REPORT OF INFORMATION / RESEARCH DEVELOPMENTS

PART I - CURRENT PUBLICATIONS SERIES

Revised for the General Assembly, 8th October 1992

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A. YEARBOOK OF INTERNATIONAL ORGANIZATIONS SERIES

1. Volume 1: Organization descriptions

Editorial work, and production of tapes, has been successfully completed for the last two annual editions despite production delays in 1992 due to an unusual hardware problem (see Part III). Statistics on organizations in Volume 1 are given in Annex 1.

As indicated in the report to the previous General Assembly, the principal issue in connection with this volume continues to be the manner in which the constantly increasing number of organizations, and the amount of information provided on them, is to be contained within a volume which cannot exceed 1700-1800 pages (and which cannot be divided into two volumes for marketing reasons). This issue is subject to continuing discussion with the publishers. Each edition has brought new compromises on both sides.

A second, but related, issue has been the complexity of the volume and the need to render access simpler for marketing reasons. In response to this issue, a radical change has finally been made in the presentation of the 1992 edition of this volume (see Annex 2). It now appears in alphabetic order (with an inbuilt index) rather than in numeric order (with a separate index). This provided further opportunities for compromises in response to the space issue. Items originally in the separate index have been reallocated to an extended index in Volume 3.

Some implications:

(a) Language: The original structure could be said to be linguistically neutral, since all access was via the multi-lingual index. The new structure permits direct access to organization entries via the English title. Access via other languages is indirect through the inbuilt index, as is access via title abbreviations (including English abbreviations).

(b) Permanent number: Users relying on the "permanent number" allocated to each organization, which formerly did not vary between editions, are no longer fully catered for. Entries now carry a "temporary number" which is reallocated for every edition according to the alphabetic sequence. The permanent number is indicated as a footnote to each entry since it remains the basis for all computer work. In effect occasional users have been privileged at the expense of the limited number of dedicated users in an effort to widen access to the information.

(c) Section organization: The classification of organizations into sections continues, but from 1992 the entries are no longer organized by section. The section code has now become a "type" code which is indicated for those to whom it may be useful. Again the distinctions made through this coding are less relevant to occasional users despite the conceptual significance for statistical and other purposes.

(d) Production: Organizing entries alphabetically involved additional (one-time) computer programming and more complex computer sorts. The costs of both are charged to Saur.

Standard editorial changes and improvements were also made:
(a) **Number of organizations** (and treaties), including inactive, is now 32,068 (see Annex 4). This increase on the number in recent editions is partly due to inclusion of some previously omitted past but confirmed organizations. The number of bodies of types A through F has decreased slightly (from 10,459 to 10,300). This is through a continued policy of reallocation to "inactive" types of bodies from which there has been no news and, more significantly, through reallocation to the new type K (subsidiary and internal bodies). Of the 10,300 A though F bodies, 48.4% are of types A through D.

(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) Section modifications: as referred to above, Volume 1 descriptions are no longer printed by section but in alphabetical order of title. The section - or "type" as it is now called - is printed as part of the footnote to each entry. Modifications to the layout allowed space for all type R - religious orders - to be printed; but it remains impossible to print the previous Section G (internationally-oriented national organizations. Names and addresses of bodies in this section, now divided into types G and N (the latter a new type for more national bodies), continue to be included in Volume 2 and Volume 3. Type K, introduced in 1990, allows commissions and other subsidiary or internal bodies to be quoted in the parent-body description, to appear in Volumes 2 and 3 and to appear in indexes; but organizations of this type are not given separate descriptions in Volume 1. In the 1992 edition there are 1,100 organizations of this type, many having appeared previously in sections E and F.

(d) Introduction and appendices: These continue to be 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. It avoids costs and is much more convenient in the event of errors.

(e) Proof procedures: about 20,000 proofs are mailed annually with an average direct response rate of about 55%. Indirect information from periodicals and other sources results in an average of 65% of entries being corrected for each edition. This figure of course varies according to organization type.

(f) "Mini-directory" proofs continue to be produced for organizations whose structure or activities involve many other bodies, or who have many international bodies as members. About 240 proofs are being mailed in October-November 1992 for the forthcoming edition. The proofs consist 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 are listed in Appendices.

(g) Cross-reference numbers: The total number of citations between organizations is now over 82,500 for 32,068 bodies.

2. Volume 2: International organization participation

This volume is now produced very rapidly once Volume 1 is completed. The 1992 edition appeared in July 1992. It does not pose any special problems except in the production of the many tables of statistics.

As part of the restructuring of the Yearbook series, the 1992 edition of this volume now appears in alphabetic order of country with an embedded index for French and other variants of country names (see Annex 3). The use of the number code, which also served to group countries by "continent", has been abandoned (except for computer purposes).

The new ordering now permits inclusion of a variety of patterns of cross-references including cross-references to all countries under: Europe, Pacific, Arab, French-speaking, etc. This increases the richness of the volume.

Entries in Volume 2 cross-reference entries in Volume 1 via the "temporary
reference number”.

Volume 2 now covers 220,044 country-to-organization links (31,816 IGO; 188,228 NGO).

3. Volume 3: Classified subjects and index

This volume is now produced very rapidly once Volume 2 is completed. Much more of the editorial (coding) work is done in parallel with the editorial work on Volume 1. In 1992 Volume 3 appeared in August 1992.

As part of the restructuring of the Yearbook series, Volume 3 now appears in alphabetic order, abandoning the subject code system which the UIA designed in order to highlight the interdisciplinary linkages between international organization concerns (see Annex 4). The subject code system is however still essential for computer purposes. In order not to lose the grouping of subjects, entries may for example be allocated to “Medicine / Digestive System” rather than to “Digestive System” (where only a cross-reference now appears).

Whereas Volume 3 previously had four main sections (W, X, Y and Z), these have been reduced to a single alphabetic sequence of subjects (in English). The regional groupings of Section Y (eg Africa / Health) and the specialized groupings of Section Z (eg Foundations) have been absorbed into what was Section W. Also included are the checklists of intergovernmental organizations and of international federations previously appearing as appendices to Volume 1. Section X (Subject combinations) has been abandoned to allow space for an expanded index which, as well as keywords of entries in Volume 1, includes items previously published in the index to Volume 1 such as former and alternative organization titles and names of their chief executive officers.

Entries in Volume 3 cross-reference entries in Volume 1 via the “temporary reference number”.

B. ENCYCLOPEDIA OF WORLD PROBLEMS AND HUMAN POTENTIAL

Following publication of the 2nd edition in June 1986, work on the 3rd edition was initiated in June 1988, initially with a view to publication in May 1990. With the change in scheduling and production methods of Yearbooks Volumes 1 and 3 (noted above), it was agreed with Saur to postpone publication until Winter 1990. Editorial work by those hired for the task was phased out on schedule through to November 1989. Editorial work continued through 1990, using Yearbook editorial staff, to complete the task as a second priority against Yearbook-related tasks.

The original agreement with Saur envisaged a a single volume that would not exceed some 1,400 pages. Because of the way in which the volume is assembled “from fragments”, it is only close to publication date that the effective size can be determined and that final decisions can be considered on options for the overall structure of the volume. Especially relevant was the considerable increase in material on "world problems" and on "human development" (see below). This effectively determined the space remaining for the other sections to which less attention was given for this edition.

