I assumed office three months ago, I have devoted my time primarily to a process of review, consultation, and reflection on the University to begin evolving, with the Council's guidance and counsel, a purposeful programme of growth and expansion for the UN University during its next stage which is now unfolding. This process has involved, in the first place, our colleagues and the staff here at the UNU Centre, some but by no means all project co-ordinators, and also a large number of people interested in the United Nations University or in specific aspects of its work, in various parts of the world. In this process, I have tried to look at the University as it has developed so far from its beginning in order to ascertain its internal dynamics and the major thrusts of its three Programmes.

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3. I expect our comprehensive review and consultation on the UN University to continue until the middle of next year; it will merge with the medium-term planning which the Council and my predecessor have begun. This session of the Council is an integral part of that process of review and planning. To round out this process, in the spring of 1981 I shall convene the first meeting of the unified advisory Committee. (I intend to create this single, multidisciplinary and multicultural Advisory Committee in place of the three separate Programme Advisory Committees, which I have recently disbanded in response to the Council's desire for greater interaction and coherence and relevance of the three Programmes.)

4. To involve the Council fully and effectively in this collective reflection on and planning of the UN University's institutional and programme development, I shall propose that the Council this week appoint an Ad Hoc Committee on Planning, with whose members I shall work between this and the next two sessions of the Council. At the seventeenth session, in June 1981, I hope to submit in co-operation with the Ad Hoc Committee on Planning a draft blueprint on the future directions of the UN University's development for the Council's consideration. In December 1981, I should like to submit at the Council's eighteenth session a biennial budget for 1982-1983, which would be formulated within the framework of the medium-term planning process for a six-year period as recommended by the Council's Ad Hoc Committee on Planning for a Medium-Term Plan. In sum, therefore, 1981 would be a year of transition, at the end of which our collective review, consultations, and planning will culminate in concrete decisions concerning the new directions of the University's growth and development in its next stage, looking beyond the 1980s and into the twenty-first century.

5. When I appeared before the Executive Board of Unesco and the Second Committee of the General Assembly in September, I took the opportunity of sharing with their members my reflections on the UN University in its global setting and my preliminary appraisal of its

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role in serving the intellectual needs of humankind as a whole and specifically of the United Nations system. In this connexion, I tried to identify the pressing global problems affecting humankind's chances for survival, development, and welfare with a view to begin determining the problems toward whose solution the UN University could make a significant contribution in relation to the work already being done by the various United Nations institutions and agencies. I have already provided Council members my statement to Unesco and to the Second Committee.

Some Preliminary Observations

6. The reflections on the UN University's new perspectives which I shall share with you are based partly on the University's Charter and partly on my reading of the major global problems and trends and the world's emerging crises. The Charter is a uniquely rich document which gives the University its "specificity", to use the term which I have encountered so often in the reports of both my predecessor and the Council. This distinctiveness lies in the fact that as an organ of the United Nations General Assembly the UN University is not an intergovernmental body and that this characteristic, rare within the United Nations system, provides a unique opportunity to the University to conduct its studies independently, in collaboration with UN agencies and the academic and scientific community of the world. It opens the opportunity for the University to work closely with governments, UN agencies, and other international institutions, to gain their trust and respect, while at the same time retaining its essential capacity for independent study and judgement.

7. Given the many human values and broad subjects encompassed in the text of its Charter, it is my conviction that the University should no longer limit itself to development problems as its primary focus, though it should certainly stay with them and continue the effort to strengthen third-world capabilities. Poverty and underdevelopment and the global structural disparities in which they are set will continue for the next two decades at least to be a central issue

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affecting all other global problems and their solutions. For that reason as well, the University should broaden its intellectual scope in relation to global problems. It has become clear that the University should not perpetuate the dichotomy of looking at the world in terms of developed and developing countries. The UN University should be an instrumentality that will help humankind to think of itself, its future, and its problems as all parts of a single global totality based on human solidarity and transcending national perspectives.

8. In facing the future, both the developed world and the developing world are, essentially and in different ways, equally unprepared. The UN University must develop the capacity to deal with the problems of the industrialized countries, whose peoples are experiencing equally large difficulties in transforming their own societies and in adjusting to the dynamics of their transition into the post-industrial stage and to the emergence of an industrializing South. The degree to which the industrialized world will be capable of dealing with those problems in the context of global interdependence and human solidarity is bound to have a bearing on the kind of world in which we are going to live and on the prospects for the development and welfare of the developing countries. In the world's enveloping crises, if there is to be a future at all, it is going to be a single shared one for all nations. The UN University should, therefore, be one of the instruments that will enlarge the collective human capacity to deal with the preparations for that future. This is a real challenge that faces us.

