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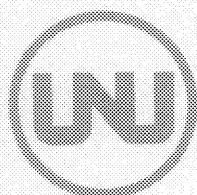
Advisory Committee Meeting

on the Human and Social

Development Programme

A Report

Tokyo, Japan, April 1978



THE UNITED NATIONS UNIVERSITY

From the CHARTER OF THE UNITED NATIONS UNIVERSITY

ARTICLE I

Purposes and structure

1. The United Nations University shall be 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. In achieving its stated objectives, it shall function under the joint sponsorship of the United Nations and the United Nations Educational, Scientific and Cultural Organization (hereinafter referred to as UNESCO), through a central programming and co-ordinating body and a network of research and post-graduate training centres and programmes located in the developed and developing countries.

2. The University shall devote its work to research into the pressing global problems of human survival, development and welfare that are the concern of the United Nations and its agencies, with due attention to the social sciences and the humanities as well as natural sciences, pure and applied.

3. The research programmes of the institutions of the University shall include, among other subjects, coexistence between peoples having different cultures, languages and social systems; peaceful relations between States and the maintenance of peace and security; human rights; economic and social change and development; the environment and the proper use of resources; basic scientific research and the application of the results of science and technology in the interests of development; and universal human values related to the improvement of the quality of life.

4. The University shall disseminate the knowledge gained in its activities to the United Nations and its agencies, to scholars and to the public, in order to increase dynamic interaction in the world-wide community of learning and research.

5. The University and all those who work in it shall

act in accordance with the spirit of the provisions of the Charter of the United Nations and the Constitution of UNESCO and with the fundamental principles of contemporary international law.

6. The University shall have as a central objective of its research and training centres and programmes the continuing growth of vigorous academic and scientific communities everywhere and particularly in the developing countries, devoted to their vital needs in the fields of learning and research within the framework of the aims assigned to those centres and programmes in the present Charter. It shall endeavour to alleviate the intellectual isolation of persons in such communities in the developing countries which might otherwise become a reason for their moving to developed countries.

7. In its post-graduate training the University shall assist scholars, especially young scholars, to participate in research in order to increase their capability to contribute to the extension, application and diffusion of knowledge. The University may also undertake the training of persons who will serve in international or national technical assistance programmes, particularly in regard to an interdisciplinary approach to the problems with which they will be called upon to deal.

ARTICLE II

Academic freedom and autonomy

1. The University shall enjoy autonomy within the framework of the United Nations. It shall also enjoy the academic freedom required for the achievement of its objectives, with particular reference to the choice of subjects and methods of research and training, the selection of persons and institutions to share in its tasks, and freedom of expression. The University shall decide freely on the use of the financial resources allocated for the execution of its functions. . . .

HSDPD-3/UNUP-5

**SECOND ADVISORY COMMITTEE MEETING ON THE
HUMAN AND SOCIAL DEVELOPMENT PROGRAMME**

**A REPORT
TOKYO, JAPAN, APRIL 1978**

THE UNITED NATIONS UNIVERSITY

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I. ORGANIZATION OF THE MEETING

1. The second Programme Advisory Committee meeting of the Human and Social Development Programme was held in Tokyo, at the United Nations University Headquarters, from 3 to 5 April 1978.
2. The meeting agreed on the following agenda: future perspectives of the Programme; review of the Programme development; guidelines for evaluation of research projects; guidelines on academic freedom; and guidelines for publication policy.
3. The Programme Advisory Committee confirmed the previous election of officers in Mexico City: Dr. Rodolfo Stavenhagen, Chairman; Dr. Elise Boulding, Rapporteur; and Dr. Pedro Henriquez, Secretary.

Members of the Programme Advisory Committee

4. The Programme Vice-Rector informed the meeting of the final composition of the Programme Advisory Committee for 1978 and 1979. It is composed as follows: Dr. Mohammed S. E. Abulezz, Egypt; Dr. Samir Amin, IDEP; Dr. Elise Boulding, USA ; Professor Hab. J. W. Golebiowski, Poland; Dr. Manuel Perez Guerrero, Venezuela; Dr. J. Ki-Zerbo, Upper Volta; Dr. Rajni Kothari, India; Dr. Michio Nagai, Japan; Dr. K. Soedjatmoko, Indonesia; Dr. Rodolfo Stavenhagen, Mexico; Dr. Alain Touraine, France; and Dr. Carl-Friedrich von Weizsacker, Federal Republic of Germany.

II. PRESENTATION OF THE PROGRAMME

5. The Programme Vice-Rector reviewed the terms of reference of the Programme Advisory Committee for this meeting by pointing out the need to integrate the three programmes of the United Nations University, to develop programmes which are unique yet open to collaboration with other UN agencies and research institutes, and to make a viable programme within the realistic constraints of an Endowment Fund smaller than originally planned. In response to criticisms that the Human and Social Development Programme projects overemphasize First World versus Third World needs, the Human and Social Development Programme must find new modalities for First World and Third World collaboration, more unique approaches, and it must produce some type of short-term results. The Programme Vice-Rector emphasized that this is difficult for a programme involving long-run social processes. Criticism of the Human and Social Development Programme chart (see Appendix II), which shows the relationship among projects of the Programme, is that major research themes relating to the projects are not well defined.

6. The roles and composition of the Programme Advisory Committee and the Steering Committee were discussed. The Programme Advisory Committee consists of 12 members. The Steering Committee is made up of four of the 12: the chairperson, the rapporteur and two other members elected by the Programme Advisory Committee. The Steering Committee membership will be rotated annually. The Project Co-ordinators should be invited to participate in the Programme Advisory Committee meetings. It was emphasized that the Programme Advisory Committee has a distinctive function which formally makes it a separate body of the United Nations University, particularly in the review of research projects and research activities, and in the integration of the different research projects within the Programme. Because the Human and Social Development Programme operates in an academic setting and academic decisions are adopted on a collegial basis, status distinctions are to be minimized.

7. It was recommended that the above points on the respective roles of the Programme Advisory Committee within the academic structure of the UN University, the Steering Committee, and the Project Co-ordinators be clarified in UN University statutes.

III. FUTURE PERSPECTIVES OF THE PROGRAMME

8. The point was made that the Programme Advisory Committee has a special responsibility to prevent programme fragmentation, and also to prevent the Human and Social Development Programme from becoming a captive to an artificial north/south division in its work. As one way of maintaining wholeness and to overcome the north/south division, a second level of perception crossing research projects and linking them together was suggested that would focus on the crisis of human beings in the present world.