Because of the amount of material, a proposal was made by the UIA to Saur in
October 1990 to split the Encyclopedia into two volumes for production, size and marketing reasons. This was accepted by Saur, despite the problematic economic situation then prevailing.

Both volumes were completed in January 1992 and came off the press in April 1992.

The final structure of the two volumes is detailed elsewhere (see Annex 5 and 6), with statistics (see Annex 7). Of special interest are:

(a) **World problems:** 12,008 "world problem" entries are linked by 82,142 relationships of different types. Most effort has been put into updating and extending this section and justifying its publication in a separate volume. As part of the general reorganization of the volume, the problems have been grouped into categories on a basis analogous to the organizations in the Yearbook.

(b) **Human potential:** Extensive work has also been done on the human development section which now numbers over 4,000 entries (up 60% on the 1986 edition). The richness of this section has been a major reason for using it as a basis for a separate volume. A number of lower priority sections have been dropped, especially since it has not been possible and/or necessary to update them.

(c) **Bibliographies:** Special effort has been devoted to including an extensive bibliography of problem-specific literature (4536 entries) as well as a separate bibliography on human development literature (2293 entries). The preparation of these has been facilitated by generous gifts from Saur of complete sets of Books in Print and the corresponding compact disk (CD-ROM) version (with reader).

As with previous editions, this publication has proved very demanding in terms of time and resources. It is worth recalling some of the justifications for this project:

(a) **Broaden UIA focus:** With respect to its central area of expertise, namely international organization information, the UIA is no longer at the "cutting edge", however superior the UIA information may currently be in terms of quantity and quality. There is a need to break new ground of relevance to international organizations and to the crisis of the times. This project provides the opportunity for the UIA to be associated with a unique product.

(b) **Commercial initiatives:** Concern has been expressed at the manner in which the UIA was too closely tied to forms of information which are increasingly handled by commercial bodies. To that extent the UIA needs to develop new information products.

(c) **Establish new contacts:** By developing new forms of information, the UIA can broaden its range of contacts beyond those directly concerned with international organizations in a narrow sense. It also provides an opportunity to renew relationships with existing international organizations in relation to more substantial matters.

(d) **Establish a relationship to the current international themes:** The current theme, reflecting the crisis of the times, is that of "sustainable development". The information collected casts new light on this complex of issues and the search for new approaches to it. The second volume on human
potential is a deliberate attempt to step outside the narrow western approach, thus responding to the themes of the United Nations Decade for Cultural Development.

(e) Develop the technical aspects of the information system: On each previous occasion when the Encyclopedia has been produced it has been used to test the development of new software approaches which are of immediate value to the basic work on organizations. On this occasion this is most perceptible in the developments to indexing and retrieval, in editorial aids such spell-checking, and in the in-house desk-top methods through which introductory pages are produced.

Sample book reviews of the Encyclopedia are given in Annex 9.

C. WHO'S WHO SERIES

After lengthy negotiations with Saur throughout 1989, agreement was finally reached on the production of two major new publications:

1. Who's Who in International Organizations: This was completed on schedule late in 1991 but only published by Saur in February 1992. It consists of 3 volumes in a "readable" typeface (see Annex 9)

2. Who's Who in Religion: This was originally scheduled for completion and publication at the end of 1992. Although the publication was initiated at Saur's request, it was discovered by Saur (after the main editorial work had been completed) that a Who's Who in religion already existed in a 3rd edition, published by Marquis (a company in the same group as Saur). Saur requested that the project be abandoned in April 1992 and provision was made to compensate UIA. Discussions continue on ways of making use of the work done in alternative projects, notably a Who's Who in Planet Care. In August 1992 Saur indicated that the coverage of the Marquis product was 97 per cent North American and raised the possibility of continuing the project under its original concept. The difficulty is that the principal editor has since left the UIA. (see Annex 10)

D. 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.

E. OTHER PUBLICATIONS

1. Transnational Associations

The report on the editorial and publishing aspects of this periodical is provided separately. Consideration continues to be given to the possibility
of making greater use of the computer system in the preparation of this publication. Current developments for the Encyclopedia are demonstrating the practicality of this.

2. Guides to International Organization series, and mini-directories

(a) 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.

(b) Mini-directories: The first of these was produced for UNESCO in January 1987 as a "Provisional Directory of International Nongovernmental Organizations in Official Relationship 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 would 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.

Mini-directories in the period 1991-1992 for UNESCO have included:

Further Information on International Non-Governmental Organizations (NGOs) for which Subventions are Proposed for 1992-1993.

This directory was produced in French as well as English editions and drew on the last French language edition of the Yearbook (1980) as well as translations of current descriptions.

Other related work included information on Africa/Latin America activity of UNESCO-related NGOs, including tables by country and by subject areas of activity similar to those produced for Volumes 2 and 3 of the Yearbook. This is currently being extended to include addresses of national members in Africa of organizations having consultative status with UNESCO. Discussions are underway for information on Asia/Pacific/Arab countries activity.

The mini-directory approach remains one to which the UIA is committed but increasingly as an in-house exercise independent of Saur. As noted above, some 240 distinct mini-directories are effectively produced each year as a means of communicating with major groupings of international organizations.

3. International Association Statutes Series

Editorial work was completed on the first volume of this new series in January 1988, and the publication was available in March 1988. No further publication is planned for the immediate future. Any such publication is dependent on the use that the UIA is able to make of two new technologies, namely optical scanners (to reduce the cost of input) and compact disk (to avoid the cost of publication by associating the production with some other UIA products on CD-ROM). Both these opportunities continue to evolve very rapidly.

4. Research-related publications

These are discussed in a separate part of this report (see Part VI).
REPORT OF INFORMATION / RESEARCH DEVELOPMENTS

PART II - PUBLISHING AND MARKETING

Revised for the General Assembly, 8th October 1992

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B. Pattern of sales

C. Marketing

Addendum: UIA Information/Publishing/Marketing issues

1. Challenges
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4. UIA Costs and income
5. Remedial initiatives / New products / Repackaging
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). Reed is the third largest publisher of English language books worldwide. 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 complexities of the contractual arrangements for the various publications published through Saur have been clarified under a contract (a 'General Agreement'), signed in June 1987, which covers all publications, with separate annexes covering each publication, as follows:

- Annex 1: Yearbook of International Organizations (vols 1, 2, 3): 1 July 1987, for 3 years
- Annex 2: International Congress Calendar: 1 July 1987, for 3 years
- Annex 3: Encyclopedia of World Problems and Human Potential: 1 July 1987, for 2 editions
- Annex 4: Guides to International Organization: 1 July 1987, to cover past royalty payments (effectively completed)
- Annex 5: International Association Statutes Series: 1 July 1987, for one volume
- Annex 6: Subject Guides to International Organization: 1 July 1987 (which would now have to be renegotiated if such a publication were ever produced)
- Annex 8: Who's Who in Religion: 1 March 1990, for one volume

Of these: the Calendar (2) contract has now been abandoned since UIA is the publisher and Saur a distributor only; the Guides (4) is no longer active; the Subject Guides (6) has never been activated. The Yearbook contract (1) is automatically renewed every 3 years.

As has been noted before, 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, especially in the light of the current economic context of recession and cutbacks to library budgets.

New contracts will be negotiated for any CD/ROM products (also discussed in Part IV).
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 3-volume annual basis. In particular sales in North America of the 1989/90 edition are considered a marked improvement as the new marketing structure resulting from the link with Bowker takes force. 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 (he claims), even though he has many other publications on his list.