9. Accordingly, the University should enlarge its concern with the global problems which the Charter speaks about. The other parts of the Charter, pertaining to the co-existence between peoples having different cultures, languages, and social systems, peaceful relations between states, and the maintenance of peace and security, should

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really apply to the world as a whole, to both developing countries and industrialized countries. The UN University should therefore broaden its intellectual scope so as to include the problems in the relations between the developing and the industrialized worlds. To some extent, of course, the University has already begun to deal with global problems beyond development as such within the existing Programmes. All the three Programmes provide a firm basis on which can be built the connexions with global problems and global systems.

10. Our need to concern ourselves with research on global problems, however, might require not only a substantive programmatic response but also an institutional response, quite apart from the intrinsic merits of the planned activities and their contribution to the ongoing debate on various aspects of development. The existing Programmes have been important in a rather unexpected way, by enabling us to identify what problems would require a longer-term effort in order for the University to be able to have any significant impact on them. We may look at the existing Programmes as probing exercises or seedbeds to determine whether a particular problem area needs only a programmatic response through projects of limited duration on the part of the University or whether, in order to make a difference, the University should stay longer with the problem. If the latter is the case, then an institutional response would also be required, in the form of either an association with an existing institution or even the establishment of a new incorporated institution, to make sure that the scale of the University's response is commensurate with the magnitude and complexity of the problem. For example, our nutrition studies suggest the need to deal with the problems of child development in a specific cultural setting. This may require an institutional rather than a single programmatic response. Similarly, the enormous problems in the area of global economics require a sustained multi-disciplinary research capacity on a scale that could be accommodated only in an incorporated institution of the UN University. (I will

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return to this subject later on.)

11. In looking to the future, we should be sensitive to proposals from governments and other institutions to participate in the UNU system. The Italian Government has revived the suggestion of including the Trieste Institute on Theoretical Physics in the UN University. It is also proposing to establish a science faculty under the flag of the UN University. The Max Planck Institute in West Germany has made a proposal regarding the use of its facility on the study of the world economy. Similar proposals to the University have been received from the Venezuelan Government in the field of energy, from the Tanzanian Government on marine resources, from the Government of India on renewable energy resources, and from the World Ecistics Society on human settlements. A more complete list will be found in the paper on incorporated institutions which is a supplement to my Report on Fund-raising. We will need to respond positively to some of these initiatives, but only under conditions that will strengthen the UN University. It has been the Council's view that we should consider institutional responses only to proposals that could be related directly to existing programme concerns. Certainly, in the first stage of the development of the UN University that was the correct response. At the same time, the establishment of the University for Peace is a clear indication that if the UN University fails to respond to expectations and offers of this kind, a number of institutions will develop outside the UNU system. This might lead to the UN University's becoming in a decade or so one rather isolated, marginal institution among a new generation of international institutions of global learning.

12. The UN University cannot avoid responding, and must in fact respond positively, to the yearnings of people the world over to understand better the processes of rapid social change occurring on an unprecedented scale that are creating a great deal of anxiety, conflict, and anomic behaviour within societies as well as among societies and nations. As I shall elaborate later on, the UN University will have to deal with problems of peace, security, violence, and the resolution of conflict that have shaped the fears and despair

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and sense of crisis that one finds in various parts of the world among different segments of the population. But it should do so only if it can organize and conduct research in a way that is not done by other institutions or agencies - that is to say, if it can make a contribution that is unique and that will make a significant difference in the understanding of the problems to be addressed.

13. -In response to the multiplicity, magnitude, complexity, and seriousness of global problems and to their persistent and changing nature, the UN University must enlarge its capabilities and gradually adjust its own structure. It is of the utmost importance that we look at the University no longer primarily from the viewpoint of a single centre in Tokyo running a number of programmes located around the world. We should begin to move towards the concept of the UN University stipulated in the Charter - namely, a system of institutions of research on global problems, an early manifestation of a new generation of international or global universities. The UN University must therefore develop an intellectual and organizational capability at the Centre in Tokyo, on top of its present primarily managerial and administrative role, to plan its own development as a major internal programme concern, and to plan its capacity to respond programmatically and conceptually as well as institutionally to initiatives, developments, and challenges in various parts of the world. The University must develop the planning capacity that will enable it to grow from a single-centred institution to a decentralized global university system. All this is envisioned in the Charter as I interpret it. And in its recent resolution the General Assembly has encouraged us to strengthen the UNU Centre so that it may become the vital core of a world-wide academic community - creative, critical, constructive, intellectually effective, and globally relevant.