9. This second level takes us away from the kind of thinking that assumes that the industrial world has made unique progress in human rights and in the solution of poverty and the past problems of participation, of the young and the old, in shaping society. It provides following new criteria for programme review.

- (a) A focus on children and mothers, absent in the Programme at present. This is ignoring the human materials with which we work, particularly since the median age population in the Third World is lowering, and large numbers of people are subject to permanent damage through deprivation. The problem of hunger must be related to mothers and children. It should be asked of all programmes: how does this affect children?
- (b) A focus on human rights, in terms of the social processes that cause violation of human rights.
- (c) A focus on violence, a search for understanding of dynamics of violence, and of the capacity of a system to absorb violence.
- (d) A focus on the meanings of change, including technological change for the Third World, compared to the First World societies. Does Third World poverty call for a different balance between individual and social rights?
- (e) A focus on work, particularly on its meanings in impoverished societies. Can education, and human development, be uncoupled from work?
- (f) A focus on what a human being is, and on the deteriorating capacities of social systems to maintain human wholeness. A global ethic is needed to

deal with the continuing vulnerability of human beings, to provide a foundation for a new international order.

10. This call for a second level of perception received many positive responses in the discussion. The uniqueness of the Human and Social Development Programme approach was emphasized, which focuses on longer range perspectives on world social and cultural processes compared to that of more technically-oriented development institutions, such as UNIDO and UNCTAD, which must operate in more directly political settings. Research activities should be carried out on systems of norms, and on the social, economic and cultural correlates of industrial development and its impact on basic needs. The Human and Social Development Programme can play a unique role in exploring and developing alternative models of development apart from economic growth models, particularly rural development models, and new models of relationship between the First and Third worlds.

11. The dangers of focussing research on certain categories of human beings and only considering development impacts on these categories was pointed out. Generally, most development thought focuses on males between the ages of 25 and 65. The young and old, and women are ignored. When women and children are treated, it tends to be in a stereotypical "mother and child" category that misses the complexity of the social and economic roles that women and young persons play in each society. The family as a basic social unit at the micro level is also ignored. In fact, no UN agency deals with the family as such.

Practicality of research projects

12. It was pointed out that in global crises solutions need to be commensurate with the size of the problem, but it is difficult to reflect a sense of world crisis in a research project. The crisis in fact, is impacting both the First and Third worlds, though in different ways. The viability of both worlds is at stake, and the Human and Social Development Programme needs to study the viability of human society as a whole.

IV. FUTURE PERSPECTIVES OF THE UNITED NATIONS UNIVERSITY

The UN University crisis

13. The Rector pointed out that the United Nations University is in an identity crisis, and the task of the Programme Advisory Committees is to identify its uniqueness. The United Nations University is criticized for not being different enough from other universities, foundations and UN institutions. The concept of the UN University in crisis, as presented by the Rector, drew different reactions. Some thought that the concept of permanent crisis is an intellectual challenge provided that it is not belittled by fund raising difficulties. However, the majority of the Programme Advisory Committee members felt that continued crisis would be distracting from the serious business of tackling the research work which the Human and Social Development Programme sees as needing to be done. It was mentioned that the Human and Social Development Programme research activities are not recognized as relevant by some groups of scholars, possibly because those groups are opposed to the holistic and pluralistic approach of the Programme.

14. The development *problématique* should not be seen in any case as a crisis. It should be seen as a *problématique* of growth. The concept of "more" or "less" developed is not viable. Each society sees itself as growing according to its own civilizational tradition. The specificity of the United Nations University is to study the moral development of the world community as a whole. "Practicality" should not be the concern, but the production of visions or pioneering concepts. The future must command the past, not the past the future. It was stressed that specificity is a better criterion than uniqueness in defining UNU programmes. The concern of the University should be to carry out good research with social relevance and not uniqueness.

15. There was a general consensus on stressing the Human and Social Development Programme approach for holistic perspective, an emphasis on the

visionary and the non-traditional development approach, on specificity rather than on uniqueness, and on an appropriate long-range definition of practicality.

16. A summary of the concerns in Japanese society relating to its experience with the perplexities of the transformation from a military to a peaceful society, from a "backward" to a developed society, and with cultural hybridization, was presented by the Japanese member of the Programme Advisory Committee as the background for the decision of Japan to undertake to be the home of the United Nations University. Japan has experienced in depth all of the problems associated with social change and development in this century.

17. The Programme Advisory Committee was reminded not to underestimate the three years of solid work that has gone into the United Nations University by worrying about its identity crisis, nor to underestimate the specificity of the Human and Social Development Programme as it has developed to date, particularly with regard to their interdisciplinarity, their global views, their commitment to networking, and the development of communication channels. "We do not start from an empty place."

Academic structure of the University

18. The Rector spoke on the problem of the continuity of UNU programmes, asking the opinion of the Programme Advisory Committee on the relative merits of the present system of continuous replacement of the top academic posts of the University (Vice-Rectors are replaced every three years, depending on leave arrangements with home universities, and the Rector has a five-year term, which, in theory, is renewable) versus a permanent appointment of Vice-Rectors. He pointed out the dangers of developing vested long-term interests by the UNU administrative leadership.

19. There was a unanimous expression of concern that continuity in intellectual leadership in the Human and Social Development Programme under Vice-Rector Kinhide Mushakoji was essential for the development of the Programme. The Rector was requested to explore the possibility that Dr. Mushakoji might be given further leave from Sophia University, in addition to the three years he has already been granted. The necessity of relating the intellectual contribution of the Vice-Rector to a specific period of time necessary for the design implementation and evaluation of the Programme was stressed. Since the research activities of the Human and Social Development Programme have been planned over five years, an appointment for five years was suggested as a minimum.

20. The Programme Vice-Rector mentioned that the problem of intellectual continuity of the Programme should be separated from the problem of continuity of the Vice-Rector. He pointed out that the real continuity came from the

Programme Advisory Committees, the Project Co-ordinators, and Programme staff. The committee suggested that future Programme Vice-Rectors should be appointed in full consultation with the Programme Advisory Committee and the Project Co-ordinators to ensure mutual congeniality. Several devices for providing continuity in the Vice-Rectorship were discussed, including an overlapping year of service and the possibility of the Rectors continuing as Senior Consultant to the Programme. It was generally agreed that strong projects would provide their own momentum once started, and that good teamwork rather than individual leadership was important to the future of the Human and Social Development Programme. The necessity was stressed that the UNU Council consider the academic structure of the United Nations University, in particular the need for more Vice-Rectors in programme areas from Third World countries.