There is continuing concern with the impact of Gale Research Company's Encyclopedia of Associations. 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. 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. The totality of the Gale association volumes has appeared on CD-ROM -- a further stimulus to Saur in this area, but tempered by the fact that Gale withdrew the product because it was unprofitable.

It is vital that UIA remain sensitive to the rapidly evolving situation in the publishing world in terms of its impact on the saleability of UIA publications -- especially the Yearbook. We are fortunate that Saur shares much of this motivation and has superior marketing capacity at its disposal.

The issue for the UIA is to find ways of making its information products available to sectors which Saur considers unprofitable, especially when there is the possibility of doing so on a cost-plus basis to ensure that the information gets into the hands of those who cannot afford it at Saur prices.

2. Who's Who in International Organizations

It is too early to make any final evaluation of the sales of this publication. Both UIA and Saur are however satisfied with sales to date. One problem has however been the failure of some early subscribers to fulfill their commitment to buy made at the time when they supplied details on themselves for the book.

3. Encyclopedia

The sales pattern of the 1986 Encyclopedia was viewed as surprisingly satisfactory. Saur is particularly surprised that reviews continued to appear 2 years after publication (see Annex 8). 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. Nevertheless it has been Saur, not an international organization or a foundation, which has assisted
the UIA in financing the editorial work on the new edition of the Encyclopedia. This confidence in a world of scarce resources is much to be appreciated.

4. Calendar

This is discussed in a separate report.

5. Transnational Associations

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, although the full impact of the marketing strength of the Bowker system in North America remains to be seen. 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 theirselves apparent.

In 1991, following the intervention of Theodor Dimitrov (Member of the UIA), arrangements were made with the UN Sales Office in Geneva (M. Piguet) for the Yearbook to be distributed through the UN sales channels. This is a partial response to the problem of "coordination" purchases of the Yearbook by the UN. Given the separation of functions between Geneva and New York, it is unclear to what extent this solves the problem through UN New York. In principle, the Yearbook should also then be listed in the UN sales catalogue or be advertised through UN channels. In practice it remains unclear whether this whole arrangement is totally beneficial to the UIA, although Saur expresses satisfaction at the arrangement. It remains unclear whether this agreement leads to the Yearbook being displayed by the UN Sales Office in Geneva as was originally implied.

2. Via UIA

One of the contractual loopholes opened as the result of Saur's requirement that monthly payments be reduced (in 1987) 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. This opportunity has not been adequately exploited by the UIA.

It is important that the UIA actively explore the opportunity of marketing mini-directories now that the new computer system facilitates their production.

In the case of bulk sales coordinated by UIA (eg to the UN or to "developing countries"), 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 are increasingly positive
especially although the marketing efforts are not especially intensive. It is
in the interest of the UIA to develop these, especially for the Encyclopedia,
where UIA contacts are better or can be more flexibly handled.

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 raised many questions and
possibilities which have been discussed, but UNESCO has had its own problems
over the past two years and it seems unlikely that any concrete agreement
could usefully emerge. 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 UIA 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. In fact the
publications can be ordered through the bookshop but are not "on display" (as
originally envisaged), thus depriving the UIA of useful exposure. There seems
to be a significant difference in attitude between the Director-General's
office and that of the service responsible.

Following an earlier exercise with surplus copies of the Yearbook, an
arrangement was made via Saur at the request of the office of Georges
Malempré (at that time Chief of UNESCO Division of International
Nongovernmental Organizations and Foundations), to distribute complimentary
copies of the Yearbook (Vol. 1) to participants at a UNESCO-sponsored Latin
American Conference of NGOs in March 1990. At Saur’s insistence, the books
were shipped directly to avoid extensive redistribution amongst UNESCO
offices in Paris.

4. Clarification of marketing/production arrangements

This whole question has been the subject of an exchange of memos with Saur
(in July 1992) with the UIA position indicated in the Addendum to this
document.

5. Future marketing/production arrangements

Based on this experience with the Calendar, the question remains as to
whether it would be appropriate for the UIA to once again publish the
Yearbook series itself, using commercial funding sources to finance the
production cycle (see Annex 7). However it is unclear that UIA is equipped to
handle the level of risk associated with this approach, especially in the
complex economic circumstances which prevail, and those which may be on the
horizon.

It is vital to be aware that although the current system appears sound, no
system provides an ironclad guarantee. Should the
Saur/Bowker/Reed/Butterworth complex face straightened circumstances, the UIA remains very vulnerable under the present arrangements.

6. Marketing study

To get an outsider's professional viewpoint on the issues raised above and in the Addendum, a small market study was commissioned in mid-1992.

7. UIA-based marketing personnel

As has been recognized in the past, the UIA needs to have a staff member whose prime responsibility is to cultivate marketing opportunities. Many of the issues raised in the Addendum and in the marketing study could be dealt with in a more healthy manner through such a person.

A staff member engaged for this purpose in 1990 proved unsuitable and was diverted onto editorial and production tasks. The possibility of a portion of such a position being financed by Saur is currently under discussion.
ADDENDUM

UIA INFORMATION/PUBLISHING/MARKETING ISSUES July 1992

This note is an effort to clarify the issues faced by UIA and SAUR, whether separately or together, in dealing with the opportunities and constraints of making available information produced by UIA. It follows many exchanges of memos on specific points which have often been difficult to resolve satisfactorily.

It is important to recognize that these issues have been confronted and dealt with in a spirit of partnership, whether or not fault could be usefully apportioned.

The challenge at this time is to articulate a new vision of the way in which the opportunities of the UIA information can be fruitfully exploited to the benefit of UIA, SAUR and especially users (as the ultimate arbiters of the success of the initiatives taken).

Our concern is that we (UIA and SAUR) have collectively resigned ourselves to become victims of the evolution of the market without responding more actively to the emerging possibilities in a period where it is dangerous to be complacent. We have good products, but if they are unknown to many and too costly for many others, then we are building up a threat to which we do not have an adequate strategic response.

Perhaps the question to be asked is exactly what business the UIA is in, whether independently or in collaboration with SAUR. And what kind of market niche is it intending to occupy over the years to come in a rapidly evolving information economy.

1. CHALLENGES

1.1 Market restrictions: The UIA/SAUR products are currently exposed to the effects of recession in the booktrade and the dramatic cuts in library budgets. This occurs at a time when competing producers are endeavouring to produce new products, some of which may be based on newer technologies.

1.2 Progressive erosion of income from publications: Largely because of the previous points, both SAUR and UIA are exposed to a progressive reduction of income. This is due to rising costs (salaries, inflation, etc) and the need to avoid increasing sales prices (market resistance, library budgets, competing products). The effects of this are presumably more noticeable at UIA where they have a direct restrictive influence on salaries and thus ultimately on job satisfaction, quality of personnel and editorial continuity. This then affects the range of new products that UIA could produce with the available personnel.

1.3 Developments in user needs: It is clear that a number of factors are contributing to a rapid, if not dramatic, development in user needs.

(a) Larger quantities of information: Many memos have been exchanged concerning the increasing quantities of information which the UIA products are obliged to cover in order to fulfil its mandate and publication claims to be "comprehensive" and thus distinct from the more "limited" competition.