14. The medium-term planning process in which we are engaged and which we shall discuss this week will provide the over-all framework within which the University's development will take place over the next several years. Within this framework, it is my view that a major premise that must guide our planning is that of combining the imperative of change in the University with the essential measure

of its continuity and institutional stability in a dynamic process of enhancing its global relevance and effectiveness. On the basis of my consultations, my reading of the opinions of Council members, and my own reflections, the conclusion is clear that we should continue the existing three Programmes, while relating the relevant projects across the Programmes more deliberately to their structural and systemic dimensions at the global level, and focusing others more sharply on emerging crises of global significance, such as, for instance, the mutually reinforcing impact of the food and energy crises on populous low-income countries. In that way, it would be possible to intensify their interaction, increase their relevance to the more central aspects of the global problems they are dealing with, and keep their component projects manageable in size, cost, and duration in relation to their specific objectives. In all its endeavours, the University should maintain and strengthen its capacity to work at the village level as well as at the global level, to combine in its work the social sciences with the harder sciences and technology, to deal with action-oriented research as well as systems research at the highest level of abstraction, to deal with theory as well as with policy research, and, as the Charter stipulates, to deal with pure as well as applied science. In doing so, the University should contribute to the unity of knowledge by relating the generation of new knowledge to the enhancement of humankind's capabilities and skills to deal with its pressing problems of global significance in an increasingly crowded, competitive, insecure, and fragile world. The University should realize its strategic advantage in the United Nations system and its special status in world academia by dealing with some of the more controversial issues and problems involved in the interrelationship between peace and human survival on the one hand and development and social transformation on the other, on which depend both the prospects of humankind and the fulfilment of the mission of the UN University.

Broadening the University's Scholarly Concerns

15. With our perspective on the global context of the UN University,

let me now rapidly outline, in a very tentative fashion and only by way of illustration, a number of problem areas around which a large number of problems of a global nature or of global significance could be organized, and around which, I believe, it should consider developing its activities, without implying any necessary order of priorities. The first cluster of problems concerns the world economy and global economic crises. A great deal of theoretical work, empirical studies, and policy analyses will be required to help both governments and other institutions to acquire a better understanding of the crises and contribute to fresh thinking about these problems. It is obvious that an effort of this magnitude to provide an appropriate forum and mobilize the necessary intellectual resources cannot be made within the present resource constraints of the UN University. It will have to be made in a sustained manner over a considerable period of time. The proper response on the part of the University, therefore, on a scale commensurate with the magnitude and complexity of the problem, would be to set up an incorporated institution for multidisciplinary research on global economics, and I have begun to initiate exploration of the feasibility of establishing such an institution with a number of parties. The World Development Report by the World Bank, the Brandt Commission's North-South Programme for Survival, and the North-South debate held in many forums in and outside the United Nations have already spelled out a number of the problems to be studied by a UNU institute on the world economy. I will, of course, keep the Council informed of any developments in this and other explorations which I have initiated.

16. The second cluster of problems I would call "the management of social transformation." These are problems on a global as well as a national and regional scale. The rapidity and magnitude of social change resulting from shifts in the international configuration of power and from shifts in values and value perceptions within developing as well as industrialized societies, especially among hitherto marginalized and socially ineffective segments of the population, have upset social equilibrium and even in many cases the viability of political systems, and have created international

tensions as well.

17. There are, of course, a great number of institutions that are concerned with problems of peace and security at the domestic and international levels. There are a number of first-rate institutions in some parts of the world, but very few in others. The establishment of the University for Peace in Costa Rica is a needed addition to the capacity to study and to teach irenology. If the UN University is to concern itself with the problem of peace, as it must by the stipulations of its Charter, then it should do so in a way that is different from the traditional concerns in irenology. It should start from the premise of the inevitability of large scale and profound social and structural change at both the global and the national level. If one accepts that premise, then the problem of peace can be dealt with as the problem of how to reduce human and social cost in the process of social transformation and how to enhance the capacity of humankind to articulate and resolve conflicts and violence among nations as well as inside nations or within a society. An approach by the UN University from this angle could conceivably contribute some significant new insights into the problems of peace and conflict resolution that would add to the world's understanding and to its capabilities for peacefulness, non-violence, and the preservation of human rights and human dignity.

18. The UN University could contribute to the understanding of the structures and dynamics that lead to the violation of human rights if we look at this problem in light of present inadequate political and management capacity to deal with structural change in the world. We are dealing with processes involving interests, real and perceived threats, and fears of a very primordial character that often lead to the application of violence and even the systemic denial of human rights and fundamental human needs. This would require studies in different cultural settings where institutional and human relations and the cohesiveness and viability of a culture are not explicitly defined in terms of rights but in terms of mutual social obligations. Studies in this area would significantly augment our understanding

of the human rights problematique.