21. Further discussion on programme perspectives included a strong statement by a Project Co-ordinator that the United Nations University is unique in its combination of:

- (a) access to the UN system;
- (b) its character as an academic institution with all the freedom and commitments to pluralism that this implies; and
- (c) its holistic, transdisciplinary character.

22. Each research project within the Programme must reflect this academic freedom, holism, pluralism and transdisciplinarity, both within and across Programmes. Thus, the Project on Goals, Processes and Indicators of Development, for example, must deal with hunger problems. The World Hunger Programme must deal with human and social development research themes. While academic jargon must be avoided and communication skills emphasized, the United Nations University must never be afraid to say what some people do not want to hear.

Holistic approach in the Human and Social Development Programme

23. The theme of holism was affirmed several times in the discussion, as were the themes of emphasis on the individual human being, the degree of fragmentation, the need for world transformation, and the meanings of practicality in social science research. All frameworks have changed, and there has been a profound psychic erosion of earlier post-war developmentalism. Some forces appear to be at work to hold the old system together. The institutionalized system of state power and militarism, and the culture in which it is embedded, supports a regressive technology of oppression. The United Nations University must ensure that everything is questioned, particularly Western concepts of development and "take-off" that may be preventing new growth. Practicality must not become too much of a concern. There is a danger that the microprocesses of individual and

community interaction may then be left untouched. The only possible meaning of practicality is the long-term praxis of social transformation.

Linkages of research projects with UN agencies

24. The necessity was emphasized to link the different research projects within the Programme with other UN agencies and international research bodies. It was suggested that the Human and Social Development Programme activities should try to link its research activities with major UN events, like the Conference on Science and Technology, and the Special Session of the General Assembly on the new international economic order. In addition, themes which cut across projects and programmes, such as the theme of violence and militarism, should be considered for possible new projects, or for incorporation into existing research projects, or for special workshops. The possibility of a workshop on model-building, including people from the Club of Rome, the Bariloche Foundation, and other bodies, for an ongoing dialogue on the future should also be further considered.

Inter-programme activities

25. The issue was raised as to what extent existing Human and Social Development projects should be modified in response to the inter-programme meeting. It was agreed that Project Co-ordinators need time to consolidate what they are already doing and should respond to inter-programme possibilities requiring extension or modification of their activities only when they feel ready to do so. Intra-project co-ordination should be developed before inter-programme co-ordination. Workshops will provide one opportunity for inter-project interaction as well as inter-programme interaction. It was emphasized that it is important not to rush inter-project or inter-programme collaboration before the Project Co-ordinators are ready. It was also stressed that it would be six months before the Project on Goals, Processes and Indicators of Development would be ready for inter-project collaboration, and another six months before it would be ready for inter-programme collaboration, because of the complexity of the project. One valuable way of facilitating interaction at an informal level would be for the Programme Advisory Committee members and the Project Co-ordinators to make all the necessary detours on their travels in order to visit one another.

V. ACADEMIC FREEDOM IN PUBLICATIONS

26. A publication programme needs to be planned to facilitate the interaction of the Human and Social Development Programme with other UN University Programmes, and communication with various publics. Publications could be of three categories:

- (a) research papers reflecting ongoing research;
- (b) official project papers; and
- (c) a long-range plan for publication of a series of books stemming from the Human and Social Development Programme work.

27. The need for academic freedom on the part of the United Nations University in its publications was discussed in relation to the functioning of the UNU Publications Committee. The Rector pointed out that the UNU Committee on Publications was not intended to exercise a censorship function, but only to ensure that review by competent scholars was undertaken for all UNU publications.

28. It was suggested that the Programme Advisory Committee, composed of leading scholars in the Programme area, would be more appropriate for advising the University on publication matters.

VI. REVIEW OF PROGRAMME DEVELOPMENT

29. It was pointed out that changing or adapting project directions, in response to dialogue begun during these sessions with other projects and programmes, requires granting leeway to Project Co-ordinators to make such adaptations at their discretion. This flexibility of operation cannot be spelled out in rules but must be "officially" allowed for.

Project on Goals, Processes and Indicators of Development

30. The Project Co-ordinator pointed out that the official starting date for research activities was 1 April 1978. UNITAR is providing administrative facilities in Geneva. There are 24 sub-projects and 30 units of research. Each local project will produce a short position paper. There will be six workshops in 1978 on various themes associated with the project, sponsored by appropriate bodies. The first of such workshops, on Visions of Alternative Societies, co-sponsored with the World Future Studies Federation, took place at the beginning of April in Mexico. Other workshops will be on Alternative Life Styles, Human Needs, Dialogues, World Models, and the Linking of Human Rights and Human Needs.

Project on Socio-Cultural Development Alternatives in a Changing World

31. The Project Co-ordinator pointed out that the contract was signed at the end of February and specific project planning began in mid-March. The four major research themes are:

- (a) cultural identity and socio-political change;
- (b) endogenous intellectual creativity;
- (c) new and emerging perceptions of prospects for human civilization; and
- (d) specificity and universality.

32. The first research team will study the "endogenous intellectual creativity"

theme. The project will be co-ordinated from the Centre National de la Recherche Scientifique in Paris, and will involve a network of between 50 and 52 institutions. Two regional symposia will be held: one for Latin America (to be held in Mexico with FLACSO co-operation, if possible); the other for Asia (in Tokyo), for which approximately 24 research papers have been commissioned. Not all project themes will be covered in the regional symposia. The themes will be reassessed annually. Joint meetings with other projects would be a future possibility, perhaps including one large-scale workshop in India. The project plans to develop links with NGO's, particularly some of the international social science professional associations, and to organize special sessions on UNU/HSD research work at each upcoming World Congress (sociology, philosophy, anthropology and political science). There was great emphasis among the Programme Advisory Committee for utilizing world scientific congresses as an occasion to present and disseminate the Human and Social Development Programme research projects in the academic community.

33. It was suggested that the project considers asking scholars with a grasp of historical socio-cultural transformations to produce their own personal synthesis, their way of thinking about the world as a single system, about humankind as a single entity, from the Western (both Christian and Marxist), Asian, Latin American and African perspectives. This synthesis should take place at a later, rather than an earlier, stage of the development of the project.