(b) Higher quality information: A distinction can of course be made between users primarily interested in name/address information and those more interested in in-depth coverage. UIA considers that its policy of progressive editorial improvement in the quality of coverage of organizations to be the correct one -- and often the only factor distinguishing its products from those of competitors. The UIA has a vested interest in pushing the quality of information on international organizations to higher standards. A key question remains as to how many users appreciate this fact and this may remain unanswerable.
(c) Need for low-cost products: Despite the cost implications of the previous points, there is a marked need for low-cost information on international organizations. Ironically this need is not that of the commercial sector which is relatively insensitive to price but rather that of the non-profit sector actually described in the UIA products. The inability of the UIA to respond more creatively to these needs causes potential users to turn to, or to develop, other sources.

(d) More sophisticated access: It is clear that the rapid evolution in information technology is encouraging other information products and forms of access, notably name/address and profile databases, often subsidized by sectoral interests. Some of these products are already available on floppy diskettes. It is only a matter of time before they are available on hypercard stacks and eraseable optical disk.

1.4 Market segmentation: The segmentation of the market for UIA information products remains unclear despite a number of efforts at clarification. The key question is what products could be distributed outside the core library markets. The situation may be summarized as follows:

(a) Institutional library market: This is the core market for SAUR publications. With the cut-backs in state subsidized budgets, it is also a market which is to some degree at risk.

(b) Specialized library market: This market, which includes research institutes and corporate libraries, is one which is less at risk but is often more difficult to penetrate.

(c) Travel industry: This market, cultivated by the UIA because of its long-standing relationships to the conference industry, continues to flourish but is subject to other forms of competition, notably with regard to meeting information.

(d) International agency market: This includes an extensive range of bodies concerned with development, relief or other programmes. It may include, for example, translation departments of intergovernmental agencies. These bodies are often themselves described in the UIA information. Other than some governmental agencies (subject to the same constraints as the institutional market) and some foundations, these bodies tend to have restricted budgets or are very sensitive to the price paid for information.

(e) Government departments and embassies: These bodies constitute an important, if relatively limited, market which can be largely unaffected by budget restrictions.

(f) "Peripheral" markets: Whilst the above categories are all reasonably well-defined, there is a wide range of other individuals and groups interested in UIA information. It may be readily argued that this category should be considered as secondary users who should best exploit the information through libraries receiving the publications.

1.5 Lack of awareness of UIA/SAUR products: The UIA repeatedly receives feedback to the effect that its publications are "not known" amongst categories of people who are potential purchasers and express regret at not having known of them before. These may be considered as part of the peripheral market. Clearly if the products are not known, then such potential users cannot place pressure on their libraries to obtain the publications.

1.6 Emergence of competing publications: Many memos have been exchanged concerning the real or potential threat of the emergence of competing publications. They fall into two categories:

(a) General: There are a number of general directories which cover a significant percentage of the organizations documented by the UIA. Some are actively pursuing an editorial "catch up" policy with respect to coverage and quality of entry. New publications are periodically proposed (eg
intergovernmental organizations).

(b) Specialized: There are large numbers of specialized directories, many of which are produced on a once-off basis, possibly extensively subsidized. The Hans Zell Guide to African International Organizations (produced by SAUR) is an interesting example of direct competition within the REED group (see below).

2. MARKETING PHILOSOPHY

2.1 Library market emphasis: The skill of SAUR has been to position its products well within the market for international reference books, especially the institutional libraries. The behaviour of this market is well-known and the means of communication with it have been carefully developed. It is however a relatively fixed market which, as noted above, is currently subject to severe budgetary restrictions, whilst at the same time being exposed to competing products.

2.2 List marketing: Librarians are busy people exposed to an ever-increasing range of products on which they must pass judgement. Publishers can cut costs by marketing groups of publications rather than single volumes. Part of the skill of publishers in communicating with librarians is to offer them a catalogue of products from a known supplier, in this case SAUR. Specific publications thus form part of a checklist of a range of products, although attention may be drawn to particular products by the use of inserted leaflets. Much of the marketing expertise therefore goes into the design of such collective marketing tools and their targeted dispatch, bearing in mind the increasing constraints of postage costs.

2.3 Sales vs Marketing orientation:

(a) List management: As a consequence of the previous point, marketing largely becomes a question of list management. It is clear that publishers must increasingly ask themselves to what extent it is cost-effective to devote the high costs of marketing skills to particular products for any length of time. In this sense the days when a commercial representative could afford to focus his efforts on a limited range of publications are long gone. The consequence is that marketing by large corporations has become insensitive to niche possibilities. It is not considered cost effective for a person to be employed on a daily basis to follow up isolated opportunities for the sale of a limited range of products -- but is this really the case with the high-priced UIA/SAUR products?

(b) Minimum stocks: It might be expected that the central sales points would hold copies of books for inspection by casual buyers. However, in order to reduce costs, it seems to be the policy to respond to such requests with the phrase "its on order" or "we can order it for you". Whilst this may be an excellent way to reduce inventories it can also discourage interest and lengthen the time taken for clients to receive publications. Where copies are available for inspection, it seems to be the policy to use damaged/returned copies which does not create a very positive impression.

(c) Minimum information: Contact persons at sales offices may have no knowledge of individual publications precisely because they are list-oriented not publication-oriented. Information leaflets on publications may also be not available. Since such contact persons are in a "sales mode", they tend to develop an attitude which callers interpret as "if you really insist, I'll sell it to you, but don't bother me with questions". This can also be quite discouraging to telephone enquiries.

(d) Advertising: There is a tradition of not advertising SAUR products other than in certain key reference book journals. It has been decided that other forms of advertising are not cost-effective. The question should still be raised whether there is not a case for advertising in lower cost publications to attract the interest of the peripheral market so that they place pressure on the institutional buyers. It should not be forgotten that there are many wealthy individuals quite capable of purchasing some UIA products. It is strange that such opportunities are not explored.
2.4 **Uncoordinated marketing strategy:** The market for international reference books is clearly international and is subject to the constraints of multinational corporate organization with regional responsibilities and specific lines of communication. The problem of communication is complicated by recent consolidations in the book publishing world in which small publishing houses now form distinct departments within larger groupings. Efforts to preserve the identity of these smaller groups counteract any tendencies to benefit from such consolidation on the marketing side. In the case of SAUR publications the consequences, within the REED group, may be seen in such examples as the following:

(a) **Brochure preparation:** Recent years have seen a variety of approaches to preparation of leaflets on UIA publications. In some cases Munich and New York have engaged in quite independent dialogues with UIA concerning the content of quite separate brochures on the same publications. One justification for this is that the different markets call for differently designed products.

(b) **Exhibition booths:** In the case of the recent Earth Summit in Rio during which some 300,000 visitors to some 600 stands were expected from all parts of the world, Butterworth-Heinemann took a stand for its environmental publications. Chapman Hall took part of the stand and Bowker another part. No effort had been made to determine whether SAUR publications (distributed by Bowker-Saur and by Butterworth) should be displayed. This meant that the UIA Encyclopedia was not on display, nor were leaflets available, despite the relevance of the publication to the theme of the event. It is not clear that anyone was “responsible” for this lack of coordination.

(c) **Books in Print:** This Bowker publication appears to list competing Gale products more richly than those of SAUR, and notably UIA, products. Who is responsible for the richness of intelligent wording in such important tools? Does Gale have someone who follows up on such opportunities in a manner more systematic than that of the Reed group? Who is responsible for asking such questions and ensuring that they are answered?