19. Another question the University may want to look into is the relatively neglected question of the capacity of humankind to effectively manage global problems at the regional or international levels whose resolution would enhance the chances for peace, justice, and human solidarity. The University could encourage and support studies that would be of benefit to the UN system and would enhance the capacity of societies and governments for attaining the much higher level of international co-operation that is an absolutely essential condition for human survival and continued progress. The scholarly community is not dealing adequately with the institutional arrangements called for by global interdependence. There is too little work being done on the conceptualization and development of institutions that would undergird a viable system of global interdependence. This should be part of the search for more effective forms of international governance. It would include reflection on and a quest for a universally accepted moral basis for the international order, because in the view of large segments of the world's population the present international order has ceased to be morally acceptable. We should also see our concern with these problems of governance in the light of another major development that has taken place in the last decade: the growing incapacity of any single nation or any combination of nations unilaterally to set the terms of international co-operation or to manage the international system. The shifts in the global distribution of power have tremendous implications for the institutions of governance of international relations and the management of global problems, and these will have to be studied as well. At the same time, the UN University should assist in the search for and dissemination of non-bureaucratic, decentralized, small-scale, and humanly meaningful ways of tackling global problems and their national and local dimensions and manifestations. Studies of this kind might well come to turn around the search for a new communications theory of governance.

20. The University could also direct its efforts to the problems of the management of social transformation in individual societies. In many third-world countries, the twin fields of development administration and political development that emerged in the 1950s and 1960s have been unable to evolve adequate theoretical and analytical tools to deal effectively with the problematique of structural change and rapid social change,

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as well as with the growing insistence of marginalized segments of the population for participation in governmental decisions that affect their lives. Conventional concepts of public administration derived from industrialized countries, which emphasize efficiency and effectiveness of the national bureaucracy, have merely strengthened bureaucratic power without developing the capacity to deal with poverty and political participation. The growing realization that the problem of poverty cannot be effectively dealt with without the voluntary participation and self-management of the poor and without important structural changes could lead to different concepts of the management of social transformation.

21. The third cluster of problems to which I believe the UN University might want to devote itself concern humankind's preparation for the twenty-first century. We might call such a programme area "Humankind into the Twenty-first Century." Here our investigations should attempt to look at the future in terms of people in their different historical situations, their environments, their technology, the variety of cultures in the world, and in terms of the human capacity to develop new ways and structures for living in a variety of cultures and for living together in relative harmony and justice. There is a need to be able to conceptualize better the social dilemmas and ethical choices people will have to make within their own cultural setting as we move into the next decade, over and beyond the conventional futurological trend projections. These choices are bound to affect our life-styles, determining the balance between the commercial, professional, and often depersonalized parts of our lives on the one hand and the non-commercial family and community related sectors on the other. Studies of family, gender, and age in this future perspective also fall in this category.

22. Rapid value change reflecting the pace and magnitude of social change in all our societies has also developed considerable psychic pressures on the individual, aggravated by the fragmentation of the human being's self-perception, mirroring in a sense the fragmentation of scientific knowledge. As humankind moves into the twenty-first century, it will need more than ever a greater individual and collective capacity for moral reasoning and ethical choice, which can come only from a clearer and more integrated

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conception by each individual of himself, of the meaning of his life, and of his relationship to his fellow human beings, to nature, and to the transcendental. This obviously calls for the inclusion of the humanities in all the aspects of the work of the UN University, and in some cases as a separate focus. It seems likely that a humanistic perspective within the various programmes and global concerns of the University could lead to regular reports on the state of the human condition, which would attempt to link up objective and therefore depersonalized data about problems of global significance provided by a large number of research institutions inside and outside the UN system with the hopes, anxieties, fear, despair, and rage at the personal level of human beings living at the close of the twentieth century.

23. Another set of problems in the same category concern the emerging crises that humankind will have to face even before we enter the twenty-first century. These include, among others, the cumulative impact of the food and energy crises on populous low-income countries. Then there is the problem of water. There is also the phenomenon of massive movements of people across national boundaries in search of work, food, and security which will continue to grow in magnitude and consequences almost beyond the capacity of governments and international organizations to manage. It has already assumed global significance, and we have too little understanding of its causes, its dynamics, or its present and future implications and what it will do to both the societies that these labour migrants or refugees are leaving and those into which they are entering. There is also no adequate theory capable of linking urban strategies for the primate cities in the developing countries with national development, an aspect of development theory that has been neglected by scholars and a problem that has so far perplexed development planners.

24. Another problem area arises from the growing population pressure on resources, the slower growth rates to be expected in the next two decades, and the consequent social tensions that are most likely to erupt along the fault lines of race, religion, and ethnicity and not

only along class lines. On the whole, the problems of race, religion, and ethnicity have been largely avoided by conventional social science studies, but the need for a greater understanding of their dynamics is already apparent.

25. Then there is the large cluster of problems of technology and society. Technology will not only continue to be responsible for triggering major and rapid social change but will also continue to be a major destabilizing element of our societies. The world's capacity for peace and for the peaceful structural transformation of the international system and national societies will depend to a large extent on a better understanding of the social processes involved in the interactions of society with technology and science on a much larger scale than we have now. More than ever, therefore, the UN University must assist both industrial and developing societies to learn to bring science and technology under control and to make them serve social and ethical purposes without destroying their essential creativity.

