REPORT OF INFORMATION / PUBLICATION DEVELOPMENTS

PART I - CURRENT PUBLICATIONS SERIES

Revised for the Executive Council, 28th April 1989

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PART I. CURRENT PUBLICATIONS SERIES

A. Yearbook of International Organizations series

1. **Volume 1: Organization descriptions and index**

Editorial work, and production of tapes, was successfully completed on schedule on 12th April for publication in June 1989.

As indicated in November 1988, a radical change in structure was necessary to permit inclusion of essential sections into the Volume due to the impossibility of further editorial compromises on space and typography and to the impossibility (from Saur’s marketing perspective) of splitting Volume 1 into two volumes. These changes are described in a separate note (see Annex 1). Essentially they involve dropping approximately 80,000 title keywords (in English or French) from the Volume 1 index and replacing them with subject category words referring the user to the appropriate category in Volume 3. Volume 3 becomes a vital extension to Volume 1 — in effect the “second volume” which Saur was unwilling to produce. The opportunity was taken to simplify the index which had been rated as too complex by reviewers. In addition some valuable aids to users were incorporated into the “abridged” index:

- Subject categories now appear in English, French, Spanish, German and Russian (transliterated)

- Country names, cross-referencing the two sections of Volume 2 are included in English and French.

The merit of this compromise is that it makes Volume 1 index simpler and easier to use whilst increasing the number of entries published, without however losing the multilingual merits of the index. Users are referred directly, where appropriate, to listings of organizations by subject or by country in Volumes 3 and 2 respectively.

The disadvantage -- the price paid in this compromise -- is that users will not be able to trace a specific organization via a keyword, without using Volume 3. Direct access using the Volume 1 index will only be possible via the title or the abbreviation of the title -- in whatever language. The merit is that the user should not need the Volume 3 index unless unsure of the title or abbreviation. The Volume 1 index becomes a kind of rapid index. Volume 3 is more of a research index for groups of organizations.

Standard editorial changes and improvements were also made:

(a) **Number of organizations (and treaties)** is now 24,209. This is a reduction on the number in the last edition because it was decided to omit many purely national bodies which had accumulated and to omit unconfirmed bodies from the past. In contrast the number of bodies in Sections A through F has increased from 9,702 to 10,182, of which 94 are in Sections A through D. With the new structure of the book, permitting publication of Sections H, R and T, the number of additional bodies printed is 4,741. (See Annex 2 for a summary)

In preparing the 1989/90 edition, a more ruthless approach continues to be taken to organizations on which no new information had been recently obtained. Such bodies, because their addresses are "inactive" or out-of-date, bring the whole Yearbook into disrepute. Even if no confirmation of the inactivity of these bodies was obtained, they were transferred into the inactive section (Section H) or, in the case of Section G, simply omitted from the book (if not from the database). Despite this policy, it is nevertheless clear that the number of "conventional" international bodies is now increasing at a slower rate in comparison with the less conventional bodies which are allocated to Sections F and E.
(b) **Entry quality:** The quality of the entries on the existing organizations continues to be improved to the point where a significant number of organizations now take the trouble to congratulate the editors.

(c) **Keywords in text:** Work continues on identifying keywords in the text of entries which are extracted into the index and which are also used to identify organizations grouped by subject in Volume 3.

(d) **Section modifications:** Because of the increase in available space from the abridgement of the index, it has become possible to include sections which have had to be omitted or abridged from recent editions:

- H: Inactive organizations (last included in 1984)
- R: Religious orders, secular Institutes (last included in abridged form in 1987)
- T: Multilateral treaties (last included in 1983)

It remains impossible to print Section G in Volume 1, although the name and address of bodies in Section G are however available from Volume 2, and from Volume 3.

(e) **Introduction and appendices:** These are now produced in-house partly by sending disks to a Brussels printer for final film production. Some films, in particular statistical tables, are produced entirely in-house using the UIA laser printer. This has proved much more convenient for all concerned, permitting much greater control over the final output.

(f) **Quality of proofs:** A new format was adopted for the mailing in 1987. Whereas in former years there were at least four items for each organizations (a letter, a Yearbook questionnaire, a Yearbook proof [possibly of two of three pages], and a Calendar questionnaire), as of 1987 there are only two items: a Yearbook proof, which includes a brief introductory statement in either English or French and, at the end, questions for those Yearbook paragraphs for which we have no information, and requests for addresses and/or information for those bodies cited in the description for which we have no address or for which we have received no recent information; and a Calendar proof which includes a brief introductory statement in both English and French, and details of future meetings listed in the Calendar, or, if there are no meetings listed in the Calendar, the "Events" paragraph from the Yearbook with a request to send information on future meetings, or, if there is no "Events" paragraph, a request to send information on the organization's meetings. Every page is marked with the organization's reference number (previously done by hand), and all pages are produced in-house on the UIA laser printer, taking information directly from the Yearbook and Calendar databases.

(g) "Mini-directory proofs" were produced for the 1988/89 edition for organizations whose structure or activities involve many other bodies, or who have many international bodies as members. A total of 252 such proofs were mailed in November 1988. The proofs consisted of a title page, index, description of the organization, and descriptions of all bodies cited in the "Structure", "Activities", or "Members" paragraphs. Bodies cited in the "IGO Relations" and "NGO Relations" paragraphs were listed in Appendices. Extent of information received, was encouraging, and the procedure is now standard.

(h) **Cross-reference numbers:** In the 1987/88 edition a major innovation was made in connection with the citation of relationships between organizations (e.g. NGO Relations, IGO Relations, Membership). The reference number of the cross-referenced organization now appears after its name or abbreviation. This means that the cross-referenced entry can be consulted immediately, without the time-consuming delay of first finding the reference number in the index. Of equal importance, this innovation also means that the name cited reflects the most recent modifications, free from inaccuracies, because the cross-referenced name is only inserted in the text at the moment of going to press. This new approach also facilitates verification of the reciprocity of relationships between organizations, replacing the need for the citation index which was previously published in Volume 3. The total number of citations is now 56,523 for 24,209 bodies (see Annex 3 and 4).
(i) Page-numbering: On Saur's request, all volumes in the Yearbook series now have numbers.

2. Volume 2: International organization participation

This publication was completed on schedule for publication in July 1988. For the third time, it was produced on the in-house computer using a specially commissioned set of programmes. Introductory pages and appendices, including the extensive statistical tables, were produced, in-house with final films being produced either at a Brussels printing company, or in-house on the UIA's laser printer.

The main modification made was the use of the new typeface (as for Volume 1), thus allowing more information per page. Thus, although the number of entries in the Members' section increased from 146,249 to 168,838 (12%), and the number of entries in the Secretariats' section increased from 19,335 to 21,012 (almost 9%), the number of pages was reduced from 1609 to 1487 (over 7%). The 1989/90 edition is in preparation.