(d) **Sales price and markup policy:** The recent incident in which it was discovered, by chance, that the Encyclopedia was being sold out of the UK at 400 pounds compared to the 415 dollar price out of the USA and another price out of Munich, raises many questions concerning coordination. What is more surprising is that this was considered quite unremarkable.

(e) **Review copies:** The whole approach to review copies calls for new thinking. On the one hand there is the uncritical distribution of review copies to a core list, on the other hand there is little effort to detect new opportunities for review. Although Munich, London and New York have been relatively open to allocation of “urgent” review copies, there remains doubt as to the legitimacy of such requests, especially when they have to be set against a sales budget.

(f) "**Review copies** vs **Lost sales:** Placement copies of certain publications can have important long-term multiplier effects. However it remains difficult to strike a useful balance given the investment such placement represents. There has been a continuing difficulty over drawing a distinction between "placement" or review copies as opposed to "lost sales". The obvious question is whether the cost of a placement copy is justified by the sales that it generates. As with any advertising this is very difficult to establish. Relevant questions are, does the placement approach generate sales:

-- within the same milieu?
-- within the same continental marketing area?
-- for the same publication, or for sister publications?
-- within the same time frame, or at a later time?
-- through political pressure (eg UNESCO, UN)?
-- by encouraging sympathetic reviews?

(g) **Production of competing publications:** Hans Zell (a Saur-Verlag and Bowker-Saur imprint)
2.5 High cost of UIA information products: In the above context it is considered appropriate by SAUR to sell the UIA products at the highest price that the core market will bear. Clearly there are indeed strong arguments to focus marketing efforts. Profitability would seem to lie in maximizing price and reducing marketing costs and then allowing sales to take care of themselves. This is of course appropriate to a core market. It remains questionable whether it will always be appropriate where the hope is to broaden the market and where a concern for higher volume sales at lower prices may help to ensure to ensure long-term profitability.

2.6 Special deals:

(a) Sister companies: As a result of the restructuring of SAUR and its sister companies within the framework of the different elements of REED Publishing, a pattern of inter-company sales has emerged whereby Munich sells to London and New York which are then free to markup publications however they please (see above). To casual observation this approach seems specifically designed to by-pass contractual provisions between UIA and SAUR on the argument that UIA has no contractual relations with the sister companies since they no longer have any direct legal relationship to SAUR (Munich). Sister companies are treated for this purpose like bookshops. This logic could be pursued to the point that SAUR (Munich) produces and sells publications at a loss (to sister companies) in order to ensure that REED as a whole makes a larger profit from sales out of sister companies.

(b) United Nations (Geneva): This arrangement through Geneva has been reached after many years of unsatisfactory discussions, whether SAUR-UN or UIA-UN, on the sale of publications. However there remains the suspicion that the UN has done rather well out of this at the expense of direct sales from SAUR (or from UIA) to embassies who are now free to buy at a discount from the UN. It is not clear whether the UN is publicizing the Yearbook in its lists as promised.

(c) Exclusive distributors: It would appear that in certain countries there are booksellers with exclusive contracts with SAUR. Didier in France is an example, where the markup policy practiced seems to be quite absurd (although in line with the new approach practiced by SAUR UK). This would seem to fall into a pattern with the sister company policy. Namely the effective sales price far exceeds the Munich list price on which the contractual relationship with the UIA is based.

(d) UIA Marketing: Few of the above problems are new. Previous discussions have led to a situation in which UIA is free to engage in marketing activities on its own account, purchasing in bulk from SAUR. Historically this arose from the UIA's special relationship to users in the Belgium market, notably embassies. It also developed as a consequence of UIA's activities in mailing to a wide range of contacts around the world. The argument made is that almost all of these contacts will not necessarily purchase the high-cost publications, especially directly from the UIA, they are often disposed to mention or review such publications in their own newsletters. This serves to increase the visibility of the publications and to provoke sales in unexpected places.

It is clear that, for lack of resources, the UIA has not focussed in a systematic manner on marketing issues. Even efforts following each new publication have been sporadic compared with approaches taken in the past. This is especially regrettable with respect to regular clients -- notably in comparison to the volume of publicity material received from Gale.

(e) UIA Marketing (UNESCO): With the same difficulty as in the case of the UN, the UIA has reached an agreement whereby UNESCO sells UIA publications at a discount. As with the UN arrangement, it is not at all clear whether this is of any financial advantage to the UIA. UNESCO, presumably like the UN in Geneva, has not been able to find a formula permitting it to display the publications for the many people passing through. Sales would therefore be to those who know of the
publications and who would otherwise have purchased through other channels. This formula must therefore be seen as part of a larger political arrangement with longer term benefits for the viability of these publications.

3. COMMUNICATION PROBLEMS

3.1 UIA - SAUR Production: Communication of this kind has proved excellent over the years. All issues are handled without ambiguity, even in the event of delays and disasters.

3.2 UIA - SAUR Marketing (Munich): Given some of the ambiguity in the responsibilities, otherwise good relations are rendered problematic on issues where the responsibility lies in a sister company, at least in part. It is clearly difficulty for UIA concerns to be channelled through Munich, when there are other difficulties governing Munich's relations with sister companies.

3.3 UIA - SAUR Marketing (London): There is no regular communication with London and the scope of their activities with respect to UIA publications is not known. It was by chance that it was discovered that they were selling the Encyclopedia at the 400 pound price, although they had none in stock.

3.4 UIA - SAUR Marketing (Paris): Although "Paris" has always appeared on the title pages of all UIA/SAUR publications, the only awareness that UIA has of operations in France is the special relationship with Didier.

3.5 UIA - SAUR Marketing (New York): There is an occasional exchange of memos and requests. On purely technical issues (drafting leaflets, dispatch of review copies, express dispatch of sets of leaflets to conferences) this has worked well. The UIA has responded to requests for changes of format initiated by New York. On the more general marketing level there have been a number of communication difficulties. The current approach is to design around them rather than to endeavour to deal with them.

3.6 SAUR - SAUR Communications: It is clear that a number of the difficulties experienced by the UIA are conditioned by a background of difficulties in communications between sister companies. With the various restructurings within REED, lines of responsibility have shifted to such a degree that it is clearly difficult to coordinate even on relatively unproblematic matters. From a UIA perspective, the many restructurings make it difficult to know, at any one time, to whom to talk to about what, and who is in fact responsible for different marketing decisions. At this point, for example, although we have been informed of the new fax number in New York, we do not have an address for "Reed Reference".

3.7 UIA/SAUR - Users: Feedback from users, as a guide to the design of publications, is basically on a case-by-case basis. Phone calls, remarks from colleagues, covering letters to returned proofs from international organizations, are an indication of the range. An attempt was made with the 1991 edition of the Yearbook to obtain feedback by questionnaire. The difficulty with such feedback is to know to what degree it is representative of what segment of the market. There is always a danger of making changes which fail to meet the needs of the "silent majority".

3.8 UIA - REED: There is no provision for communication between UIA and "REED" because the contractual relationships are with SAUR (Munich). As implied above, the difficulty is that decisions are made through REED policies that effect UIA in locations other than Munich. In a real sense UIA vulnerability has increased without any compensatory procedures. Although UIA publications are now "protected" to a far greater degree in the wider REED context, they are also subject to financial decisions which may have nothing to do with UIA or SAUR. SAUR could be the subject of merger/takeover restructurings with direct and rapid consequences for UIA. The increasing role of REED policies could therefore completely undermine the relationship with SAUR (Munich) which over the years has been developed through individuals who may move to other functions.
4. UIA COSTS AND INCOME

As noted above, UIA is under financial pressure as a result of the inflationary/recessionary period and the related need to limit the increase in sales prices. Over the same period, with the increase in its data processing capacity and skills, certain production phases previously sub-contracted (by SAUR) to Computaprint have been taken over by the UIA.