26. In all our countries, irrespective of social system, the rapidity and scale of social change - to a large extent under the impact of communications technology - has strained and even outstripped the adjustment capacity of many of our institutions and cultural arrangements and of people at the individual level as well. The "problematique" of learning to adjust rapidly to a constantly changing future much different from the present requires an increased capacity for "social learning" on the part of all our societies. The learning capacity of nations might, therefore, be another important area for the University's attention. This should, of course, also include the problem faced by the institutions of formal education resulting from the population's doubling in 35 years. Educational reform, including reform at the level of the university system, in the populous low-income countries will have to search for much more innovative responses on an unprecedented scale by utilizing to the full the potentialities of modern communications technology and information policy to meet the new requirements.

27. I believe that the UN University can make a difference, that it can provide impetus and facilitate the forging of institutional instru-

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mentalities that will be necessary in the world to develop the intellectual capacity that will add to our knowledge and understanding of the global problems and processes I have mentioned. By building on what we have achieved so far, by developing new initiatives of our own, and by responding to new opportunities, we can enhance the institutional and programmatic relevance of the University and extend its reach across the globe.

New Capacities and Modalities

28. During its first five years the United Nations University defined itself in terms of its Centre, its three Programmes, its expanding networks, and the various projects it has embarked upon in a large number of countries. Its pattern of development was dictated by its limited initial funds and the need to show quick results and to have as broad a geographical impact as possible within the severe resource limits prevailing at the beginning. For reasons I have outlined before - the range, the magnitude, and the complexity of pressing global problems and the rapid emergence of new ones beyond those with which the UN system is already seized, and above all in light of the urgency, reflecting real anxieties, fear, and even despair felt by people and governments alike in many parts of the world - I have come to believe that the UN University should move with deliberate speed and without neglecting the need for institutional continuity and stability towards the original vision in the Charter. That vision is of the United Nations University as a growing constellation or network of institutions (incorporated, associated, and other), organizations, and individuals forming a world-wide community of scholars linked to a central programming and co-ordinating hub in Tokyo but united in a shared commitment to its Charter and to the purposes of the United Nations.

29. I so believe because no single research centre anywhere in the world could ever hope on its own to mobilize the necessary intellectual and scientific capability for the study and research of these global problems. It can do so only if it adapts the use of its funds and its mode of operation not only to develop its own activities but also to respond to initiatives coming from governments, international

agencies, and institutions willing to mobilize their own intellectual and financial resources in order to participate in the work of the University. In regard to such initiatives, the role of the University would be in identifying and defining the problems to be dealt with, designing the institution that would organize the work to be undertaken, or the joint programme of work in case of an associated institution, and ensuring as much as possible the high academic quality, policy relevance, and the interdisciplinarity that the complexity and the scale of global problems demand. The UN University should also sustain the interparadigmatic dialogue which is essential to its capacity to contribute to the understanding of global problems from a shared sense of human solidarity and an awareness of the inability of any nation, however large and powerful, to determine its future in isolation from that of the rest of humankind.

30. At the same time, the University should at all times retain sufficient resources to enable it to respond responsibly and expeditiously to new needs and opportunities arising both from its own programmes and from initiatives elsewhere. It cannot afford to become a prisoner of past programmes and of the projects and activities within them. Every year in the past the total programme fund has been divided equally among the three Programmes, and each Programme allocated its share to its various projects and activities. I believe that this "automatic" equal division should be discontinued. Instead, each project or activity should bid for its share of the common fund. This new funding principle would be an incentive to programme and interprogramme planning and design. It would be conducive to a more effective collaboration and co-ordination across traditional programmatic lines.

31. If each project, except scientific journals and periodic reports, is limited to a maximum cost and a definite time-frame, the termination date and the upper limit on costs to the University will be clear to all concerned, although these limits could be reviewed if necessary. This would allow greater decentralization and self-management of projects, help avoid a permanent programme or project structure that could lead

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in the long run to rigidity and mediocrity, and make it possible to move more easily into a problem area and out of it when the University has achieved its goals or could institutionalize continued work elsewhere. This would help maintain the University's flexibility in responding to newly perceived or newly emerging global problems and opportunities. In short, UN University resources should be used both as an operating fund and as seed money for the mobilization of other resources.

32. The broadening of the intellectual scope of the University to include comprehensive studies of such major global problems as I have indicated will require innovations in the modalities of its world-wide operations and a strengthening of the intellectual capacity at the UNU Centre itself. In practice the latter would mean adding academic staff members, including senior staff, at the Centre, a measure for which we have just recently obtained the encouragement and support of the United Nations General Assembly and the Advisory Committee on Administrative and Budgetary Questions (ACABQ). The relatively high costs in Tokyo must be weighed against the immense benefits to be gained by greatly strengthening the UNU Centre. In doing so, it will be important to avoid the danger of bureaucratization by continuing to adhere to the principle of no tenure appointment at the University.