3. Volume 3: Global action networks

This volume was completed on schedule in October 1988, and was available in December 1988. For the third time, it was produced on the in-house computer using a specially commissioned set of programmes. Introductory pages and appendices, including the extensive statistical tables, were produced, in-house with final films being produced either at a Brussels printing company, or in-house on the UIA's laser printer.

The main modifications made were:

(a) Size: The use of the new typeface (as for Volumes 1 and 2) allowed more information per page. Thus, although the number of entries overall increased from 228,293 to 234,683 (almost 3%), the number of pages was reduced from 1634 to 1428 (over 12%).

(b) Matrix: As part of the work on rationalising rows 7, 8 and 9, "Modes of Awareness" headings from the Human Development section of the Encyclopedia of World Problems and Human Potential have been used as categories in row 9. All other row 9 headings have been grouped as W90. This is in line with previous years' work on rows 7 and 8 and, as with those rows, organizations, problems and strategies indexed under row 9 headings appear together in matrix cell W90, the third digit of the matrix code reflecting the overall headings of the matrix columns.

(c) Section W: In addition to entries from Volume 1 of the Yearbook (using keywords both from the title and from the "Aims" paragraph), and entries from the Problems and Strategies sections of the Encyclopedia (using main and subsidiary titles), Section W now includes entries from the Human Development Concepts part of the Human Development section of the Encyclopedia.

(d) Section Z: Two categories which had to be excluded from the previous edition due to lack of space are included again in this edition.

The 1989/90 edition is in preparation and will hopefully be able to take account of the restructuring in process for the Encyclopedia of World Problems and Human Potential.

B. Encyclopedia of World Problems and Human Potential

1. Second edition: The first copies of this publication were delivered in June 1986. As of November 1988, the stock was virtually sold out. Reviews have varied from simply descriptive to very positive. Positive comments focus on the richness of the publication, negative comments focus on its complexity and the weaknesses acknowledged in the book (e.g. lack of bibliographical citations, problems of classification, etc.). Two negative reviews have been reported, neither has been received by Saur or UIA.
2. **Third edition:** Sales are considered sufficiently satisfactory that an agreement has been reached to produce a third edition for May 1990. Editorial work was started in June 1988. The plan is to restructure the book in a number of ways to increase the ease of use and to bring out new levels of significance (e.g. links between problems, values and human development) and to address the question of the comprehension and use of such information more directly than was done in Sections C and K in the last edition. In particular much more effort will be focussed on clarifying the relationships between problems and elaborating hierarchies. This is also important in relation to the proposed Atlas of International Network Relationships. A major innovation will be an extensive bibliographic section. Saur is providing less coverage of editorial costs than for the past edition. (He has however provided free of charge a set of Books in Print (11 volumes) and International Books in Print (4 volumes)). A less extensive update will be done since funds from other sources are difficult and time-consuming to obtain.

C. **Guides to International Organization series, and mini-directories**

1. **Guides:** Saur has indicated that, because of difficulties in selling the four volumes so far produced in this series (in 1984/85), no further plans can be made at this time. The problem is largely a result of Saur’s own policies requiring publications of a certain size (400-600 pages) to be sold at an unreasonably high price, with minimum marketing effort.

2. **Mini-directories:** The first of these was produced for UNESCO in January 1987 as a “Directory of NGOs in Consultative Status with UNESCO”. A further edition has been discussed with UNESCO in relation to their intention to produce such a directory from their own database. Where possible such directories will be sub-sets of the Yearbook Volume 1. Modifications may however be made, as well as inclusions of information characteristic of the presentation in Volumes 2 and 3, as well as the Encyclopedia.

   At the February 1987 meeting Saur examined a summary of 17 mini-directory possibilities provided by UIA. He had suggested producing four, if this could be done at the 10 DM/page rate (see paragraph C.1. above), but this suggestion was not followed by a definite proposal as to which four possibilities he would be willing to produce.

   As of the November 1988 meeting with Saur, the priority is to be given to:

   - International Directory of Medical Organizations.
   - a Who's Who in International Organizations (see Annex 6)

D. **International Association Statutes Series**

1. Editorial work was completed on the first volume of this new series in January 1988, and the publication was available in March 1988.

   The statutes of 393 organizations were included in this volume. In order to demonstrate the legal context within which associations operate, several appendices were included, containing lesser known or forgotten documents and proposals dealing with the legal status of international associations. Also included are the texts of conventions in related areas. Sales and marketing have been slight to date, as was to be expected, and no further publication is planned for the immediate future.

E. **International Congress Calendar**

   The report on the editorial and publishing aspects of this publication will be made separately.
Production of the Calendar, prior to final typesetting, is now done completely on the UIA’s in-house computer system. This work is now much more thoroughly integrated at the computer level with that on the organizations organizing meetings.

A final phase, as yet uncompleted, is the transfer of the computer files (previously maintained by the service bureau) for the period 1981 to 1984 onto the UIA’s own system.

F. Research publications

The main research papers in 1986/1987 are the following:

(a) Comprehension of appropriateness

(b) Governance through metaphor

Both are for the project on Economic Aspects of Human Development of the Regional and Global Studies Division of the UN University. They are currently in process of being revised for inclusion in a book emanating from that project.

Two earlier papers associated with earlier projects of the UN University are embroiled in the usual administrative delays associated with UNU procedures which are exacerbated by the current budgetary restrictions.

(c) Development through complexity using policy alternation Final form of a paper for a book on Alternative Paradigms. Results from UIA participation in the Goals, Processes and Indicators of Development project of the UN University (1978-82).

(d) Review of frameworks for the representation of alternative conceptual orderings as determined by cultural and linguistic contexts Paper prepared for the sub-project on coding and socio-cultural context of information of the project on Information Overload and Information Underuse of the (now non-existent) Global Learning Division of the UN University.

Further work in the course of 1988, in relation to the theme of metaphors resulted in the following papers:


(f) Reordering of networks of incommensurable concepts in phased cycles; and their comprehension through metaphor (Paper presented to the International Symposium on Models of Meaning (Bulgaria, September 1988) under the auspices of the Institute of Bulgarian Language of the Bulgarian Academy of Sciences).