34. It was also suggested that the human rights dimension in all its aspects, but emphasizing cultural specificity, be integrated into major Human and Social Development Programme projects since scholars have difficulty in conceptualizing this coherently.

35. The regional symposia will never be exclusively regional in composition, and will always include one-third of the participants from outside the region, in order to facilitate a real dialogue among different cultural approaches on development alternatives. A core of participants would be present at all workshops.

Project on Research and Development Systems in Rural Settings

36. The Project Co-ordinator reported that this project is co-ordinated through the Latin American Faculty for Social Sciences (FLACSO) in Mexico, and involves the participation of the following research institutions: The Ethiopian Science and Technology Commission, Ethiopia; Bu-Ali Sina University, Iran; The Economic Development Foundation, The Philippines; and Institute Maya, Mexico. The research project is now in a methodology-testing pilot phase. Field tests of the new methodology of linking R & D systems with the existing societal knowledge base to develop new local solutions are now in progress. By the end of May each group will be visited, and out of a general review process

a revised methodology will be developed. It is planned to have two rounds of field experiments and methodology revision, with a report on the feasibility of this approach to be prepared at the end of one year. The dialogical approach and local participation are crucial to this project.

37. It was asked how the project will take account of the larger nonrural forces at work in each society which often act to distort rural projects no matter how well the latter are conceived. The Project Co-ordinator recognized that this aspect is critical, and also indicated that the focus of this project would be the mechanisms of local participation when other political pre-conditions have been met. Those pre-conditions lie outside this project. The issue of the relationship of technological *problématique* to the larger development *problématique* was raised. The response was that the approach taken in this project is historical and holistic. Often technology is not the key issue in a problem which has been thought to be purely technological. Since in scientific study in the real world everything is related to everything else, it is necessary to identify viable delimitations of any given problem. This project will try to do that, as well as to identify fruitful lines of future enquiry.

38. It was suggested that the problem of linkage with other levels in a society, and with other foci as represented in other Human and Social Development Programme projects, should be handled in special inter-project workshops.

Project on Sharing of Traditional Technology

39. The Project Co-ordinator reported that this project is getting under way in the Asia region, where the pilot phase is being carried out. It is being co-ordinated through the Marga Institute in Sri Lanka and involves the following institutions: Thai Khadi Research Institute, Thailand; Bu-Ali Sina University, Iran; Development Research and Consulting Group, Nepal; Institute Dian Desa, Indonesia; and Universiti Sains Malaysia, Malaysia.

40. Administrative and communication difficulties have somewhat slowed operations. A network of local institutions has been established to facilitate testing of technology identification and technology sharing procedures in selected villages for the one-year pilot phase. This project shares with the Research and Development Systems in Rural Settings Project the difficulty of breaking new ground in an unknown field. The Project Co-ordinator mentioned that ideally at least three years would be required to do the methodology testing that must be completed in one year.

41. A major danger faced by this project relates to the interface between rural and urban technology. Transnational corporations may suck up a new technology

for mass production and distribution before it has had an opportunity to develop as a locally-produced and locally-controlled technology.

42. The issue of involving, as the Sharing of Traditional Technology Project has done, small non-governmental organizations or educational institutions that do not have the status of major research institutions or universities, but are more committed to the approaches required by a given Human and Social Development Programme project, was discussed. From the perspective of the United Nations University headquarters administration there may be some resistance to this type of involvement, but the Programme Advisory Committee strongly supported utilizing innovative local organizations whenever called for.

43. A balance of linking with major university institutes and small special interest organizations in fact exists in Human and Social Development Programme projects at the present. Maintaining such a balance is the best protective the Programme can have.

Technology Transfer, Transformation and Development: The Japanese Experience

44. The Project Co-ordinator reported that this project is co-ordinated through the Institute of Developing Economies in Tokyo, and will begin in the spring of 1978 through a network of Japanese universities and research centres. Unlike the other Human and Social Development Programme projects, this is a country study rather than a comparative study, looking at the unique history of Japan's experience in development.

45. The importance of turning it into a comparative study after the pilot stage was urged, with the suggestion that Turkey, Egypt, Brazil, China, Iran, Vietnam, and Mexico already have experts doing similar studies in these countries. It was also urged that the human rights aspect of experiences with technology be examined.

Project on Human Rights in the Context of Development

46. The United Nations University Consultant for this project explained the appropriateness of initiating the project from the European and Human Rights Law perspectives.

47. It was suggested that the human rights team be developed as a function of the Programme rather than as a separate project. At the least, the human rights activity should be very closely linked with each of the other research projects within the Programme. To date, it has worked closely with the Goals, Processes and Indicators of Development Project only.

48. Three concepts basic to the project as now conceived are:
- (a) human rights as an integrated concept, which includes political and civil liberties and more, including economic, social and cultural factors;
 - (b) formal legal norms are not always good. If they are not viable or implementable they may be more dangerous than non-formal ones; and
 - (c) human rights must grow out of an endogenous system of culture and means of enforcement.

49. A colloquium on the right to health and a healthy environment will be organized in 1978 with the Academy of International Law. This constitutes a first pilot effort to consider the legal system as it relates to a set of important social postulates. It is also proposed to convene in November an interdisciplinary colloquium on the significance of human rights in development. Participants will be historians, economists, social scientists, and jurists, including the Human and Social Development Programme Advisory Committee and Project Co-ordinators.

50. The importance of human rights in the Human and Social Development Programme was affirmed and it was pointed out that human rights should be one of the building blocks of a democratic theory of development. One nightmare to be faced in these times is the growing incapacity of economic, political, and knowledge systems to deal with population pressure, hunger, etc. Mankind may be facing a new Dark Age, and should think of human rights issues as a way of getting to the question of the maintenance of human values through such a dark age. While there was a variety of views on how human rights issues could best be dealt with in Human and Social Development, there was agreement that human rights were of great importance to the Programme as a whole. The fact that this topic is politically sensitive has led to questions in the United Nations University Council about its inclusion, but the Programme Advisory Committee recommended that the research activity on human rights should be continued.

51. In the course of considering the need for evaluation, and which kinds of evaluation of Human and Social Development Programme projects, broader questions of autonomy and academic freedom were raised.

VII. ACADEMIC STRUCTURE OF THE UNITED NATIONS UNIVERSITY AND PROCESSES OF ACADEMIC DECISION-MAKING

52. The Programme Advisory Committee adopted unanimously the following recommendations to the University Council in its consideration of the academic structure of the United Nations University.

