

25 May 1985

Draft of Rector's remarks to the first WIDER Board Meeting

The inaugural meeting of the Board of the World Institute for Development Economics Research is a red letter day in the life of the United Nations University. Today, the first research and training centre created by the UN University in its ten years of existence commences its formal operation. It is always a matter of pride and satisfaction when an idea which begins as a gleam in the eye is transformed into concrete reality. My first duty and a pleasant one is to welcome the members of the Board of WIDER to this inaugural meeting. Unfortunately, a number of the Board members for several reasons are unable to be present with us here today. We greet them and send them our best wishes. We are indeed very fortunate that such a distinguished and able group of international scholars and leaders have agreed to become members of this Board. The keen interest you have already shown and the advice we have received from you are a happy augury of the bright future that awaits this institution.

I have already had occasion to welcome Dr. Lal Jayawardena in Tokyo when he attended the University's Annual Planning Meeting and he had the opportunity to share with us his preliminary ideas which he has now developed into the work programme for WIDER that he is proposing to the Board for its consideration. We are indeed privileged that an economist and diplomat of his distinction and stature has agreed to serve as the first Director of this Institute. A lot depends on his leadership and the team that he brings together to work with him at WIDER. As an integral part of the UN University, I would like to assure him and all members of the Board that my colleagues and I stand ready to co-operate and work closely together with WIDER under his leadership and the guidance of the Board.

I would now like to take this occasion to express our profound gratitude and appreciation to all who have made this day possible. It will not be possible for me to name all of them here. Pride of place goes, of course, to the Government and people of Finland for welcoming the idea of the Institute and for providing such an extraordinarily generous contribution for the Endowment Fund and the other financial needs of the Institute and, not least, for the excellent physical and other facilities which will guarantee that this Institute is able to face its challenging tasks under the best possible auspices. We have no doubt that the scholars and researchers, fellows and trainees who come to work here at the Institute will benefit from the hospitality and kindness of the Finnish people and that this Institute will be able to make its best possible contribution to human understanding and thereby fulfil the purposes for which it has been established.

Let me pay tribute to the many governments, institutions, organizations and individuals in various parts of the world that gave us our initial encouragement, guidance, counsel and the moral and material support which enabled us to bring this Institute to fruition. It has been a challenging and exhilarating experience for the United Nations University.

This is not the occasion to recount the full story of the conception and the birth of this Institute and I will therefore not indulge in any lengthy reminiscences. Like any human enterprise, it was not without its birth pangs. At the outset, we encountered some unavoidable scepticism, but there was also great interest in the idea. In our exhaustive explorations and world-wide consultations which began in early October 1980, we had above all to ensure that we could fully justify the need for such an Institute and that it could fill a specific and distinctive niche, given the present global economic and social condition.

In recalling the landmarks in our explorations and consultations which culminated in the birth of WIDER, I would like to highlight the initial encouragement we had received from several people and organizations and express my particular thanks to the following: Mr. Robert McNamara, then President of the World Bank, Mr. Willy Brandt and the various members of the Brandt Commission, Professor Jan Tinbergen, Mr. H. Johannes Witteveen, former Managing Director of the International Monetary Fund and Chairman of the Group of Thirty, Mr. Shridath Ramphal, Secretary-General of the Commonwealth Secretariat and Dr. Ralf Dahrendorf, then Director of the London School of Economics and Political Science. These, in their various ways, provided invaluable guidance and a stimulus to the early international acceptance of the idea of WIDER.

I would also like to express my public thanks to the several consultants and experts who assisted the University in elaborating and giving initial expression to the concept and nature of the Institute, especially Dr. Alexander Foxley, Dr. Mahbub ul Haq, Mr. Peter Ruof, Professor David Bell and Professor Paul Streeten. On the basis of our earlier consultations, Professor Paul Streeten consolidated our preliminary ideas into a conceptual paper which we put before a major and seminal meeting of 24 leading international economists and social scientists drawn from various parts of the world who met at the London School of Economics and Political Science in March 1982, under the Chairmanship of its Director, Professor Ralf Dahrendorf, who is unfortunately unable to be with us today. From this meeting emerged the major intellectual endorsement for WIDER.