In connection with the publication of the first volume of the International Association Statutes Series the opportunity was taken in 1987 to gather together relevant texts on the legal status of international associations, especially the texts of the 13 proposals for international conventions made since 1912. A comparative analysis of the provisions of these proposals was made in the form of an extensive table covering some 300 topics. This material appears as a 100-page series of appendices to the statutes volume.
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REPORT OF INFORMATION / PUBLICATION DEVELOPMENTS

PART II - PUBLISHING AND MARKETING

Revised for the Executive Council, 28th April 1989

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A. Contractual relationship with the publisher
B. Pattern of sales
C. Marketing
PART II. PUBLISHING AND MARKETING

A. Contractual relationship with publisher (K G Saur)

The firm of K G Saur Verlag was taken over in June 1987 by a multinational corporation, Reed International (based in the UK), which also owns other major publishing companies, including Butterworths (UK) and Bowker (USA). Saur himself is now on the board of these companies but currently retains responsibility for publishing decisions within K G Saur Verlag. New marketing arrangements for the complete range of publications are being elaborated. In particular marketing in North America is the responsibility of Bowker (with a Saur office responsible for those publications, not including the Yearbook, which Bowker is reluctant to handle). Butterworth is responsible for worldwide sales outside the North American market.

The contractual relationship up to June 1987 took the following form:

- contract for the Yearbook series
- contract for the Encyclopedia
- contract for the Calendar
- letters of agreement covering the Guides series

These contracts stipulated monthly payments by Saur to cover editorial costs, minimum royalties (whatever the sales; payable on publication) and royalties arising from sales above the minimum (payable at the end of a budgetary cycle). This arrangement proved so complicated that it was agreed to pay a fixed monthly amount covering all publications and then to balance the accounts at the end of each budgetary period.

The problem with this approach is that in Saur's view the fixed monthly amount gradually ceased to be perceived as a "prepayment" to cover editorial costs. The act of balancing the accounts at the end of a budgetary cycle resulted in UIA "owing" amounts to Saur. Negotiations focussed on the size of the monthly amount, irrespective of the production cycle. Because of the claims by Saur that the library market was in a difficult state, it became possible for him to argue for a reduction in the monthly amount.

The complexities of this situation have been clarified under a new contract, signed in June 1987, which covers all publications.

The contractual situation is not particularly satisfactory but it is unclear that any more satisfactory formula could be found, whether with Saur, with another publisher, or if the UIA were to return to publishing its own books. Such possibilities should of course be explored to anticipate any future change in the fortunes of K G Saur Verlag within the new context.

New contracts will presumably be negotiated for the CD/ROM products (discussed below in Part 4) and for the Who's Who series (discussed below in Part 4). These will be separate from the existing contracts but will fall under the general contract provisions.

B. Pattern of sales

1. Yearbook Series: Saur and UIA are in general pleased with the sale of the Yearbook series which is now established on a a 3-volume annual basis. From the UIA point of view sales are definitely not as great as could be desired. There is increasing evidence to indicate, as Saur continues to point out, that these are extremely difficult times for libraries which in most cases have found their budgets severely cut -- even in the case of major libraries in industrialized countries. It is however increasingly clear that Saur considers Volume 1 to be a vital component of his publications list. It contributes to at least 25% of his North American sales, even though he has many other publications on his list.
Despite this satisfaction, it is also clear that sales in 1988 in North America were lower than the previous year. This phenomenon has been analyzed in various ways, but it seems evident that the increasing competition from Gale Research Company's Encyclopedia of Associations is a major factor. Gale has now restructured its volume on International Associations into a separate 2-volume unit which they are selling at an equivalent price to the Yearbook. Saur is sensitive to the need to make evident to potential users the clear advantages of the Yearbook. In particular, preliminary calculations indicate the following:

Gale 1,800 pages 14.0 mill chars $390.00 36,000 chars/$

YB 1,600 pages 33.7 mill chars $295.00 115,000 chars/$

The Gale volume has been "padded" with information on many national organizations. All this Saur recognizes must be taken into account in a more aggressive marketing brochure.

2. Guides: Neither Saur nor UIA are pleased with the sales of the 4-volume Guides series. The reasons for the poor sales were noted in Part I of this report. This has little negative impact on the UIA, but certainly has not had a positive impact as was hoped.

3. Encyclopedia: The sales pattern of the Encyclopedia is viewed as surprisingly satisfactory. Saur is particularly surprised that reviews continued to appear 2 years after publication. The publication has benefitted from some fortunate reviews which appear to have triggered sales to markets with which the UIA usually has little contact. In Saur's terms however the Encyclopedia breaks even but is not a significant financial success. As such it needs to be seen as part of a marketing package.

4. Calendar: This is discussed in a separate report.

C. Marketing

1. Via Saur:

As noted above, sales are reasonably satisfactory. It is however clear that Saur is unable to do more to market the UIA publications. The UIA titles are handled within the Saur marketing procedures and it is understandably difficult for Saur to make exceptions on a systematic basis. His company is not geared up to do what a smaller company might attempt (but with more limited resources). It would seem that UIA must continue to suffer the advantages and disadvantages of the Saur machinery, with whatever new arrangements are made within the holding company. These are taking time to make themselves apparent.

In the case of the Encyclopedia, special attempts were however made to launch the book through Saur's three main offices (Munich, London, New York). The success of these efforts has been modest, although sales have been boosted by UIA efforts.

There is some evidence that the new marketing offices (Butterworth out of the UK; Bowker out of the USA) are now organized to make a significant difference to the sales pattern in 1989.

2. Via UIA:

One of the contractual loopholes opened as the result of Saur's requirement that monthly payments be reduced has been to give UIA the freedom to undertake its own marketing and sales. Instead of new orders now being transferred to Munich, they are invoiced by UIA. The full implications in terms of sales discounts has now been clarified.

In the case of the Encyclopedia, UIA has distributed sales brochures with questionnaires to Yearbook organizations, offering up to 50% discount to non-institutional purchasers for pre-paid orders. This may be considered a promotional sale, at cost to the UIA, which ensures
that the book does get into the hands of those who are most enthusiastic about making its existence known.

It is important that the UIA actively explore the opportunity of marketing mini-directories now that the new computer system facilitates their production. A first exercise in this direction was undertaken with the "Directory of NGOs in Consultative Status with UNESCO" (in January 1987). In January 1988, and in November 1988, some 150 single copy mini-directories have been sent out to major organizations functioning as "umbrella" bodies linking in each case from 20 to 300 other international bodies. This is being done as part of the proofing exercise, as a means of giving a product to such bodies (in partial exchange for the information received from them), and as a way of encouraging them to consider the possibility of producing such a directory under some form of collaborative arrangement with UIA.

It was confirmed in June 1987 that UIA should be free to market and sell in whatever way it desired, especially in order to compensate for the loss of monthly revenue. Belgian customers would be advised that they could order through UIA (if they "have encountered any difficulties"). Two approaches are used according to UIA preference:

(a) UIA receives the order and transfers it to Saur (Munich, London or New York). In this case, UIA receives 25% discount if the order is from an end-user, or 15% if the order is from a bookshop. Saur is responsible for invoicing and delivery.

(b) UIA receives the order, ships and invoices it. In this case, UIA receives 40% discount and allocates whatever percentage it wishes to a bookshop. (Presumably UIA is also free to charge a higher price, if desired?)