It is to be regretted that the incident with regard to Encyclopedia pricing pointed to a technique used by REED to effectively increase sales prices whilst SAUR was able to continue to use the argument that the market could not tolerate price increases. A distinction can usefully be made between the USA and the UK-based market. Because of the importance of sales in the USA market, efforts are indeed made to keep the price down. In the case of the UK market, the approach seems to have been that because the publication was considered marginal, and little marketing effort would be devoted to it, any price would do. If clients emerged then copies would be ordered from Munich.

These different problems suggest that the original UIA/SAUR contract could possibly be reviewed. Whereas the original contract specified that sales prices would be fixed in consultation with UIA, it is clear that a new situation has now developed in which UIA is not even informed of the effective sales price. "Editorial costs" now include those provided by contract (and which have remained unchanged since they are linked to the Munich list price) and those invoiced as special production costs.

5. REMEDIAL INITIATIVES / NEW PRODUCTS / REPACKAGING

The purpose of this note is to explore the possibility of articulating a more positive vision of the dissemination of UIA information products. It is not just a question of new products or short-term "fixes" but rather of recognizing a more healthy context in which a variety of user needs are met. Clearly at one level UIA is acting purely as a producer and SAUR as publisher although economic viability is fundamental to both. It is however well-recognized within the publishing industry that for long-term mutual benefit, the producer-publisher relationship needs to be carefully cultivated as a guarantee of sustainable productivity. It is also recognized that this is increasingly difficult to manage when the publisher becomes part of larger groupings which need to review policies and practices and may well have short-term decision cycles which are necessarily insensitive (or even indifferent) to the longer-term dimensions of the relationship.

5.1 UIA/SAUR Objectives: There is an overlap in UIA/SAUR objectives. These can be defined in terms of provision of information on international organizations (and related concerns) so as to continuously improve the quality of access to such information by wider sections of the public. This involves taking advantage of new software and hardware techniques as these become economically attractive to particular market segments. "Access" in this context should be considered not only in terms of how UIA supplies data to users but also in terms of users can feedback information to improve the quality of the data.

5.2 CD-ROM: This has been the focus of discussion for a number of years because of the opportunity it represents in the library market. Specific points of concern are:

(a) Added value: This is the challenge of moving beyond the Yearbook, narrowly defined, to include related database files.

(b) Track marketing: This is the challenge of opening up markets for specific segments of the data by selling portions of the data on a single CD-ROM product.

(c) French: This is a particular challenge because of the political interest of the French-speaking
countries. It can be considered both in terms of added value and of track marketing. It is important as a means of creating entries and visibility in new markets.

5.3 Facilitating access by low-resource users: This is a long-standing dilemma for the UIA, given that the organizations it documents (and those they are most interested in publicizing their activities to) tend to operate on relatively limited budgets. Such users are often those most motivated to enter into a "feedback relationship" with the UIA to ensure rapidly improvements to the quality of the data. Consideration could usefully be given to:

(a) Low-cost copies: The possibilities of extended print-runs for special categories has been discussed, including paperback versions. This is primarily an administrative problem. The analogous possibility with respect to CD-ROM disks, or other magnetic media should also be considered.

(b) Excess copies: The possibility of UIA distributing copies from excessive stocks of outdated publications (rather than destroying them) has been approved in principle. There have been two problems in practice: (i) locating addresses which are significant but which are quite unlikely to purchase copies (notably in developing countries); (ii) the administrative/financial problem of arranging for despatch of these copies from Germany rather than shipping them first to Brussels.

5.4 Specialized directories: This theme has been discussed on many occasions following the initial experiment with the Guides series. Despite the legitimate reasons for abandoning the Guides series, the need for specialized directories remains and is increasingly met by other publishers. For example Blackwells is producing a 100-page Directory of European Environmental Organizations, selling in Brussels at about US$95. And Hans Zell (a Saur-Verlag and Bowker-Saur imprint) is producing a 300-page Guide to African International Organizations based on Yearbook information.

(a) Directory of European Associations/Organizations: This remains an interesting publication which will be produced by somebody if UIA does not meet the need, if only on CD-ROM.

(b) Medical, Agriculture, Sport, etc: The many discussions around these have always ended with the argument concerning selection and risk in unknown and unpredictable markets. This is the advantage of the CD-ROM track marketing technique.

(c) Mini-directories: As part of its information collection procedures the UIA each year continues to produce and despatch (free of charge) single copies of some 200 organization groupings in order to provoke interest in mini-directories. But the marketing initiative on the UIA side has not followed up on the very modest interest in such small, low-cost publications. On the other hand directories of UNESCO organizations have been produced annually (in English and in French) by a process which allows UNESCO to build up its own database. Much more could be done on this front. The value for SAUR is that it increases awareness of the larger product.

5.5 Other publications: These may be discussed under a number of headings:

(a) International Congress Calendar: This is now published by UIA and partially distributed by SAUR.

(b) Encyclopedia of World Problems and Human Potential: Reviews continue to be published on this 1991 publication but it is unclear when preparations should start for a fourth edition, if at all. It is possible that a fourth edition could be limited to a CD-ROM version (with the Yearbook) thus changing the publication costs.

(c) Whos Who in International Organizations: The first edition has been successfully published in 1992 but as yet it is unclear when plans should be made for a second edition, if required.
(d) Other Whos Whos: The volume on "religious organizations" had to be abandoned because of a competing product in its third edition. Other proposals have been made but only after the editorial team was broken up. It is questionable whether it should be reactivated for publications which are not central to UIA interests.

(e) Other products: The possibility of other products has been evoked in many memos. Graphic products have been considered as well as products whose costs could be reduced by using scanned input. Extending classic UIA coverage to names/addresses of national organizations that are members of international organizations has also been considered.

5.6 Repackaging/Off-prints: The UIA can usefully explore the value of repackaging some of the material in existing publications. For example, one reviewer pointed to the value of publishing the introductory material of the Encyclopedia as a separate publication. Off-prints of portions of the introduction have been used as part of the UIA marketing of that volume. The use of such small volumes is to penetrate to new markets and draw potential users towards the more expensive/larger products.

5.7 Retail sales opportunities: It is a continuing source of concern to see specialized publications with UIA-type data available from other publishers (notably Longmans) through retail outlets. It is unclear, given the range of REED publications, why more attention and expertise could not be devoted to exploring this possibility.

5.8 Evolving information technologies: It is clear that many creative technical approaches are being taken to the challenges of international, low-cost, access to information. At the same time there is an even more rapid evolution of higher-cost systems. The kinds of data processed by the UIA overlap areas of interest of information systems oriented to: the travel industry, academic exchanges, library networks, educational and distance learning networks, and commercial data services. In the relatively near future, the UIA data will either be produced for such systems or be faced with direct competition from such systems.

It is clear that CD-ROM is already being overtaken by more imaginative uses of data which may include imagery and soundtracks. The relevance of the "visualization" dimension has been discussed and gave rise to the "Atlas" proposal. Clearly for educational purposes at least, users would have much greater preference for this type of product than for the classic CD-ROM data. The question is what is to be done about this opportunity and when?