33. Let me emphasize that the UNU Centre should have a strategic planning capability with regard to itself as an institution and its own institutional development towards a federated, decentralized system throughout the world, depending, of course, upon the opportunity for additional funding and on the mobilization of the needed intellectual resources.

34. In broadening its capacity for responding to felt needs around the globe, it is important that the UN University should also develop a distinctive advanced training capability, which will have to be properly defined, as well as a teaching capability which it now does not have. It is conceivable that UNU professors might go regularly on lecture tours, or that video-taped lectures by top scientists in the world might be made available for global distribution. The addition of a teaching component to the UN University, directly and through the professoriate of the world's universities, would give our institution one of its essential but now missing vocations which would enhance its credibility and value to its far-flung constituencies.

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beginnings. From what I have said so far, it may be inferred that I am putting undue weight upon the research function. Such an interpretation would be wrong. In fact, I have spoken of the need for developing a distinctive advanced training capability and initiating special forms of teaching as well. In the coming phase of the University's development, we shall have to intensify our efforts to increase the effective impact of the University in advanced training, specialized teaching, and the dissemination of knowledge to ensure that our efforts reach the decision-makers, scholars, students, and the faculties at universities. We should endeavour to reach the vast majority of the peoples of the world. I will make this responsibility an important concern in my further consultations and future proposals to the Council.

38. It has always been a basic principle underlying the University's overall development that our programmes, institutional relations, and fund-raising are all closely interrelated. I was asked at the last session of the Council to submit to the Council a paper on fund-raising dealing with these important matters. This will be one of the subjects of our main discussions at this session, and I will, therefore, not dwell at length at this stage in my remarks on the issue of resources needed for such institutional developments. I have also provided a supplement to this paper on fund-raising dealing with incorporated institutions, and when we come to that item, I shall explain the present state of our thinking on this matter.

39. The vision of the University I have described, as far as its networks are concerned, is a reinforced and systematized network of institutions continually reviewed and evolving, with some agreements being terminated as they mature or serve their time and purpose and new ones brought in; with a number of incorporated institutions established in such areas as, for instance, the global economy, child development in the Moslem world (which I am exploring with the Aga Khan Foundation), and other central issues in the priority areas I have outlined to you. Clearly, incorporated institutions should not be established to undertake only short-term activities. They

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should be designed manifestly to fulfil well-designed, long-term needs and should promote an effective presence of the University in various regions of the world. Such institutions should thus be designed with enough flexibility to play a continuing and meaningful role within the framework of the changing perspectives and programmes of the University.

40. I would suggest in this regard that, in formulating our medium-term perspective, in evolving relations with research and university systems, and in developing possible incorporated institutions, we should pay special attention to how the University's global mandate can be enriched with a possible regional approach and dimension. The global mandate remains, of course, our overriding programme imperative; but global problems have their regional manifestations and we have begun to explore how a regional perspective can be introduced into the programmatic and institutional networks of the University so as to ensure a more effective over-all development, the mobilization of funds and the better awareness of the University in the world.

Fund-raising

41. This brings me to the subject of fund-raising, on which, as I have mentioned, I have submitted a paper to the Council. I shall reserve my main comments until we come to this substantive item. Here, I emphasize these points briefly. First, the Endowment Fund should continue to constitute the mainspring of the University's fund-raising programme and the Council may wish to reaffirm, if necessary, the Fund's medium-term goal of US\$200 million to be reached in the next three to four years. Second, without diminishing its efforts to secure endowment pledges, the University should now, at this second stage of its development, begin to pay particular attention to securing project support from such sources as government and inter-governmental agencies or bodies. These funds, in addition to supporting specific projects, may be provided for developing incorporated institutions. Increased efforts will now be made to raise funds from non-governmental sources, particularly

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foundations and corporations. The implications of raising funds from such sources, particularly corporations, should be carefully weighed and a policy guiding this should be determined by the Council. It is hoped that the Council members will continue to assist the Rector and his colleagues in raising funds for the University, and top government and other personalities around the world should be enlisted to lend their support.