In the case of bulk sales coordinated by UIA (e.g. to the UN or to "developing countries"), Mr Saur is open to any arrangements with reductions ranging from 10% to 90%. But if the sales involved from 45% to 75% reduction, UIA should only expect a 10% royalty from the net amount invoiced. If the reduction is greater than 75% then the royalty to the UIA would be zero. The shipment costs were negotiable, as to whether they were incorporated into the amount, additional to it, paid by Saur or by UIA.

The results of selling from the UIA office during 1988 are very positive especially since no special marketing efforts were made.

3. Via UNESCO

On the occasion of the December 1986 UIA visit to the Director-General of UNESCO, he proposed that the Encyclopedia (and possibly even the Yearbook) should be "co-published" with UNESCO. This raises many questions and possibilities which are at present under discussion, however the responsible official in UNESCO subsequently denied that any such arrangement was possible for reasons of precedent. This matter continues to be discussed in a desultory manner with UNESCO.

It is clear however that it would be most desirable to reach some agreement on a form of "co-distribution", although UNESCO has severe rules governing such arrangements. At present an experimental arrangement is being used under which UNESCO orders publications from us for display/sale through their bookshop. This raises questions as to the discount given their to Member States which would normally purchase their publications through the UIA.

The current production of the Directory of NGOs in Consultative Status with UNESCO (mentioned earlier) should also be seen in this context. UNESCO is developing plans to produce such a directory themselves. UIA has advised them on the database implications under a consultancy contract terminating in June 1988.

Although provisions have been made for selling through Unesco, these are little more than symbolic at this stage and primarily for the convenience and to the advantage of the Unesco office responsible. There seems to be a significant difference in attitude between the Director-General's office and that of the service responsible.
4. Future marketing arrangements

Whilst the regular publications may be expected to be produced through Saur as outlined above, alternatives continue to emerge and require consideration as outlined in a separate report.

The UIA has engaged a person whose functions, it is hoped, will be extended to ensure the more basic marketing initiatives from the UIA secretariat, thus further increasing the independence from Saur. This will be especially important in the case of the *International Congress Calendar* which may well prove to be a test case for future developments.
REPORT OF INFORMATION / PUBLICATION DEVELOPMENTS

PART III - IN-HOUSE COMPUTER SYSTEM

Revised for the Executive Council, 28th April 1989

Contents

A. Current hardware situation
B. Current software situation
C. Usage of the system
D. Adaptation of working methods
PART III. IN-HOUSE COMPUTER SYSTEM

A. Current hardware situation

1. The system currently consists of the following elements:

(a) Micro-computers: 6 AT clones, 1 AT Novell network server, 2 XT and 10 PC clones, of 640K RAM each. Of the 12 XT/PC clones, one is principally used for printing and tape-backups, one is principally used for batch jobs and cassette-backups, one is shared with FAIB/IAPCO/MAI, two have 10MB internal hard disks, and one is used for development purposes outside the network. Of the 16 screens, the 12 which are used intensively are equipped with polarizing filters. Accelerator cards have been used with some success on 3 machines, but only one is in current use because of the incidence of failure (apparently due to slight incompatibility). An 8087 chip is used on two machines. There is also a machine which is not compatible with the network; it was used briefly in 1987 to enter statutes, which were then transferred to the network.

(b) Main memory: 3 hard disk drives, totalling 291 MB (291 million characters).

(c) Backup units: 1 Thorn EMI streamer tape unit for backups and transfer of tapes to Computaprint (London) for photocomposition; 1 Emerald 60MB cartridge tape unit for routine backups.

(d) Printers: 1 Hewlett Packard LaserJet; 1 HP Thinkjet, 1 Brother M1409, 1 Brother M1209, 1 Facit 4512, and 1 Olympia ESW 3000 daisywheel.

(e) Modem: 1 Daisy 21, 300 baud modem, permitting access to electronic mail systems (especially in the USA).

2. Improvements to the network and network security

In contrast to 1987, when serious problems due to hardware failures were encountered in the summer and again in the fall, 1988 proved relatively problem-free. It appears, therefore, that the decision made in 1987 to upgrade the network hardware and software was correct; at that time the Omninet network cables and interface cards were partially replaced by an Arcnet system, and the network software was upgraded. Those problems encountered in 1988 year have been largely solved by a further hardware upgrade, namely the replacement of the remaining Omninet network cables and interface cards with Arcnet cables and cards.

The problem of disk failure remains, and resulted in a decision in October 1988 to upgrade the network software to a version which, among other features, duplicates essential disk allocation tables, and automatically checks for and marks bad blocks on the hard disks. The implementation of this upgrade caused significant difficulties and necessitated the purchase in January 1989 of a dedicated Novell 286A file server.

The practice of making daily internal backups (as well as external backups) for the most important files continues. This however requires disk space, which is often at a premium, especially now that work on the new edition of the Encyclopedia has begun.

As has been mentioned in previous years, there is some doubt concerning the vulnerability of the computer equipment to surges in the power supply. However, there is still no certainty that the security offered by a UPS system justifies the high cost - especially as, for complete security, several surge suppressors would be needed.

Consideration could still be given to a further upgrade in the network software which would automatically duplicate all the data. This would require that we double our disk capacity.
B. Current software situation

The following software is currently in use:

1. **Network operating system**: Novell Netware 286 v2.12.

2. **Text database**: Revelation, 18 user network version, (Release G2B). A copy of "Advanced Revelation" has been purchased and its possibilities (and potential problems) are being explored.

3. **UIA Revelation programs**: The total number of Revelation application programs developed by the UIA (whether by consultants or internally) continues to increase. In 1988 many of the major programmes have been reviewed, refined, and made more sophisticated, in line with UIA’s increasing competence at exploiting its computer system. In particular the central text database program now handles in real time (rather than a occasional batch jobs) the complex tasks of updating the pattern of links between records (e.g. membership relationships), subject/name indexing/retrieval, and the hierarchical listing of networks. A spellcheck facility has been developed.

It is appropriate to note that the UIA-developed dictionary, numbering 50,000 words, now permits access to the principal databases via English, French, German, Spanish and transliterated Russian subject categories.

4. **Word-processing**: R/WRITER (compatible with Revelation) and Wordstar (convertible to and from Revelation format) are in continuous use.

5. **Graphics**: Interactive Easyflow was used to redraw some of the organization charts reproduced in the Yearbook, Vol 1, 1987/88. A number of other graphics and network analysis packages have been acquired in the process of investigating means of mapping networks.