A. Structure and Terms of Reference of the Programme Advisory Committee

53. The Programme Advisory Committee is an academic body of the United Nations University for the formulation of principles and policies that will guide the activities of the Human and Social Development Programme.

54. The principle of academic freedom recognized by the United Nations University Charter shall govern the discussions of the Programme Advisory Committee.

Functions of the Programme Advisory Committee

55. The Programme Advisory Committee will advise and assist the Programme Vice-Rector with regard to:

- (a) the selection of the research priority areas of the Programme;
- (b) the design of the research projects;
- (c) the integration of different research projects within the Human and Social Development Programme;
- (d) the co-ordination of the Programme activities with other Programmes within the United Nations University;
- (e) forward planning;
- (f) formulation of principles and policy recommendations to the United Nations University in research matters;
- (g) the achievement of proper scientific research standards;

- (h) the review of research projects and research activities; and
- (i) the efficient use of financial resources allocated to the Human and Social Development Programme by the United Nations University Council.

Composition of the Programme Advisory Committee

56. The Programme Advisory Committee is composed of 12 members. The Programme Vice-Rector might invite the Project Co-ordinators and specialists from different fields of social sciences and humanities, selected from the Programme's panel of specialists, to participate in the discussions of the Programme Advisory Committee meetings.

57. The recommendations of the Programme Advisory Committee will be adopted by consensus.

58. The Programme Advisory Committee will meet twice a year.

59. The Programme Advisory Committee will elect a Chairman and a Rapporteur for a term of one year.

60. The Programme Officer will act as Secretary of the Programme Advisory Committee.

61. The Programme Advisory Committee may establish *ad hoc* working groups to analyse specific problems and to make recommendations to the Programme Vice-Rector or the Programme Advisory Committee. Such working groups should be multidisciplinary and include staff support.

Steering Committee of the Programme Advisory Committee

62. The Programme Advisory Committee will appoint a Steering Committee which will be composed of four members of the Programme Advisory Committee. The Project Co-ordinators may be invited to participate in the discussions of the Steering Committee. The purpose of the Steering Committee is to advise the Programme Vice-Rector, between meetings, on the development of the research projects and research activities.

Selection of Programme Advisory Committee members

63. Members of the Programme Advisory Committee are appointed by the Rector of the United Nations University for a period of two years. The Programme Vice-Rector propose replacing those members who do not attend two consecutive meetings.

64. In the selection of the members of the Programme Advisory Committee, the United Nations University will consider the following criteria.

- (a) Regional balance: The members of the Programme Advisory Committee should represent the main regional academic communities as follows: Europe; North America; Latin America and the Caribbean; Tropical Africa; Arab Region; West Asia; East Asia; South Asia; South-East Asia; and the Pacific. The members of the Programme Advisory Committee must be scholars actively involved in research in social sciences and humanities in academic institutions from the region.
- (b) Cultural balance: Within the region, the main cultural areas should be represented in the Programme Advisory Committee.
- (c) Plurality in intellectual approach: The plurality of the intellectual approach should be taken into consideration in the selection of Programme Advisory Committee members.
- (d) Interdisciplinary approach: The members of the Programme Advisory Committee will represent not only particular disciplines in social sciences, but also interdisciplinary approaches.

Panel of experts

65. The Programme Advisory Committee will select a panel of experts from different disciplines of social sciences and humanities. These experts may be appointed as consultants of the United Nations University, or may be invited to participate in the Programme Advisory Committee to provide professional advice in some specific issues related to the formulation, implementation and evaluation of the research project and research activities of the Human and Social Development Programme.

B. Academic Structure and Processes of Decision-Making of the United Nations University

66. The Programme Advisory Committee stressed the necessity to pay special attention in the preparation of the United Nations University statutes to the academic structure and the processes of academic decision making. The United Nations University should reflect, at the institutional level, the holistic approach of its programmes, both in terms of universality and pluralism, and create an academic setting which allows a permanent dialogue among scholars from different schools of thought and cultural traditions, with due respect to academic freedom. It is essential to define in the statutes the academic structure of the United Nations University, in particular the role of the Programme Advisory Committees, the Programme Vice-Rectors, Programme Officers, and Project Co-ordinators. It is suggested that a board of Project Co-ordinators be created for the Human and Social Development Programme which would be involved in the

process of academic decision making, together with the members of the Programme Advisory Committee. In order to ensure the universal values of the United Nations University it is essential to build academic mechanisms to formulate the scientific policy of the United Nations University. These academic structures of the United Nations University should allow active participation of the members of the Programme Advisory Committees, the Project Co-ordinators, and the United Nations University Programme staff.

67. The Programme can be developed only by a team of scholars, including the Vice-Rectors, the Programme Advisory Committee members, the Project Co-ordinators, and Programme Officers, who share basic values and are committed to the successful development of the ongoing Programme. Otherwise the intellectual continuity of the Programme and the cumulative effect of the network activities cannot be guaranteed. Therefore, the succession of the Programme Vice-Rector and Project Co-ordinators should be related to the specific phases of Programme development, in consultation with the Programme Advisory Committee.

68. In general, it is the responsibility of the Programme Advisory Committee to be kept informed of the progress of each Human and Social Development Programme project, to dialogue with Project Co-ordinators, and to give them feedback on conceptual and methodological problems and other questions that are raised in the Programme Advisory Committee meetings. In order to make this feedback maximally effective the Steering Committee will appoint one Programme Advisory Committee member to act as liaison officer with each project. This person will spend some time visiting the assigned project, become familiar with its activities, and be able to speak on issues concerning the project in the Programme Advisory Committee.

C. Evaluation of the Research Projects

69. The Programme Advisory Committee stressed the necessity for an evaluation at the end of the pilot phase of each project, which will be conducted as follows.

- (a) The Goals, Processes and Indicators of Development, Sharing of Traditional Technology, and Research and Development Systems in Rural Settings Projects are in the pilot phase until March 1979. During this period their feasibility will be assured and the appropriateness of their conceptual framework and methodology will be ascertained.
- (b) The Programme Advisory Committee will evaluate the three projects above in close collaboration with experts from the Programme Panel.

- (c) This evaluation will start in October 1978 and continue until March 1979.
- (d) Guidelines for this evaluation were discussed in the January 1977 Planning Meeting and the November 1977 Programme Advisory Committee Meeting (see Conference Paper No. 3 of the Eighth Session of the UNU Council, page 3, and UNU/HSDP/PAC-1).
- (e) The Programme Advisory Committee endorsed the above-mentioned texts.
- (f) The Programme Advisory Committee may appoint experts to review projects and report back to the Programme Advisory Committee, which will make final recommendations on the continuation of projects after the pilot stage.