Three senior consultants who had been present at this meeting, Dr. Dragoslav Avramovic, Professor Amartya Sen and Professor Paul Streeten, then assisted the University in turning these basic ideas into the definitive and fundamental document setting out the justification, the nature, objectives and scope of the Institute and its work which provided an indispensable tool for the UN University in its explorations and efforts to create the Institute. Dr. Enrique Iglesias, then Executive Secretary for the Economic Commission for Latin America and the Caribbean, joined Dr. Dahrendorf, Professor Amartya Sen as members of the Search Committee I asked to assist me in looking for the Director. Through their excellent work we were able to locate and appoint Dr. Jayawardena as the first Director. It is our confident expectation that WIDER can continue to benefit from the counsel, support and help of these scholars and many others that I am unable to mention here. Again, let me place on record our deep debt of gratitude to all of these.

As our explorations proceeded during these last four and a half years, many governments and organizations, both in the North and South, began to take an interest in and welcome the idea of the Institute. Among them, I may mention the Group of 77 and various United Nations agencies and other international organizations and foundations. However, in looking for a government that would be able to shoulder the heavy burden of hosting the Institute, it was first the Government of France and then the Government of the Netherlands which expressed a serious interest in providing a home for the Institute. Subsequently, the Government of Finland also indicated its willingness to have the Institute in Helsinki. At the end of the exploratory process in December 1983, the UN University's Council was in the most happy, but unusual and embarrassing, position of having to choose between two very substantial offers of financial and material support for the Endowment Fund and physical facilities for the Institute from the Governments of the Netherlands and Finland. In the event, the choice happily fell on Finland. I have already expressed my thanks to the Governments of France and the Netherlands and would once again like to place on record the sincere appreciation of the UN University in their interest in WIDER. On this occasion, however, as we meet in Helsinki to inaugurate the Board of WIDER, it is my extremely happy duty to express the profound gratitude and sense of deep obligation we all feel to the Government and people of Finland for inviting us to their country with such generosity and hospitality. We are extremely thankful to all concerned especially the Prime Minister Sorsa, and the Foreign Minister Väyrynen and their colleagues who made our coming to Helsinki possible. Thanks to the interest and hard work of Ambassadors Matti Ahtisaari, Mauri Eggert, Joel Pekuri, Risto Kauppi and their colleagues of the WIDER Working Group, the practical task of establishing the Institute in Helsinki has gone extremely smoothly. To them all, let me say how very much we are in their debt. The creation of WIDER at a time of general global economic stringency with the facilities and the resources put at its disposal is indeed a remarkable phenomenon. It is a special demonstration not only of the vision of the Government and people of Finland, but also of confidence in the UN University in general and the idea of WIDER in particular.

We are all very familiar with the specific mandate of this Institute and I will not dwell upon it. It is my conviction that the work programme and agenda drawn up by the Director provides an excellent basis for the deliberations of the Board and that our work in the next three days will be rich and fruitful.

Before I conclude my remarks, it is my pleasure to extend to you the sincere appreciation of members of the Council of the UN University. In deciding upon the formal establishment of the Institute and in approving its Statute, the Council laid particular stress on the importance of their working closely with the Director and members of the Board in achieving the overall purposes and objectives of the UN University.

There are many practical and specific details which will come up in the course of our deliberations and therefore I believe that it is my duty to be brief and to conclude these initial remarks. Let me

therefore end in placing on record, once more, my own personal sense of the excitement that this inaugural meeting has aroused in me, and my confidence that the mandate of this institution will be realized and that in its own way, however modest, WIDER's contribution to the betterment of the world economic situation and especially to relationships between North, South, East and West, will indeed be significant.

## WIDER BOARD PRESENTATION

On behalf of all my colleagues at the United Nations University who are unable to be with me here today on this occasion marking the inaugural meeting of the Board of WIDER I welcome you to the premises of WIDER, the University's first research and training centre, and to the beautiful city of Helsinki.

I want first to express my gratitude to the members of the Board present here today for attending at what was really rather short notice, and to those other Board members who, understandably, were not able to come to this first meeting but will surely participate in future meetings. I know that WIDER's first director Lal Jayawardena shares my sense of gratitude to you all. I would also like at this time to express my profound gratitude and appreciation to all who have made this occasion possible. It is not possible to name all of them here but let me say first of all how much grateful we are to the people and Government of Finland for welcoming the establishment of WIDER in Helsinki and for providing a very generous contribution for the Endowment Fund and other financial and physical needs and facilities of the Institute.

(Note: At this point, should consider taking selection from attached listing: a, b, c, d, and e.)