6. Occasional use is made of other packages such as dBase II and a wide range of utilities.

C. Usage of the system

1. **Hard disks**: The current disk capacity of 291 million characters is used for the following major groups of files:

   (a) Organization entry file (30,781 Kb); index file (1,751 Kb); auxiliary files (8,143 Kb)

   (b) Calendar file (7,721 Kb); index file (3,920); auxiliary files (3,605 Kb)

   (c) World Problems file (15,419 Kb); index file (744 Kb); auxiliary files (6,312 Kb)

   (d) Human Development file (2,709 Kb); index file (164 Kb); auxiliary files (283 Kb)

   (e) Contacts file (660 Kb); index file (296 Kb); auxiliary files (86 Kb)

   (f) Correspondence files (4,338 Kb)

   (g) Thesauri (thematic 1,901 Kb; geographical 5,810 Kb)

   (h) Reference files (procedures 1,733 Kb; bibliographies 604 Kb)

   (i) Production files, including intermediary address files (3,825 Kb) and print files (4,189 Kb). Output files vary in size up to 20,000 Kb
(j) Work areas for sorting

(k) Copies of essential files (45,000 Kb)

Whilst a core group of files is always accessible on the network, the pattern of non-priority files held on it changes a great deal throughout the year. The increase in disk capacity last year reduced some of the need for such maneuvering and now permits internal copies of major (30mB) files as part of the backup procedure. With the addition of the Encyclopedia files, however, it has again become necessary to plan the use of disk capacity to allow maximum simultaneous production and editorial work.

2. Work stations: These are fully used by editors during working hours. Machines are seldom "free". Outside office hours, there are often times when several machines are running over-night on production jobs.

3. Printers:

(a) Laser printer: This is fully used. In fact, its use must often be scheduled.
(b) Other printers: These are extremely convenient, and all are increasingly used.

4. Tape units: These are in daily use for backups.

D. Adaptation of working methods

All staff working on publication production in one capacity or another have now adapted their working methods to take advantage of the computer system. All editorial work is now done directly onto the network without any intermediate "secretarial" phase. Administrative, mailing and editorial operations are now integrated.

Because of the complexities of the many operations involved, and the flexibility of the system and consequently of working methods, it has been considered inefficient to attempt to rationalize the system beyond a certain degree.

Procedures are being progressively streamlined and improved. Most procedures have now been documented in considerable detail. This process progresses as time and production priorities permit.

E. Future developments

There is continuing pressure to replace PCs by faster ATs, especially in the case of editorial workstations, but also for production jobs run through the day. At this point in time there is no immediate justification for installing the new generation of 386 machines, although this development must be kept in mind. The amount of memory available for Revelation applications remains a concern in processing large records.

It is expected that a compact disk reader will be installed in 1989 to facilitate development of the CD-ROM programme.

It is desirable to upgrade the Revelation G2B to Advanced Revelation in the coming year or else the Revelation files and applications will be left behind by future developments. The upgrade has been purchased for testing but calls for several weeks effort to ensure that no problems are created by the change. One drawback of the upgrade is that it requires the faster AT machines to function effectively.

Investigation into the graphics development required to produce network maps indicates that a Revelation compatible-product CAD/Base may provide a vital link between maps and the database.
There remains the possibility of linking into the network from distant locations, whether external bodies or home computers (in order to control jobs running over the weekend). This can be implemented using software already obtained, but requires modems at both ends. It could be used to allow some people to work from home (see Annex 8).
REPORT OF INFORMATION / PUBLICATION DEVELOPMENTS

PART IV - FUTURE PROBLEMS, DEVELOPMENT AND PERSPECTIVES

Revised for Executive Council, 28th April 1989

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PART IV. FUTURE PROBLEMS, DEVELOPMENTS AND PERSPECTIVES

A. Information system

1. Growing pains

As indicated in Part III of this report, most of the early difficulties have been overcome with various hardware and software developments and with the experience of staff using the system.

The difficulties currently foreseen are due to the increasing integration of the different parts of the database (organizations, meetings, world problems, bibliographical, etc). Editors now move freely between these parts, updating cross-references between them, and eliminating much paperwork. Consequences are:

(a) This tends to require that all major database files be on the disks together, thus reducing the free working space (for sorts and production files).

(b) A more worrying consequence of this integration is that the software used for simple text editing now also performs complex simultaneous updating of indexes (when titles change or when the pattern of relationships between entries changes) -- but this extra work, including complex index searches during editing and the possibility of online spellchecks, is time consuming on the older (slower) models of computers. Such delays are a significant production penalty for some editorial operations which take from 2 to 4 times as long to perform as on the faster AT machines (one of which was originally intended as a backup to the network server).

Since the meeting in November 1988 three new ATs have been acquired for editorial work. These have demonstrated quite conclusively the improvement in productivity and the work satisfaction associated with faster machines. This advantage is increasingly apparent in comparisons with those people who are still performing such tasks on slower machines. It is not simply the case, as was initially assumed, that people prefer such machines for the convenience and status. Speed in certain operations in very important to maintain a working rhythm and to avoid frustration and distraction whilst an operation takes 15 seconds rather than 5. Faster machines will be required for effective editorial work if the Revelation software is upgraded as explained below.

Use of the faster machines, when available, for major production operations has also demonstrated their advantage with some operations. For example, a reduction from 103 hours on a PC to 45 hours on an AT. There is obviously some reluctance to run such jobs on free PCs, given the accumulation in delays if the job must be restarted. It is increasingly questionable whether using spare PCs in this way is appropriate, given the current cost of ATs.

(c) The degree of interlinkage continues to raise concerns of data security in the event of hardware or power failure.

(d) The future will also raise the question of the relationship between any such internal system and external online access.

(e) Increases in the amount of information on certain large organizations (e.g. UN, UNESCO) despite the fact that dependent bodies are treated in separate entries, has encountered a limitation in the Revelation software which only permits a maximum of 64 K of data per record. Already many entries have "appendix" records to contain the overflow. This creates editorial difficulties, especially when the large entries encounter memory limitations in the 640K machines. It is possible that these could be circumvented with improvements to the UIA programmes or with the use of match co-processors.

(f) It is increasingly clear that it will be necessary within the next year to upgrade the basic Revelation software to Advanced Revelation (already purchased by UIA) to remain compatible with future upgrade facilities and with external bodies to with whom the UIA may
wish to exchange files or jobs. This may be particularly relevant to the provision of files for CD-ROM.

2. Increasing amounts of information

The amount and quality of information held and maintained by the UIA continues to increase. As indicated by Annex 9, in the case of the Yearbook before the current radical restructuring, this exceeded by over 1,300 pages what could be contained in the current Volume 1 of the Yearbook. Saur has rejected the option of producing some form of "Supplement" to Volume 1 for marketing reasons. The UIA is however free to do this at its own risk.