70. It was proposed to return to clarify the status and responsibility of the Project Co-ordinators within the United Nations University structure.

D. UNU Financial Rules and Regulations

71. It was recognized that the UN bureaucratic practices are not always appropriate to the academic character of the United Nations University. With regard to questions of financial administration and auditing, the following is expressed in Article IX, number six of the United Nations University Charter: "The Financial Regulations and the Financial Rules of the United Nations shall apply to the financial operations of the University subject to such special rules and procedures as the Rector, in agreement with the Secretary-General, may issue after consultations with the Council and with the Advisory Committee on Administrative and Budgetary Questions of the United Nations."

72. The Programme Advisory Committee considers that the Charter of the United Nations University allows for more flexibility in financial administration and auditing. The Programme Advisory Committee recommends to the Rector that new Financial Rules and Regulations be formulated which are applicable to the University's Programmes and are consistent with the academic nature of the activities of the University, and are compatible with academic tradition.

E. Interaction and Co-operation

73. The Programme Advisory Committee stressed the need, at the end of the pilot phase, to initiate active interactions, not only among the United Nations University Projects, but with the United Nations research agencies and international and regional academic and scientific organizations, and local non-governmental organizations. The Programme must actively seek the different possibilities of such co-operation by officially approaching the relevant agencies and organizations.

F. Publications Policy

74. Since the publications that are expected from the Programme are the result of research projects, the Programme Advisory Committee must take joint responsibility with the Project Co-ordinators for the quality of the material it decides to publish, and for the publications programme. The responsibility for the content of Human and Social Development Programme publications rests with the Programme. The UNU Council should approve clear rules on academic freedom in order to ensure the expression of different schools of thought and cultural traditions in the UNU publications.

G. Co-ordination with Other Programmes

75. It was agreed that important opportunities lie ahead in co-ordinating with the other UNU programmes. The Steering Committee will appoint a liaison officer from the Programme Advisory Committee to serve with each of the other programmes.

76. The Programme Vice-Rector offered a statement on three levels of co-ordination among programmes:

- (a) a joint project on society/environment/technology interfaces;
- (b) linking the other two programmes with the Human and Social Development Programme through the Seers proposal on experimental training activities; and
- (c) collaborating with specific projects in other programmes when the human and social development component is needed (see Appendix VI).

77. The problems of working with technocratic Western-dominated models of development that stand in contrast to the Human and Social Development Programme approach were pointed out. It was stressed that the Human and Social Development Programme must remain clear on what the basic issues are and dialogue accordingly, not making inappropriate compromises on purely tactical grounds. It was questioned whether the educational proposal was a good collaborative vehicle, since traditional educational approaches are often obstacles to the dissemination of the very kind of information society needs. There was not enough time to explore the ways in which the education proposal could be further improved. Since the joint Steering Committee meeting will be the first attempt in the United Nations University to co-ordinate the three Programmes, it is important to keep the discussion as open as possible. It was stressed that it will be difficult to find a common language since there is no common accepted vision of the future of the University. It was emphasized that more important than developing specific joint projects will be the development of mechanisms of make continued dialogue possible among different programmes.

78. In view of the financial problems of the United Nations University, the Programme Advisory Committee decided to concentrate the financial resources on the development of the projects already approved by the UNU Council, and to postpone any new research project in the Programme until the time when there is a substantial improvement in the United Nations University resources.

Election of the Steering Committee

79. The Programme Advisory Committee appointed the following members to serve on the Steering Committee of the Programme Advisory Committee: Dr. Elise Boulding, USA.; Dr. Michio Nagai, Japan; Dr. K. Soedjatmoko, Indonesia; and Dr. Rodolfo Stavenhagen, Mexico.

Dates of next meetings

80. (a) The four members of the Steering Committee will meet at the United Nations University Headquarters from 23 to 25 November 1978. (b) It is recommended that a workshop on the Human Rights Project be organized from 27 to 30 November 1978. (c) The next meeting of the Programme Advisory Committee will take place at the United Nations University Headquarters from 22 to 26 January 1979.

APPENDICES

APPENDIX I: LIST OF PARTICIPANTS

Members

Elise Boulding
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Institute of Behavioral Science
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Hab. J. W. Golebiowski
Warsaw, Poland

Rajni Kothari
President
Indian Council of Social Science
Research
New Delhi, India