This first meeting of the Board of WIDER marks an important point in the evolution of the United Nations University. When I came on board as Rector of the United Nations University, I indicated in my first presentation to the University Council that there were clusters of problems of a global nature around which the University should consider developing activities. I said the first of these concerned the world economy and global economic crises and that the existing resources within the University were not sufficient to undertake the work necessary for an effort of such proportions. I felt that the proper response would be a research and training centre commensurate with the magnitude and complexity of the problem. I hope that I do not appear to be immodest if I say that standing here today is for me like a dream come true.

My consultations with policy-makers, academics and others showed that they believe UNU's unique twin status as a UN institution and as an academic institution would enable it to make a distinctive contribution to studies of the problems of the global economy. The issue in creating a new institution was how to respond to this expectation quickly and effectively. First, we identified the global economy as one of the five themes of UNU under its first Medium-Term Perspective, for the period 1982-1987. Second, we embarked on widespread consultations with prominent public figures, scholars and scientists. Out of these consultations came the idea of WIDER which was endorsed at a special consultative meeting in London in late 1982 under the chairmanship of Professor Ralf Dahrendorf.

During 1983 we had detailed discussions with three potential host governments and by December of that year the Council of the University accepted the very generous offer of the Government of Finland.

(Note: Suggest that you consider information shown in f.)

A joint working group with the Government of Finland was set up early in 1984 and the Liaison Office of WIDER opened in the summer of 1984 to undertake a number of necessary preliminary tasks. As you know, the director was appointed in January of this year after extensive and careful consultations and the vigour with which he has immediately addressed his responsibilities is clear from the work programme in front of you for discussion and approval.

The University, as you may know, is committed to the principle of establishing research and training centres because it is mandated to do so by its Charter. WIDER is the first of such centres to be set up; so that the experiences we gain in the operation of this centre will, undoubtedly, be valuable in creating the others that are now in planning and others in the future. WIDER is itself the first of this new generation of UNU institutions.

Before I conclude my remarks, it is my pleasure to extend to you the sincere appreciation of members of the Council of the UN University. In deciding upon the formal establishment of the Institute and in approving its Statute, the Council, which is the ultimate authority in all decisions concerning all aspects of the UN University system, laid particular stress on the importance of their working closely with the Director and members of the Board in achieving the overall purposes and objectives of the UN University.

I believe that the need for WIDER is clearer and greater than when, somewhat tentatively, we conceived it about three years ago. I am quite sure that under Lal Jayawardena's dynamic leadership and your wise counsel, and with the full support of UNU, WIDER's mandate will be realized and its contribution, however, modest to the betterment of the world economic situation and especially to relationships between North, South, East and West, will indeed be significant.

POSSIBLE SELECTIONS FOR MENTIONING

(A)

In recalling the landmarks in our explorations and consultations which culminated in the birth of WIDER, I would like to highlight the initial encouragement we had received from several people and organizations and express my particular thanks to the following: Mr. Robert McNamara, then President of the World Bank, Mr. Willy Brandt and the various members of the Brandt Commission, Professor Jan Tinbergen, Mr. H. Johannes Witteveen, former Managing Director of the International Monetary Fund and Chairman of the Group of Thirty, Mr. Shridath Ramphal, Secretary-General of the Commonwealth Secretariat and Dr. Ralf Dahrendorf, then Director of the London School of Economics and Political Science. These, in their various ways, provided invaluable guidance and a stimulus to the early international acceptance of the idea of WIDER.

(B)

I would also like to express my public thanks to the several consultants and experts who assisted the University in elaborating and giving initial expression to the concept and nature of the Institute, especially Dr. Alexander Foxley, Dr. Mahbub ul Haq, Mr. Peter Ruof, Professor David Bell and Professor Paul Streeten. On the basis of our earlier consultations, Professor Paul Streeten consolidated our preliminary ideas into a conceptual paper which we put before a major and seminal meeting of 24 leading international economists and social scientists drawn from various parts of the world who met at the London School of Economics and Political Science in March 1982, under the Chairmanship of its Director, Professor Ralf Dahrendorf, who is unfortunately unable to be with us today. From this meeting emerged the major intellectual endorsement for WIDER.

(C)

Three senior consultants who had been present at this meeting, Dr. Dragoslav Avramovic, Professor Amartya Sen and Professor Paul Streeten, then assisted the University in turning these basic ideas into the definitive and fundamental document setting out the justification, the nature, objectives and scope of the Institute and its work which provided an indispensable tool for the UN University in its explorations and efforts to create the Institute. Dr. Enrique Iglesias, then Executive Secretary for the Economic Commission for Latin America and the Caribbean, joined Dr. Dahrendorf, Professor Amartya Sen as members of the Search Committee I asked to assist me in looking for the Director. Through their excellent work we were able to locate and appoint Dr. Jayawardena as the first Director. It is our confident expectation that WIDER can continue to benefit from the counsel, support and help of these scholars and many others that I am unable to mention here. Again, let me place on record our deep debt of gratitude to all of these.