This problem has been urgent for several years. A radical decision has been taken for the current edition of Volume 1 (as described in Part I above and in Annex 1). This solves the immediate problem, but the problem will continue to be raised for forthcoming editions. Such decisions will have to be taken in relation to both the new compact disk initiative (see below) and also to marketing questions concerning the viability of certain types of information (eg. Volume 2).

3. Data dissemination challenge: on-line access

As has been indicated in this report in recent years, the challenge to the UIA to make information available in some form compatible with the emerging growth of data networks continues to increase.

This question is discussed in more detail in Annex 3. Basically the UIA is faced with two possibilities:

(a) subscribing to an electronic mail service, allowing other subscribers to submit queries which can be submitted by UIA staff to its internal database and then sending the replies back to the inquirer.

(b) placing the UIA database in some sort of direct access mode, which at this stage would involve giving a copy to some external host.

These two possibilities could be activated in one or more of the following ways:

(a) subscribe to one or more of the standard electronic mail services in order to have "an address" through which their subscribers could contact UIA. Note that users of such services can often have their messages transferred through from one service to another, so it is not usually necessary to subscribe to more than one or two.

(b) subscribe to one of the electronic mail services which shares the UIA non-profit, associative philosophy, such as GREENET/ECONENT/PEACENET or GEONET, with a view to exploring the future transfer of a copy of the UIA database to them to enable them to market it to their subscribers.

(c) subscribe to a commercial service such as ONTYME/TYMNET under conditions which offer the UIA greater control and the opportunity to develop a network identity for an NGONET, with the possibility of offering database access at some future stage under UIA control.

(d) negotiate participation in the university network EARN-BITNET-NETNORTH on the basis of the UIA's role as a research institute

4. Data dissemination challenge: compact disk

As indicated in Annex 8, the UIA continues to be faced with requests for access to its database. The online opportunities for the UIA seem to necessitate a phase of simple electronic
mail before integrating in any database facility -- if that proves to be desirable.

Our publisher, K G Saur Verlag, is now distributing some major reference works on compact disk and is now actively negotiating the means of distributing UIA information in this form for 1990. This is no longer a possibility but a definite commitment, provided the technical problems can be satisfactorily solved. The UIA position on this is outlined in Annex 10. Although the hardware is evolving, as outlined below, libraries and distributors are now committed to the simplest form of CD/WORM hardware (point (a) below).

The hardware for optical disk storage is now evolving:

(a) The current widely available form (CD/ROM) does not allow the user to write onto the disk, and requires expensive means of production. UIA would certainly lose control of any data produced and distributed in this way -- especially through Saur.

(b) Less widely known is the form in which the producer writes once to the disk and the user accesses it as often as is required (CD/WORM). This form is relatively inexpensive for the producer, permitting tailor-made one-off products, and would allow the UIA to develop its own independent relationship with users. The problem of losing control of the data remains but at least distribution control becomes easier. This could be implemented immediately. (The IBM product costs 103,500 BF for the disk drive and 2,867 BF per disk) The snag is that the technology is evolving so rapidly that it is unclear how long any particular hardware standard will last, especially with the emergence of the third variety below.

(c) Eraseable optical disks are now being released onto the market (price as yet unknown). These will almost certainly prove to be a more attractive proposition than either of the above. The snag is that the price will initially be high and there will probably be the usual standards battle which will make it difficult for the UIA to commit itself to a device which potential users may have less confidence in.

At this point in time, however, if the UIA did wish to offer access to its data, the one-off cost for the WORM drive to the UIA would be around 100,000 FB, and the same to the user, plus whatever charge was made for the database (or some portion thereof).

B. Challenge of openness

The UIA is faced with a basic multi-factor dilemma:

(a) By statute it is committed to disseminating information on international organizations and their preoccupations as widely as possible.

(b) The conventional means for doing this has been through books, and these will continue to have their place. However it is also clear that the amount of information and the production/marketing options continue to force up the price of such books which are completely inaccessible to the bodies that the UIA most seeks to serve.

(c) It is also clear that the traditional purchasers of books, libraries, etc. are under considerable pressure to reduce the scope of their purchases. (Saur is eloquent on this point.)

(d) At the same time non-profit bodies are not prepared to pay more than token amounts for the kinds of information which the UIA might provide.

(e) In order to survive and maintain its clearinghouse function the UIA is obliged to make available its information through a high-priced channel.

(f) Simultaneously there is considerable evolution of data networks and services of various kinds, many of which enable the formation of electronic organizations or groups (as on computer
conferences). These modes bypass, and often reject, the book form as inadequate to the real needs for selecting, reordering and using information.

(g) Finally there is the challenge of the quantity and complexity of the information itself, as currently handled by the UIA. Users are effectively disempowered by the mass of impenetrable information, however well it is indexed. Users do not have tools to assist in comprehending the complex patterns of information, and there is a developing opportunity for those who claim, or attempt, to provide such tools.

The problem for the UIA presumably lies in some formula under which it could increase its degree of "openness" — offering to users the kinds of tools currently used by UIA editors in maintaining and developing the database, and developing new tools to supplement them (cf the Atlas of International Relationships and the discussion of metaphors). The challenge is how to do this without completely placing at risk the basic UIA income.

The key question is what is the risk of making available information, whether online or on optical disk? Can the distribution be usefully controlled -- or is this an inappropriate question? Are there any clever tricks for encrypting data and using software to permit "reasonable" access but prevent "unreasonable" access -- and do these terms have any real meaning?

It would also be preferable if the UIA could formulate a positive philosophy of openness rather than be forced into openness by the evolution of the information society. Such a positive philosophy might include:

- Creating a situation in which organizations could use the database interactively to add information or comments in relation to particular entries, or to add in new entries themselves

- Creating the possibility for organizations to add in new categories of information, such as names of people, national member bodies, subject categories of preoccupations, etc. (It is difficult to fund the inclusion of this information by the UIA, whereas certain organizations could well see the benefit of articulating their profile within a common information system)

- Creating the possibility for individuals and groups to articulate descriptions of problems in a more interactive manner online (especially with regard to the relationships between problems, organizations concerned with them, relative bibliographic references, etc).

There will clearly come a time when associative activity will shift its centre of gravity from physical meetings/hardcopy documents/post to electronic meetings/electronic documents/data networks. This is an important opportunity for the UIA to which others are adapting already.

C. Dependence and diversification

1. Publisher-dependence

In the light of the semi-stable nature of the contractual relationship with the publisher, K G Saur Verlag, there is clear merit in envisaging ways of diversifying UIA operations to reduce dependence on a single external body over which the UIA has little real control. As part of a larger multinational, it seems clear that already certain financial policies are affecting Saur's attitude to the evolution of UIA publications.

Such diversification might well take the form of producing some publications through other publishers or in collaboration with other bodies. The possible need to switch the main publications, or some of them, to a new publisher should be explored. The current evolution of the Calendar publishing is perhaps a healthy precursor.