Michio Nagai
Tokyo, Japan

K. Soedjatmoko
National Development Planning
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Jakarta, Indonesia

Rodolfo Stavenhagen
El Colegio de Mexico
Mexico City, Mexico

Consultants and Project Co-ordinators

Anouar Abdel-Malek
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UNU Project on Socio-Cultural
Development Alternatives in a
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Johan Galtung
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Research, Planning and Co-ordination
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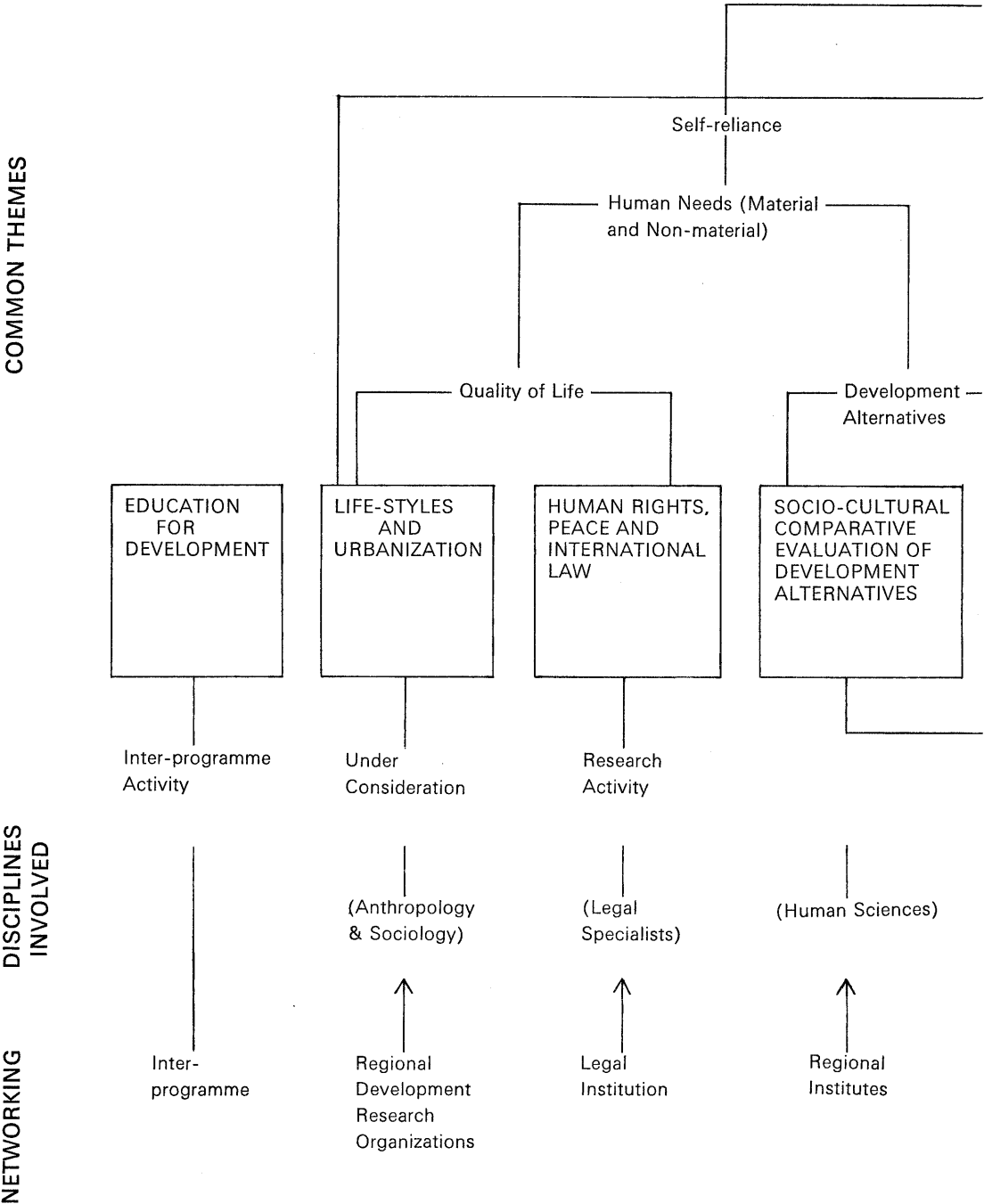
The United Nations University

James M. Hester: Rector

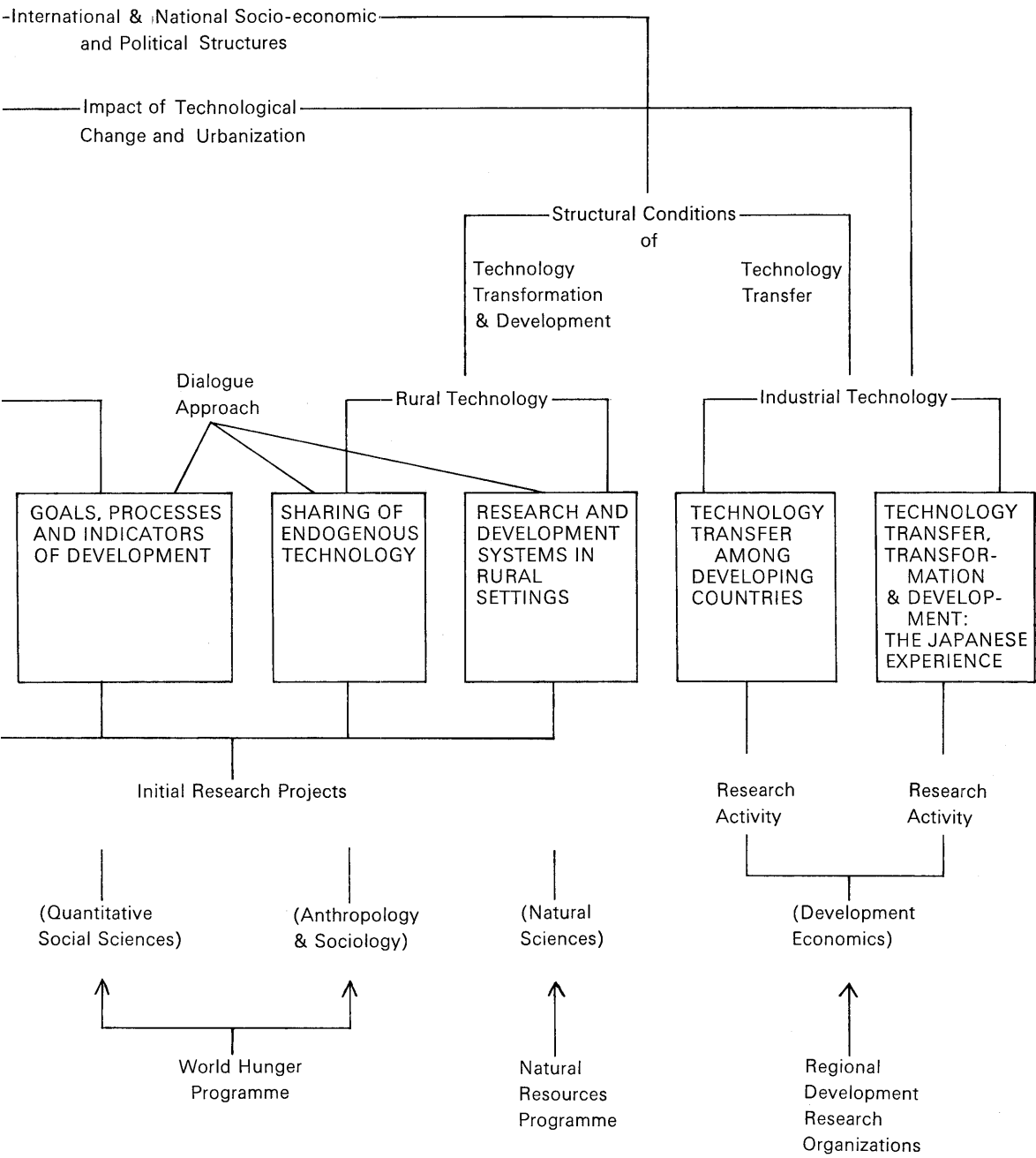
Kinhide Mushakoji: Programme Vice-
Rector