(D)

We are extremely thankful to all concerned especially the Prime Minister Sorsa, and the Foreign Minister Väyrynen and their colleagues who made our coming to Helsinki possible. Thanks to the interest and hard work of Ambassadors Matti Ahtisaari, Mauri Eggert, Joel Pekuri, Risto Kauppi and their colleagues of the WIDER Working Group, the practical task of establishing the Institute in Helsinki has gone extremely smoothly. To them all, let me say how very much we are in their debt. The creation of WIDER at a time of general global economic stringency with the facilities and the resources put at its disposal is indeed a remarkable phenomenon. It is a special demonstration not only of the vision of the Government and people of Finland, but also of confidence in the UN University in general and the idea of WIDER in particular.

(E)

Many people in the University / have also contributed to making this a reality. Some have had the difficult task of preparing the groundwork and handling the nitty gritty details necessary to bring an institution of this importance up to a working state. Please allow me then to express special gratitude to the team in the Institutional Planning and Resource Division of the University under the supervision of Dr. Alex Kwapong, Vice-Rector of the division. Specifically, let me thank one team member Mr. Arthur Collingsworth. Let me also give special recognition to the effort of our Administrative Services Division under Mr. Douglas Manson. Mr. Ravi Malik of the division is another person who deserves special mention. Last, but not least, let me express gratitude to Mr. Ray Fleming who has held the fort until operations here could get under way.

(F)

As our explorations proceeded during these last four and a half years, many governments and organizations, both in the North and South, began to take an interest in and welcome the idea of the Institute. Among them, I may mention the Group of 77 and various United Nations agencies and other international organizations and foundations. However, in looking for a government that would be able to shoulder the heavy burden of hosting the Institute, it was first the Government of France and then the Government of the Netherlands which expressed a serious interest in providing a home for the Institute. Subsequently, the Government of Finland also indicated its willingness to have the Institute in Helsinki. At the end of the exploratory process in December 1983, the UN University's Council was in the most happy, but unusual and embarrassing, position of having to choose between two very substantial offers of financial and material support for the Endowment Fund and physical facilities for the Institute from the Governments of the Netherlands and Finland. In the event, the choice happily fell on Finland. I have already expressed my thanks to the Governments of France and the Netherlands and would once again like to place on record the sincere appreciation of the UN University in their interest in WIDER. On this occasion, however, as we meet in Helsinki to inaugurate the Board of WIDER, it is my extremely happy duty to express the profound gratitude and sense of deep obligation we all feel to the Government and people of Finland for inviting us to their country with such generosity and hospitality.

100. The Chairman of the Ad Hoc Committee on Statutes and Rules presented to the Council the draft of the UNU Statute Establishing WIDER. (See Annex A, Decisions of the Council). He said that WIDER should be seen within the general framework of the University and, therefore, the statute on it to be considered should be regarded as a prototype for the other research and training centres being planned and to be set up in the future by the University. WIDER, he said, is a new institution but its concept is based on the various criteria and principles found in both the Charter and the MTP. Because the Statute should be considered a prototype, the Chairman of the Committee felt that it was important to discuss merits and demerits of each article thoroughly.

101. The Council began discussion of the draft, going through each article one by one. The main areas of discussion were in Article I, Legal Status, Structure and Location; Article II, Purposes and Activities; and Article III, Academic Freedom and Autonomy. Concerning Article I, a number of Council members felt strongly that it should be preceded by a preamble, based on wording used in the UNU Charter, which would elaborate the decision of the Council to set up the institution, referring particularly to the University's obligation to devote its work to "research into the pressing global problems of human survival development and welfare." One Council member also pointed out that there should be some mention in Article II of development problems in connection with economic research since the title of the institute includes "development economics research." In reply to requests for clarification about the "capacity to enter into agreements" in the same Article I, it was pointed out that the basic principle was that whatever agreements are made they could not be inconsistent with the purpose for which the University was established.