It is clear that the new CD/ROM and Who's Who programmes, if approved, constitute a further increase in dependence, whatever their other advantages.
2. Production-mode dependence

Given the current advances in information handling, attention should continue to be given (as suggested above) to such opportunities as on-line access, laser disk distribution, etc., especially in terms of the UIA commitment to making information more readily available at a more accessible cost.

The developing field of "desk-top publishing", for which the UIA is fully equipped, should be explored. There is no reason why the UIA should not produce newsletters, reports, or directories for other organizations on demand. This does however call for appropriate personal and an increased degree of personalized contact with bodies potentially interested in this form of collaboration. The UIA could produce its own periodical in this way, since the procedures have now been fully tested. Or the UIA could envisage the production of new specialized newsletters.

The whole question of UIA production of mini-directories, extracted from its own database, should continue to be actively explored (see checklist in Annex 13).

Production in the form of CD/ROMs is a significant step away from the traditional directory. It is perhaps to be regretted that the UIA could not have undertaken that step independently, possible through the production of CD/WORMs.

3. Product dependence

There is a continuing need for vigilance to avoid falling into the trap of producing certain kinds of information only. Although a prime function of the UIA is the production of information, the question must be continually asked as to whether the kind or range of information is appropriate. There is a definite danger of a backlash against the kinds of information on which the UIA has concentrated its efforts, especially since other bodies are developing capacities in this area. The UIA needs to explore new ways of packaging information.

The emerging information society is resulting in a flood of information. Scanners can now be used to read any kind of document into a computer system for wider distribution in new forms. Although there continue to be avid users and purchasers for some of this information, there is a falling off in budgets capable of paying for such information. More dangerous, but perhaps a very healthy sign, there is increasing recognition that such factual information is itself inadequate. New ways of ordering information are required in order to detect patterns of significance. The current floods of information are obscuring such patterns.

It can be argued that the real need, and the real market for the future, lies in the production of forms of information which are pattern rich and which help users to identify what more conventional factual information they need to acquire.

The information challenge of the 1990s, as recently highlighted in a report on the plans of Dun and Bradstreet for the development of their own information policies (International Herald Tribune, 18 Feb 1989) is that, despite computerization and telecommunications, organizations are suffering more from information overload than from information capacity. "Thus the successful information companies of the 1990s may not be those that gather new data, but those that get existing facts to customers in the most useful form." The Union of International Associations has itself contributed to research on these issues through its participation in the programme of the Tokyo-based United Nations University on Information Overload and Information Underuse.
D. Comprehension of information

1. Problems

The previous section draws attention to the challenge in terms of new kinds of information products of which users could make more productive use. This is the preoccupation of a recent project of the UN University on "information overload and information underuse", to which the UIA has contributed. The UIA contribution stressed the difficulty for an individual or an institution to comprehend patterns of significance -- a dimension neglected in the rush to exploit the market for information.

The UIA is as much a part of the problem as it is part of the solution. The coverage of the Yearbook facilitates access to specific items of information. They do not facilitate comprehension of patterns of relationship, except to a modest degree in Volume 3. In a number of respects the Yearbook is unuseable in terms of the needs and budgetary restrictions of the bodies which the UIA aims to serve.

2. Possibilities

This question has been explored in a number of UIA studies. Opportunities are:

(a) Advantage could be taken of the explicit encouragement received from the UN University (Division of Global Learning) and from UNESCO (Studies and Programming Office) to continue to explore the possibilities of producing network maps to present the pattern of relationships between organizations, between problems, and between organizations and problems. The UIA is currently collaborating informally with the Department of Mathematical Social Sciences of Dartmouth College (New Hampshire) on the map question in order to be able to produce "atlases" of network maps.

(b) Work on metaphors in relation to comprehension of policy options, as an extension of work done for the Encyclopedia, merits further consideration and has met with a very positive reception in the academic community.

It is hoped that such initiatives will attract the attention of bodies otherwise uninterested in UIA information on the international community and its preoccupations.

E. Current explorations in presenting information

1. Organization charts

Organization charts of 21 major intergovernmental bodies with complex secretariats or systems of committees were reproduced in the last two editions of the yearbook (Volume 1), thus offering an alternative way of approaching the information on each body.

This offers the possibility of presenting organizations with a "proof" of their organization chart for correction. Interactive Easyflow was used to redraw 6 of the charts reproduced in 1987/88.

2. Mapping ("Atlas of International Relationship Networks")

A provisional agreement has been reached with Saur to produce an "Atlas of International Relationship Networks". The first phase of the agreement involved a visit to various locations in North America (in February 1988) to locate suitable software. This software is currently under review (see Annex 7). As of November 1988, specific work is being done under an informal arrangement with the University of Dartmouth.
It is appropriate to note that the keynote speaker at the 1988 Annual Conference on Social Network Analysis stressed the need to develop techniques of representing such networks graphically.

The viability of such an Atlas has now been firmly established with the discovery of an existing "Atlas of Corporate Interlocks" published in a very limited edition by Worldnet in the USA. There is some possibility that Saur might be interested in publishing both atlases.

With regard to financing up to camera ready copy, the UNESCO subvention submitted at the request of UNESCO, for $23,000 in July 1988 has now in principle been accorded, but for $5,000 only, and only after the personal intervention of F W G Baker, Member of the Executive Council. A further $10,000 has been accorded by a private foundation, The Resource Group, on the understanding that they share any benefits should some means be found of selling the software as a package. The foundation funds a number of small projects, notably The Right Livelihood Award of which Johan Galtung was a beneficiary in 1988.

Despite early commitment to the project, Saur has recently indicated that it is now of lower priority for them. Presumably this is in part a consequence of delays on the UIA side. When

3. Complementary information

One of the original stimuli for producing the Encyclopedia of World Problems and Human Potential was to complement the focus on organizations with a focus on related information of relevance to the international community (eg world problems, strategies, values, human development concepts, etc). This initiative has been reinforced by the participation of the UIA in programmes of the UN University.

Immediate advantage can however be taken of the material in various sections of the Encyclopedia, which can be produced or developed as separate publications. One of the advantages of this is that a number of the sections are of interest to quite distinct international constituencies with whom UIA could usefully develop contacts.

4. Encyclopedia of Inter-cultural Conceptual Modes

In the light of the work on the Encyclopedia of World Problems and Human Potential and of the UNESCO Decade on Cultural Development there seems to be an opportunity for a new kind of publication focussing on the special insights (and blindspots) associated with communication in different languages, whether characteristic of different cultures or of different disciplines. Initial work on the latter aspect was undertaken in connection with the 1976 edition of the Encyclopedia. Possibilities for the former are suggested by the Culturagram series produced for 97 countries by the David M Kennedy Center for International Studies (Brigham Young University, USA). In addition to the UNESCO connection, such an initiative could be associated with UIA involvement in the South-North Network on Cultures and International Cooperation (headquartered in Brussels) which is under contract to provide inputs into the cultural component of the current Lomé Convention.