The UNU and Japan

42. The UNU Centre obviously should have the appropriate physical facilities, and here I must recall with gratitude the offer of the Government of Japan to provide a permanent headquarters for the University. Premises and facilities to make it possible for visiting scholars and scientists to participate in the work of the University Centre are indispensable. We are deeply grateful for the present temporary premises, but it will be my responsibility, in collaboration with the Japanese authorities, to work purposefully during my rectorship towards the establishment of the permanent headquarters with the requisite facilities indispensable for any meaningful intellectual activity of the University. In this regard, the Government of Japan has also offered to establish a research and training centre, i.e., an incorporated institution, in Japan. Such a research and training centre could evolve into the Institute for Advanced Studies on Human Survival, Development, and Welfare I mentioned earlier on. It should determine priorities, respond to internal and external expectations, plan its operations accordingly, and become a meeting ground for distinguished scholars from around the world and their Japanese colleagues. Such an Institute for Advanced Studies could ideally be considered as implementing the third offer in Japan's agreement with the Secretary-General of the United Nations for the establishment of an incorporated institution in Japan. It would enable the University to have a sufficient number of scholars available at the UNU Centre in Tokyo or around it to establish the necessary critical mass for intellectual creativity and synergy. As an additional spin-off, some of the reports coming out of this Institute would provide valuable input to what might eventually become a yearly report by the UN University on the state of the human condition, a humanistic

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appraisal of the state of the world. However, the establishment of such an institution can only be undertaken within the context of the University's over-all plans to develop its headquarters and to expand its activities here in Japan.

43. In the meantime, I will endeavour to promote and strengthen relationships between the UN University and Japanese universities and other institutions and scholars, both within our existing arrangements and in others that can be foreseen in the future. As I have stated before, one possibility could be for the UN University to organize a series of lectures by the staff of the University and visiting scholars, open to Japanese scholars and scientists, who also should be invited to give lectures for the benefit of the University. These lectures aimed particularly at Japanese scholars and scientists could be organized jointly with appropriate Japanese institutions. Similarly, we could examine how to associate Japanese scholars with the University's programmes outside Japan, especially within the context of the new subjects being developed by the University. The agreement between Japan and the Secretary-General which brought the University to Tokyo also specifies Japan's support for assisting institutions in the developing countries. We should examine this question further. In general, I believe that Japan's pre-eminence in science, technology, and industry in the world today should add a rich resource to the general work of the University and that the University could build a forum for fruitful dialogue and interaction between Japan and the rest of the world to the mutual advantage of all concerned.

Programme Evolution and Advisory Committee

44. I have reached the same conclusion which members of the Council have urged over and over again in the past about the need to achieve greater unity and interaction between the Programmes. I have, therefore, taken steps to bring to an end the three separate Programme Advisory Committees and propose to appoint one Advisory Committee which will combine the functions and expertise of the three individual committees. Each Programme will, of course, continue to benefit from its own task forces and other appropriate workshops. I have also notified certain institutions that the University's contractual

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relations with them as these now exist will be brought to an end within a year's time when our contracts with them come to an end, and that we will explore new ways in which they could remain in the family of institutions of the UN University and enrich our work. The new Advisory Committee will meet in the spring of 1981. Taking into account the advice I have received from consultants and others so far and the advice I shall receive from the Council during this session, I will continue my process of consultation then with this single Advisory Committee. On the other hand, my colleagues in the Tokyo Centre will also continue to advise me on matters relating to the future of the University, especially on the evolution of the Programmes. In this way, I will be able to draw on the necessary external and internal inputs. On the basis of all this, I will prepare my proposals for the biennial programme and budget for 1982-1983, which the Council can then discuss and approve in December 1981. As I have already mentioned, the changes reflecting our new perspectives would thus begin to be embodied in the 1982-1983 programme and budget.

45. Summing up my views on the evolution of the current Programmes of the University, I would state here that they are important and should be continued. At the same time, the University needs to respond to neglected and newly emerging problems of urgency, and these should be dealt with in a flexible manner. They should include both those problems of which the UN system is seized (and I would appreciate it if the UN agencies and bodies interested in collaborating with the University would in due course state their research and intellectual needs) and others. In reviewing our current activities, we should recognize that some projects have been overtaken by events and should be phased out soon. Some projects have already proved successful in achieving some of the goals for which they were initially established, and the University should consider their appropriate continuation with the necessary modifications. Some projects may require course corrections or refocusing. Others have excellent goals, but the problems they have to deal with are of a vast magnitude and call for sustained

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efforts over a long period of time, say, ten years or more. The University should study whether in such cases the project should be handed over, after a time, to a group of associated institutions or even an incorporated institution with the capacity to handle such a large-scale undertaking. It is important that the University should not get bogged down permanently with particular programmes or projects, thereby stultifying its growth and limiting its flexibility in dealing with new problems as they arise. In any case, new projects that the University undertakes must have a definite time-frame for their completion with built-in periodic review mechanisms. All programmes and projects of the University must gradually fit into the medium-term perspective that the University is now developing. We are considering specific procedures and criteria for funding, review, and management of these programmes. It is easy to dismantle what has been built up. It is much more difficult to build upon the firm foundations of progress already achieved. Change and continuity leading to dynamic growth will thus be my watchword. I hope, therefore, that at the end of the series of consultations I have initiated, I will be in a position to bring before the Council at its June 1981 session my definitive programme and budget proposals.