UIA and SAUR are in danger of continuing to believe that the tremendous developments in information networks and online databases will have no effect on production and distribution of information in the relatively immediate future. Such developments may well place UIA products at risk. More user-friendly databases are already in operation where the delay between change of data and rendering it accessible is now much below that of annual publication cycles.

A greater understanding of the wider context for the development of UIA/SAUR products is required, however much it is possible to stress the pragmatic features of current approaches.

5.9 Distinguishing UIA and SAUR interests: Despite the overlap in UIA and SAUR interests, it is important to distinguish several categories of UIA products for which this overlap (or lack of it) may raise questions. These include products which UIA might produce:

(a) which are of no interest to SAUR whatsoever (whether or not there is a distribution agreement, as with the Calendar)
(b) which are not considered interesting by SAUR (or any threat to existing markets) and which may therefore be produced by UIA or in collaboration with other bodies or publishers
(c) which are considered interesting by SAUR but not financially viable so that any production by UIA or in collaboration with other bodies is perceived as eroding, to some degree, the market for existing UIA/SAUR publications.
(d) SAUR opposed because of direct threat to existing publications

It could be more fruitful to recognize a complementarity between UIA and SAUR interests, whether or not specific publications can be considered as eroding the impact of one or other publication.
REPORT OF INFORMATION / RESEARCH DEVELOPMENTS

PART III - IN-HOUSE COMPUTER SYSTEM

Revised for the General Assembly, 8th October 1992

Contents
A. Current hardware situation
B. Current software situation
C. Usage of the system
D. Adaptation of working methods
E. Future developments
F. Future difficulties
A. CURRENT HARDWARE SITUATION

1. Hardware elements

The system currently consists of the following elements:

(a) **Micro-computers:**
   
   Server: 1 Compaq 386/20E (4 MB)
   
   Administ.: 2 AT clone (CD/NL)
   
   Editorial: 8 AT clones (min. 640k, some with 80287)
   
   1 386 clone (JN)
   
   2 AT clones (GD/PG)
   
   Backups/batch: 1 AT Novell (4 MB)
   
   1 386 clone (with 216 MB hard disks) (AD)
   
   2 AT clones (TR/JJ)
   
   1 PC clone (1 for tape streamer)
   
   Printer stations: 2 AT clones (640 K)
   
   UIA/FAIB/IAPCO: 1 PC (640K)
   
   FAIB: 1 AT (640K)
   
   IAPCO: 1 AT (640 K, 40 MB)
   
   Off-line: 1 PC Ericcson (640 K)
   
   1 PC clone for CD/ROM
   
   1 XT clone with hard disk
   
   Obsolete?: 5 PC (640 K), replaced by ATs

   Major recent hardware investments have been replacement (and expansion) of

   Filters are used on all personal workstations. Workstations have no hard
   disks and usually only a single floppy drive.

   The progressive switch of workstations from PC to AT has been more than
   justified by the improved performance, whether during normal work or in batch
   mode. Some batch applications are now being done in a third of the time.
   There is still concern to phase out the remaining PCs for those who must work
   regularly with them.

(b) **Main memory:** 7 LAN hard disk drives, totalling 763 MB (763 million
   characters).

(c) **Backup units:** 1 Thorn EMI streamer tape unit for backups and transfer of
   tapes to Computaprint (London) for photocomposition; 1 Emerald 120 MB
   cartridge tape unit for routine backups. The latter machine was acquired in
   March 1990 as a low-cost interim replacement in anticipation of a more
   appropriate device at a subsequent date.

(d) **Printers:** 3 Hewlett Packard LaserJets (HP1, HP3, HP4); 1 HP Thinkjet, 1
   OKI, 1 Brother M1409, 4 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)

(f) **Compact disk reader:** This machine (donated by K G Saur Verlag) was
   installed in 1989 to facilitate development of the CD/ROM programme. This is
currently being used to search Books In Print for the Encyclopedia.
2. Improvements to the network and network security

Although there have been a reasonably acceptable number of "failures" of the system, these have been "managed" fairly successfully. Each such failure makes clear the dependence of staff on the effective functioning of the network for their daily work. Such failures raise questions as to the appropriate level of network security -- given that it would be financially unreasonable to aim for total security, even if that were possible.

In a rapidly evolving technological environment, it is unfortunately not possible to base a computer system on hardware and software that becomes rated as obsolescent. Certain features must be upgraded in order for spare parts to be available and for software to operate in an error-free mode. Failure to do so exposes the system to criticism by maintenance services who readily use older equipment as an explanation for subtle system failures. A key disk controller card was no longer replaceable in July 1991 in the event of failure.

For the above reasons, a major upgrade of the Novell networking software was undertaken in October 1991. The Novell company donated a 100-user version of their new 3.11 software which would have otherwise been too expensive for the UIA. At the same time, in anticipation of the new alphabetic Yearbook processing and the space requirements for the Whos Who series, the disk capacity was replaced by new disks operating under a SCSI controller -- taking advantage of rapidly descending disk prices. An extra disk was added for internal backups.

Although the system appeared to operate satisfactorily during the editorial cycle through to February 1992, major problems were encountered when the final sorts were undertaken for the production phase of Volume 1 of the Yearbook. Given the nature of the problem, many features of the software and hardware were potentially suspect. Under such circumstances, the company responsible focused on items outside their contractual obligations. Major difficulties were experienced over a period of 6-8 weeks in endeavouring to continue production runs in parallel with efforts to isolate and analyze exactly what was at fault. These difficulties were added to those occasioned by the new alphabetic ordering and the testing required. They were further compounded by chronic weaknesses in the tape hardware through which production data is communicated to London.

The problem finally turned out to be defects on two of the three disk units acquired. The defects were such as only to be detectable under conditions which were rarely tested (even by the suppliers) but nevertheless affected the viability of major sorts. These disk units also took time to replace because the manufacturer had gone bankrupt. The disks were however under guarantee, so there were no direct financial costs to the UIA. A further disk unit was acquired to safeguard against such problems in the future.

Other difficulties encountered have been due to slight incompatibilities of the backup software with the upgraded environment, despite assurances to the contrary. The external backup system remains somewhat unsatisfactory and the possibility of purchasing an eraseable optical disk system is under consideration.

B. CURRENT SOFTWARE SITUATION

The following software is currently in use:
1. Network operating system: Novell Netware 3.11 (100-user), with system fault tolerance (but without disk mirroring or transaction tracing).

2. Text database: Revelation, 22 user network version, upgraded to Advanced Revelation 1.16 in October 1989, with a significant improvement in performance. Version 2.0 has been acquired but not yet implemented, pending further assessment. It is important to recognize that Revelation has now moved onto Version 2.2, and that at some stage it will be necessary to upgrade in order to keep in phase with available software -- whether or not there is any immediate need to do so. The problem of such upgrades is that certain complementary packages (e.g. RWORD and VIEW) will need to be obtained in the upgraded versions as well or else be by-passed.

3. UIA Revelation programs: The total number of Revelation application programs developed by the UIA (whether by consultants or internally) continues to increase. It is appropriate to note that the UIA-developed dictionary, numbering 56,000 words, now permits access to the principal databases via English, French, German, Spanish and transliterated Russian subject categories. This dictionary is also used to spell-check the data (to avoid an impossible proof-reading task). There remains a challenge to complete the integration of the organization and calendar databases through an intermediary file that can provide a profile of meeting series based on one or both sources.