102. Also in connection with Article I, which was linked to Articles II and III, several Council members expressed concern about what they considered the lack of a clearcut delineation of the autonomy of the institution vis-a-vis the Tokyo Centre, and the seeming contradictions that may arise with the use of the word "autonomy." One Council member said that autonomy should not mean a totally independent institution or chain of institutions that might not carry out University programmes. The Chairman, pointed out, however, that Article I refers to the institute as an integral part of the University. Several Council members proposed that this should be more explicitly expressed in the draft document. Still other members felt that the draft did not clearly distinguish between the autonomy of the institute and the responsibility of the Council to have the final say on matters such as the budget. One Council member cautioned that care should be taken in using the UNU Charter as a model for the statute of the institute because it could give the impression that a subsidiary UNU was being created. The formulation, he said, should be clear about the relationship and responsibilities, particularly in connection with the Council.

103. Another member said that it was the Charter (Article III and IV) itself that protects the responsibility of the Council in relation to the institute. The Rector agreed with this, pointing out, in addition, that responsibility was really a practical problem rather than one of principle. The Council, he pointed out, has two basic instruments to enforce control: it can either dissolve the institute or it can amend the statutes. Also, he

said, the budget of the institute will be an item in the budget of the University. One Council member cautioned that while the Council had to maintain policy control it should be careful not to stifle the institute, particularly its academic freedom, nor intervene in its day-to-day operations. On the matter of programme and budget of the institute, as set out in Article IV, 8(b), the Council amended the draft statute as recommended to read: The Board shall "adopt" rather than "approve" the work programme and budget of the Institute.

104. Following the discussion of the proposed statute after and reaching agreement on various suggested amendments, the Council considered, in closed session, the two offers to host the new institute from the Kingdom of the Netherlands and the Government of Finland. After extensive deliberation and examination of both offers, the Council decided to accept the offer of the Government of Finland. One Council member dissented from the majority opinion of the Council because he felt that on balance the environment in the Netherlands for the kind of work WIDER has to carry out would be more favorable to an international group of social scientists than in Finland. (See Council decision CD/22/7.)

105. The Council expressed its appreciation and gratitude to the Government of Finland and to the Government of the Kingdom of the Netherlands for their offers to host WIDER. The Council also requested the Chairman of the Council and the Rector to personally make representation to the Government of the Kingdom of the Netherlands to thank it profoundly for its offer and to seek its continuing support of WIDER and of the work of the University in general. (See Council decisions CD/22/8, CD/22/9, and CD/22/10.)

#### VII. PROPOSED INTERNATIONAL INSTITUTE FOR BIOTECHNOLOGY

106. The Council agreed to postpone discussion on this institute (UNU/C/22/L.5) until its twenty-third session because negotiations with the proposed host country were still in progress at the time of the twenty-second session. The Vice-Rector, Institutional Planning and Resource Development, also said that the University hoped to present documentation on the institute to the Council at its twenty-third session along the lines of documentation presented for WIDER.

#### VIII. PERMANENT HEADQUARTERS OF THE UNITED NATIONS UNIVERSITY

107. The Senior Adviser to the Rector reported briefly that the Tokyo Municipal Government was in the process of trying to have the buildings presently occupying the headquarters site vacated so that replacement construction could eventually be located elsewhere on the plot of land. Once this is done, he said, the design of the UNU building could move ahead. Although in discussions with Japanese Government officials he had been given to understand, he said, that money should be set aside in fiscal year 1984 for the basic design of the building; considering the financial problems of the Government the actual implementation of this was still under consideration.

provide comparable information about associated and collaborating institutions. The other suggestion involved asking associated institutions whether its research and/or training for UNU had progressed to the extent that would make it possible for the institution concerned to offer a course in work going on. The Committee hoped that a pilot project could be carried out during the coming year.

81. In the context of her introduction, the Chairman said that the adversities encountered in finding solutions can often be traced to difficulties of problem-solving and the lack of political will in arriving at solutions. She contrasted the self-containment within the special world of university societies, which in spite of growth and change in the past 25 years remain essentially the same, with similar self-containment within the world of political institutions. Because decision-making generally takes place in total isolation from what is being done in other institutions in society such as universities, there is an obvious need, she said, for more clarity and outspokenness about the interface between research and society. This she said is related to the UNU Charter mandate and goals which are ultimately concerned with the full development of human resources. The enhancement of the capacity for problem-solving, of being able to use academic research results solutions, is essential in order to have policy-making and direction in coping with social problems. The key question, of concern to both the developing and developed worlds, she felt was the lack of political will in making use of the human resources available in society.