Pedro Henriquez: Programme Officer

APPENDIX II: HUMAN AND SOCIAL DEVELOPMENT PROGRAMME



PROJECT AND RESEARCH ACTIVITIES



APPENDIX III: PLAN OF THE HUMAN AND SOCIAL DEVELOPMEN

	1976	1977	1978
1. Planning and evaluation	Planning of programme	Planning of network activities	Review of programme planning
Information system	Basic information collection	Building infrastructure (headquarters)	Building network information exchange
Publication and distribution	—	Newsletter, research and reports	To continue
Co-ordination	—	Build international co-operation	Co-ordinate network and international co-operative activities
2. UN Research units	—	Develop consultative mechanism	Research contribution
Target events	—	UNDP Conference on Technical Co-operation among Third World countries	UN Conference on Science and Technology
International academic associations	—	Relate to: ISSC, CLACSO, CODESRIA, ADIPA, EADI	Joint activities (e.g., future models)
Other associations	—	—	Relate to other associations
3. Networks	First generation Four networks Planning	Establishment of networks	First report and first evaluation Second generation Network planning

ROGRAMME (1976-1981)

1979	1980	1981
To continue	To continue	Evaluation of first five years and new five-year plan
Build international information servicing	To continue	To continue
To continue	Publication of research results	To continue
Co-ordinate research results	To continue	
To continue	To continue	Build up regional infrastructure
—	United Nations Review of the New International Economic Order	
To continue	To continue	
Joint activities	To continue	
Second report Establishment of second generation networks	Publications Other follow-ups Final evaluation First report on second generation networks	Second report on second generation networks

APPENDIX IV: FUTURE PERSPECTIVES OF THE PROGRAMME

1. The Human and Social Development Programme has reached the stage where four research projects operate and four other research activities are under way.
2. The basic model which defines the role of the Human and Social Development Programme within the United Nations University as a critical world forum where ideas and theories of diverse schools of thought could be freely and fully discussed in an academic setting, and where new paradigms, models, and theories of development could emerge, was supported by the previous Programme Advisory Committee (Programme Advisory Committee Meeting Mexico-Creation of a critical forum for the exchange of ideas from different intellectual traditions, Paragraph 7 (e) (v)) and found appealing by the Council (9th Session, Page 47, Paragraph 150 (a)).
3. The Human and Social Development Programme has yet to improve its model in view of the following issues it has to cope with at the present stage of the development of the United Nations University:
 - (a) The need to improve the integration of the three Programmes of the University;
 - (b) The need to determine the modalities of co-operation with other institutions and organizations engaged in international research and advanced training; and
 - (c) The need to develop realistic models of the Programme corresponding to an Endowment Fund of a reduced level.
4. As to 3(a), it is necessary to find an optimal combination between two trends. Firstly to develop research projects concerned with pressing problems, particularly in the developing countries, and, secondly, to develop research projects with a global holistic approach ensuring co-operation between de-

veloping and industrialized countries, with a universal perspective. (See Proceedings of the 9th Session of the UNU Council, page 75, paragraph 207).

5. As to 3(b), it is necessary to define the modalities of co-operation with United Nations research bodies and with the international research organizations which are indispensable complements to the research projects and research activities (see II of this report). Such co-operation permits the research projects and research activities to play a catalytic role, encouraging dialogues on their common themes, and to relate them to key issues in the United Nations (see III of this report).

6. As to 3(c), the different combinations of research project development and co-operative activities with United Nations research bodies and international research organizations can be envisaged. The less funds available the more emphasis needs to be put on the latter, unless research projects can be funded by outside contributions. In any event, the level of intellectual contribution of the United Nations University Centre has to be optimized in such a way that a top-heavy structure is avoided, while the United Nations University Centre can facilitate the dialogues between the United Nations University Projects and the United Nations research bodies and international research organizations.

7. The Programme Advisory Committee is requested to provide guidelines for the Programme in view of the above issues, as to:

- (a) future perspectives of the Programme;
- (b) review of the Programme development; and
- (c) programme guidelines.

APPENDIX V: INITIAL RESEARCH PRIORITIES OF THE PROGRAMME

1. The four initial research projects have been chosen in view of their catalytic potential, e.g., the possibilities they present in proposing new perspectives on development alternatives, the possibility of developing interdisciplinary and intercultural dialogue, and the possibility of involving policy-makers and the people concerned in the project activities.
2. Research projects and research activities are also related in view of their relation to other key industries, such as industrial technologies or quality of life.
3. Following the present pilot phase of the research projects ending in March 1979, the Programme will encourage a systematic inter-project activity involving exchanging of research fellows, joint workshops, common research sub-projects, etc., in order to facilitate the dialogue among the different research projects and activities.
4. In the second phase of development of the Programme, the Human and Social Development Programme will launch an Education and Training Programme meant not only to relate to all the research activities of the Human and Social Development Programme, but also to those of the World Hunger Programme and the Natural Resources Programme to form an integrated educational programme.
5. United Nations regional research institutes and international research organizations are not only invited to take part in the projects, but joint activities with them will also be developed.
6. The Human and Social Development Programme must not only develop new research projects and new research activities (e.g., peace research), but also develop inter-project research, involving United Nations regional institutes and international research organizations dealing with major themes related to the main issues of human and social development.

7. Such issues should be analyzed in a broad context, involving the international and national socio-economic and political structures.
8. The over-all structure of the Human and Social Development Programme activities should facilitate a critical north/south dialogue on development problems relevant to the concerns of the United Nations and of the international intellectual community.
9. The Programme Advisory Committee is invited to discuss the above approach and to suggest concrete guidelines for the determination of Programme priorities.

APPENDIX VI: INTER-PROGRAMME ACTIVITIES

1. It is proposed that inter-programme activities must be developed on three different levels, keeping in mind the need to arrive at an optimal combination between the two trends mentioned in the background paper on the Future Perspectives of the Programme.
2. The first level deals with an integrated and integrating research project on the society/national environment/technology interface, analysing the complementarities, contradictions and trade-offs of different approaches to the international as well as structural dimensions of the World Hunger Programme and Natural Resources Programme *problématique* in relation to the Human and Social Development Programme.
3. The second level deals with an inter-programme activity linking advanced training activities in the fields of world hunger and natural resources to an experimental holistic educational programme on human and social development.
4. The third level links various projects in the three Programmes in the field wherever joint research on the world hunger and natural resources aspects of development or the socio-economic and cultural aspects of world hunger and natural resources can be studied.