The proposal is under discussion within UNESCO in relation to the cultural development decade. As a result of UIA involvement in September 1988, a section of the Bulgarian Academy of Sciences has specifically requested involvement in this project and has indicated that they will lobby for this project through the Bulgarian National Commission for Unesco.

5. Metaphors

Given the complexity of the international system of organizations and issues, drastic over-simplifications are made in attempting to convey any understanding of it. There is clearly merit in developing more graphic ways of responding to such complexity as has been argued in the Communication Section in the Encyclopedia. Of special interest is the possibility of
designing metaphors relevant to the development process (see Section CM). This is currently
being explored by the UIA within the framework of the Economic Aspects of Human Development
project of the UN University. It has been suggested that the UIA should host a small
exploratory meeting on the question.

It is also clear from the reaction to the section on metaphors, that this could be developed
into an independent publication representing an alternative approach to the problem of
comprehension of global society in an information rich environment.

The UIA paper on "Governance through Metaphor" has been well-received in its draft version. A
section is appearing in a current issue of the USA Club of Rome Newsletter. It is also
appropriate to note that the keynote speaker at the 1988 Conference on Social Network Analysis
called for more extensive use of more appropriate metaphors to guide research initiatives.

Further papers (as mentioned above) have been presented on metaphors to the 10th World Congress
of the World Futures Studies Federation (Beijing, 1988) and to an International Symposium on
Models of Meaning (Bulgaria, 1988).

F. Other new products

1. Reprint of 1910 Yearbooks

It has been agreed with Saur that a microfiche edition of the UIA publications from 1910 to
1934 (10,000) could be produced. Final details have not been settled but this could be a
contribution to the celebration of the 80th Anniversary celebrations of the UIA. A possible
list is given in Annex 11.

Since the November 1988 report, Saur has indicated that this project no longer corresponds to
their programme priorities, although they agree that it entails no especial commercial risk.
The UIA could insist, but it is questionable whether it is a priority issue for the UIA,
rather than merely a good idea which would disrupt other more important programmes.

2. Publication of Who's Whos by UIA

As indicated in the November 1988 report, Saur has expressed specific interest in the
publication of a Who's Who in International Organizations using names from the Yearbook. At
that time a second publication was suggested to him Who's Who in Social Transformation. As
of 24th April 1989, a further set of possibilities was suggested by UIA (see Annex 5) and met
with enthusiastic interest as the basis for a complete new UIA/Saur series. The key question
for the UIA is whether this is a useful initiative and an appropriate one in terms of the UIA
mandate, the relation to international organization, the market opportunity and the need to
diversify the range of UIA information products.

Whereas the first publication requested would consist of information extracted directly from
the Yearbook database, the others would involve much more intensive editorial work. The first
would consist of approximately 10,000 names of the principal executives (as indicated in the
Yearbook entry), their function, the titles of the international organization, the address
telephone, telex, etc. This information will be supplemented by information from a small
questionnaire and from other sources of information. It will appear as a 600 page A4
publication in July/August 1990.

From late 1989 information would be gathered for the first publication and the others in the
programme. Books would be published as credible clusters of 200 to 300 names with biographical
statements of 1 to 3 pages in length emerged. The first would appear in early 1991.
G. Computer conferencing facility

In this context, the possibility of the UIA actually hosting an electronic mail system for international organizations should not be ignored (see point A.3). The costs of doing so are relatively low and the long term benefits to participants, including the UIA, make it easily justifiable. Such systems are in effect the contemporary concretization of the international networking activity which the UIA seeks to facilitate and for which it is now well-equipped. (This question is the subject of a separate note).

H. Research

Most of the UIA research capacity through 1989 will be concentrated on work in relation to the 3rd edition of the Encyclopedia of World Problems and Human Potential. Specific concerns will be articulating relations between world problems, and in relation to human development. The main preoccupation will be with clarifying understanding of the challenges of ordering complex patterns of information for more effective use.

In relation to the celebration of the 80th anniversary, an examination is being made of a possible study of regional organization in relation to international organization.

I. UIA Development constraints

Despite the many opportunities indicated above, the UIA faces a major problem in moving beyond its current pattern of activity. It is important to recognize that most projects are very tightly budgeted and are based on personnel salary levels which tend to be below commercial rates, especially for skilled, multilingual tasks (and especially in comparison with multinational or intergovernmental salary scales). This of course makes it possible for the UIA to undertake projects which would not be economically viable in other contexts. This situation does however result in severely reduced capacity to take on extra projects even though they may be technically feasible.

The "mini-directory" programme is a good example. Whilst it has been possible to produce mini-directories as "proofs", distributed to the relevant bodies, it has not been possible to follow up on requests to convert them into low-priced publications. The problem is that this involves extra steps in marketing and negotiating with the bodies in question, and computer skills to make any minor modifications to the final product required. These skills are only available at present at the expense of other activities, often those essential to the basic production cycle.

The "Who's Who" programme is an example of a different challenge. Saur is keen to undertake this series which, at least at first sight, is somewhat beyond the traditional UIA publications. Undertaking this new programme would stretch the personnel and infra-structure in ways which may prove feasible, but without appropriate buffers against unforeseen personnel changes.

The maintenance and development of the computer system is a third example. After its installation, the system has been extensively redesigned and extended without calling upon external professionals. The level of in-house computer skill continues to increase and is reasonably satisfactory for day-to-day and production operations -- provided key people do not have to leave for medical or other reasons. But it is clear that current options of developing special publications (such as "mini-directories"), use of higher quality printers, CD-ROM, on-line access, data exchanges with other bodies, and even the consequences of upgrading to Advanced Revelation, all make demands for which the current internal skills are inappropriate and for which it is difficult to accept sporadic use of relatively ill-informed, external assistance at the exhorbitant rates charged for such services.
The above constraints may be considered as normal and "healthy" characteristics of a non-profit body -- especially given what the UIA has been able to achieve within those constraints and in comparison with other bodies, whether commercial or intergovernmental. Nevertheless it remains unclear to what degree it is "healthy" for the UIA to undertake projects which are a natural extension of its current achievements, but which place additional stresses on personnel who are either already overworked by some standards, or inappropriate for the tasks, or inadequately compensated for them. The UIA has not been able to resolve the strange dilemma of producing extremely expensive publications at "market" rates using personnel who continue to work on a "non-profit" basis -- in part because it is the UIA publisher who benefits most significantly from the market rates. This results in real dilemmas when there is a need to indicate costs of a service to some external body. Are the costs at "market" rates or at rates based on "real" costs?