82. Several Council members commented on the aspect of policy implications of scientific research raised by the Committee Chairman. One member saw the problem in terms of the differences in modalities of scientific research and political action which makes it difficult for decision-makers to obtain the information necessary to initiate action. The Rector felt that the problem was to a certain extent an epistemological and organizational crisis in policy science. He pointed out that the compartmentalization of governments is an additional hindrance that prevents the flow of information that is favorable to institutions. He agreed that a new phase in the evolution of science is emerging, and added that humankind is at a paradigm shift, moving beyond the principles of simplification and reduction to the acceptance of the complexity of reality in many disciplines. It is here where the project on complexity was of particular importance.

83. While agreeing that UNU should help strengthen associated institutions in developing countries, these very same institutions should contribute to promoting the image of UNU in the countries where they are situated.

#### VI. WORLD INSTITUTE FOR DEVELOPMENT ECONOMICS RESEARCH

84. The IPRD Vice-Rector briefly summarized the contents of the Progress Report on the World Institute for Development Economics Research

/...

(WIDER) (UNU/C/23/L.7) which reported the signing of the Host Country Agreement and the Memorandum of Understanding by the University and the Government of Finland, the subsequent approval of both by the Finnish Parliament, the setting up of a working group to deal with the practical problems of setting up WIDER and the establishment of a Liaison Office for WIDER in Helsinki. Work of the working group included agreements on installment payments of the WIDER contribution to the Endowment Fund of the University, payments of the operating contributions, and living accommodations for WIDER staff and visiting scholars. The report also described the efforts to raise additional funds for WIDER, including fund-raising trips to Bangladesh, China and Sri Lanka, which involved 3 council members and the Secretary of the University, initiatives in the Nordic countries of Europe, and a grant of \$200,000 from the James S. MacDonell Foundation.

85. Amendments to the Statute on WIDER (Proposal to Amend Article IV, paras 2 and 6 of the Statute on WIDER (UNU/C/23/L.7/A), were also considered with this agenda item.

86. Following the report, the Rector announced the names of 8 of the 10 members of the WIDER Board. These were; Dr. Abdlatif Y. Al-Hamad (Kuwait), Professor Ralf Dahrendorf (Federal Republic of Germany), Dr. Saburo Okita (Japan), Professor Amartya Sen (India), Professor Pentti Kouri (Finland), Professor Albert O. Hirschman (USA), Dr. Carmen Miro (Panama), and Dr. Mahbub ul-Haq (Pakistan). He also reported that his representative on the Board would be the DSD Vice-Rector.

87. In the lengthy discussion that followed, Council members raised questions about and commented on primarily the scientific profile of WIDER, co-ordination between WIDER and UNU headquarters, particularly the role of the director of WIDER in the Conference of RTC directors, the creation of subsidiary bodies of WIDER, and the amendments of article IV, paras 2 and 6 of the Statute on WIDER.

88. There was considerable concern that the co-ordination between WIDER and the UNU Centre and the Council's authority in relation to WIDER be clearly understood. The Rector emphasized that the Charter and the WIDER statute were quite clear and emphatic about these points. He said that equally subsidiary bodies, which are necessary for any institution, would come under the provisions of the statute on WIDER which was one of the statutes of the University. The discussions were concluded with the adoption of the proposed amendment to the WIDER Statute. (See Council decisions, p. 28.)

## VII. PROPOSED INSTITUTE FOR NATURAL RESOURCES IN AFRICA (INRA)

89. The IPRD Vice-Rector gave a brief summary of the Progress Report on the Proposed Institute for Natural Resources in Africa (INRA) (UNU/C/23/L.8) which described the negotiations that had taken place since the twenty-second session of the Council for establishing the centre of INRA in the Ivory Coast. Following exploratory missions to

/...

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

/...

26 May 1985  
cbs

Rector Soedjatmoko's Trip to Helsinki, 27 May-2 June 1985.

Tuesday 28 May

1150 - AR Helsinki, AY 802 from Copenhagen/Tokyo

Intercontinental Hotel  
Mannerheimintie 46

tel: 441-331

WIDER  
Annankatu 42  
00100 Helsinki 10, Finland

tel: 69 45 400  
tlx: 123455 unuei sf

Mr. Fleming's home phone number is 611-205

Dr. Jayawardena's home " 656-795

Wednesday 29 May through Friday 31 May  
WIDER Board meeting

Friday 31 May

1920 (7.20 pm) - LV Helsinki, AY 914

Saturday 1 June

1455 (2.55 pm) - AR Tokyo