Determining the University's Priorities

46. My enumeration of possible future dimensions and directions of the development for the UN University does not establish our priorities in the next five years. Ultimately, such priorities will have to be determined not only in light of the capabilities that are developed at the University Centre itself and the comparative advantage it develops as it gains experience in increasingly wider fields. They will also depend on external opportunities in relation to mobilizing high quality intellectual resources, to funding, and to institutional initiatives from other countries. In addition, they will depend on the capacity of the University to remain flexible. The capacity for internal adjustments that will determine the responsiveness of the University will very much depend on structures and procedures and of course on the intellectual capacity available at and to the Centre. Bringing

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together opportunities and capacities in terms of both financial and human resources will be the main task of the medium-term planning process that has been set in motion by the Council of the University.

In Conclusion

47. I would like reaffirm what I said before Unesco's Executive Board and the Second Committee of the General Assembly in September. As I see it, the United Nations University is one of the first institutions of learning in the world deliberately established as a global and world-wide institution. The Charter of the University which the General Assembly adopted in 1973 defines this institution as an "international community of scholars, engaged in research, post-graduate training and dissemination of knowledge in furtherance of the purposes and principles of the Charter of the United Nations." Foremost among these are world peace and international security and the conditions that make them attainable and viable, including a just and equitable international order, the observance of human rights and duties, and the promotion of human development and welfare.

48. The University, like the United Nations of whose General Assembly it is an autonomous organ, is founded on the recognition of the interdependence of all nations: the major problems every country faces have transnational and global dimensions, and every global problem has elements that must also be dealt with at regional, national, and local levels. The UN University is inspired by the ideal and the necessity of human solidarity and the primacy of improving the human condition everywhere in the world. It is premised on the requirement that the world's peoples and their leaders must learn to think of the human species as a single and indivisible unit comprising a global society if it is to survive amid global dangers and catastrophes of its own making, and if they are to maximize the chances of solving together its problems while enabling civilizations to advance in both increasing harmony and enriching diversity.

49. Given the formidable array of problems afflicting humankind in our time, the UN University must build a comprehensive and multi-cultural knowledge and understanding of global problems that has

validity in the context of a culturally, religiously, and ideologically pluralistic world.

50. In order for the UN University, working with the world's scholars, to be effective, they must together develop the capacity to transcend the fragmentation of science into its various specializations and to generate more comprehensive and relevant knowledge and perspectives on global and national problems in order to overcome the geo-political, ideological, and cultural barriers to understanding and co-operation.

51. What I have outlined for the UN University's next stage is indeed a formidable agenda. As I have elsewhere said, it is an agenda for life and peace, for equality and dignity for this world, and the University must address its issues and problems. It is my firm belief that the UN University must evolve in the directions I have suggested for your careful consideration - in helping to create knowledge for and gain understanding of the processes of peaceful and humane social transformation towards a new, more viable, just, and peaceful international order based on a new foundation of world morality and consensus. Our capacity to make these shifts and contribute to the solution or alleviation of the basic problems of humankind will depend on the resources - intellectual and financial - that we can mobilize. Given our limited funding, we shall make a careful selection of those problems where further knowledge and understanding will be critical in the search for solutions on which we shall concentrate our efforts.

52. With the indispensable support of Member States of the United Nations, it is our hope that, through its collaborative scholarship and its creative involvement in the international debate on critical human issues, the UN University can have an impact on the consciousness and thinking of the world and help give structure and meaning to the profound changes and movements taking place, relating the University's work to the hopes and fears of people everywhere, especially the youth, concerning their problems and needs and the world's future.

53. In a word, the task that lies before the UN University as an international community of scholars is to help humankind develop the global knowledge base and the ethical understanding and critical judgements that will enable it to move towards a pluralistic global society of

continuously advancing civilizations in universal peace and justice.

54. The UN University is just entering a new phase in its institutional and programmatic development. It is my hope and determination that we shall begin to move into the new problem areas as well as to institutionalize the University's activities in various locations around the globe as called for in the University's Charter. With the active participation of the Council and all of the University's constituencies, we can hope to develop attractive new programmes and worthy institutions and to mobilize financial and intellectual support for them, because of their clear relevance to the deep concerns and anxieties of the world's statesmen and of peoples everywhere as humankind approaches the twenty-first century.

55. Thank you very much for giving me this opportunity to make my statement on the United Nations University's next stage. I hope that our work in the next five years will deserve and elicit the increasing support of the Member States of the United Nations, whose peoples comprising our global society we are mandated by our Charter to serve. I would deeply appreciate the Council's guidance and help, which I earnestly seek.