4. Word-processing: R/WRITER (compatible with Revelation) is in regular use. Wordstar (convertible to and from Revelation format) is now only occasionally used. R/LASER has been acquired to permit more sophisticated printing on laser printer. Wordperfect is also being used experimentally for the introductory materials for the Encyclopedia.

5. Accounting: In June 1990 an accounting package, based on Revelation, was installed. This enables UIA to move to a new level of sophistication in handling invoicing from Brussels (in contrast with that handled through the various Saur offices for the majority of publication purchases) and accounting. With respect to accounting, the major benefits will be perceptible in the next complete financial year.

6. 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.

7. Statistics: A sophisticated statistical package (SYSTAT) with extensive graphics capability was obtained (as a result of a contract).

8. Occasional use is made of other packages and a wide range of utilities.

9. Backup software: New backup software (SYTOS) was obtained in October 1991 to remain compatible with the upgraded Novell system.

C. USAGE OF THE SYSTEM

1. Hard disks: The current disk capacity of 763 million characters is used for the following major groups of files:

   (a) Organization entry file (30,745 Mb); index file (2,298 Mb); auxiliary
files (8,143 Mb)
(b) Calendar file (14,540 Mb); index file (4,101 Mb); auxiliary files (2,912 Mb)
(c) World Problems file (13,908 Mb); index file (0,838 Mb); auxiliary files (6,675 Mb)
(d) Human Development file (4,602 Mb); index file (0,240 Mb); auxiliary files (3,881 Mb)
(e) Contacts file (0,319 Mb); index file (0,297 Mb); auxiliary files (0,086 Mb)
(f) Correspondence files (4,338 Mb)
(g) Thesauri (thematic 1,901 Mb; geographical 3,767 Mb)
(h) Reference files (procedures 1,733 Mb; bibliographies 4,510 Mb)
(i) Production files, including intermediary address files (3,825 Mb) and print files (4,189 Mb). Output files vary in size up to 20,000 Mb
(j) Work areas for sorting
(k) Copies of essential files (145,000 Mb)

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 reduced some of the need for such maneuvering and now permits internal copies of major (30mB) files as part of the backup procedure.

2. Work stations: These are fully used by editors during working hours. Machines are seldom "free", although one AT is reserved for batch jobs. Outside office hours, there are often times when several machines are running over-night on production jobs. It is this approach which avoids the need to acquire faster machines for day-time processing of production jobs.

3. Printers:
   (a) Laser printers: These are well used. With the acquisition of a second machine, scheduling difficulties have been reduced.

   (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

Staff use of the system continues to develop as familiarity with procedures improves. 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 on to the network without any intermediate "secretarial" phase. Administrative, mailing,
editorial and accounting operations are now integrated.

Because of the complexities of the many operations involved, the flexibility of the system, and consequently of working methods (as well as the continuing evolution of procedures), 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

(a) Scanner: This possibility continues to be considered as a means of incorporating old UIA texts (notably from Transnational Associations) to permit new publications to be produced.

(b) Eraseable optical disk: This is being considered as an alternative backup and production device, especially in relation to the CD-ROM developments.

(c) CD-ROM: This will develop as a consequence of any agreement with Saur Verlag.

(d) Graphics: 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.

(e) E-mail: 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.

F. FUTURE DIFFICULTIES

The difficulties currently foreseen are as follows:

(a) Responding to the various implications of the CD-ROM developments, whether in terms of work organization, production, or marketing.

(b) With recent investments, the main point of vulnerability is now the backup system. The latest version of this was installed as a temporary measure in anticipation of more appropriate devices which are not coming onto the market. It is hoped to acquire an eraseable optical disk unit to double as a large-capacity backup system and storage device. Exactly how this can best be exploited is related to the proposed CD-ROM development.

(c) Given the proven manner of working, the previous point is intimately related to the question of the constant pressure on disk space. This may be alleviated by the suitable use of eraseable optical disks.

(d) As a consequence of the increase in program sophistication, UIA editors are caught in the same problem as elsewhere, namely that the programs in the memory of each machine make it increasingly difficult to perform complex tasks on large organization entries, or on large numbers of entries, without giving the impression that unnecessary time is being wasted. There remain situations in which people's work rhythm is broken in an unproductive way.
This is not a matter of urgency but rather one of growing with peoples ability to use the computer network effectively. One solution is to fit all machines with 80287 math-coprocessors (as strongly recommended by Revelation in order to speed up program operation). At this point only a few machines have been so fitted. Related to this issue is that some of the older workstations now give evidence of ageing.

(e) The issue of how the UIA network is to be related, or not, to external systems remains under discussion. This is now complicated by the move towards CD-ROM.

(f) From reports in the press, it is clear that it would be naive not to remain extremely vigilant concerning the computer virus problem (which is one reason for being cautious about the previous point).
REPORT OF INFORMATION / RESEARCH DEVELOPMENTS

PART IV - NEW DEVELOPMENTS

Revised for General Assembly, 8th October 1992

Contents
A. Restructuring the Yearbook
B. Compact disk (CD-ROM)
C. French-language Yearbook
D. Who's Who series
E. Directory of national organizations
F. Repackaging of existing information
G. Current explorations in presenting information
H. On-line access
I. Computer conferencing facility
J. Collaboration with ICCA/MMIS
K. Statistical development
A. RESTRUCTURING THE YEARBOOK

This has been discussed in Part I. Plans for further restructuring will await assessment of the current changes and developments in relation to compact disk.

B. COMPACT DISK (CD/ROM)

1. Background

The UIA continues to be faced with requests for direct access to its database. The on-line opportunities for the UIA (see below) 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 however now distributing some major reference works on compact disk and sees this as a necessary new development of the publishing business. This possibility and Saur's interest in it has been noted in this report over several years. It is important to recognize that there has been an initial period of enthusiasm in which a number of those who committed themselves prematurely (including Gale) have had unfortunate experiences. The situation is now much clearer to Saur, although not especially promising. Essentially it is a question of positioning potential products in the CD/ROM market in anticipation of future developments.

Saur is now actively negotiating the means of distributing UIA information in this form. Although the hardware is evolving, as outlined below, libraries and distributors are now committed to the simplest form of optical disk hardware (point (a) below).

The hardware for optical disk storage is now evolving:

(a) The current widely available form (CD/ROM), especially attractive to libraries, 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. The UIA has now abandoned consideration of this possibility.

(c) Eraseable optical disks are now being released onto the market (at a slightly higher price). These will almost certainly prove to be a more attractive proposition than either of the above. It will be some considerable time before they reach the degree of standardization and acceptability of the CD/ROM variety.

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). The costs would be somewhat higher for the eraseable version (possibly 160,000 FB).

Any UIA decision on the matter is complicated by the following factors:

(a) Saur will go ahead with the CD/ROM development and has already loaned/given a CD/ROM unit to the UIA to ensure some familiarity with the possibilities.

(b) It appears very desirable for the UIA to acquire an eraseable disk, if only to resolve backup and disk space problems. This could then be used by the UIA to produce disks for use on other installations similarly equipped.

(c) The fundamental issue of "giving away" the complete UIA database, in one form or another, remains to be addressed.

2. Regional and specialized directories

Given the current transformation of Europe, there is a place for a directory of European organizations produced by the UIA, especially in the light of the emergence of interest by other publishers in producing such a volume. The same may be said for various specialized directories (sport, medicine, development, etc). In the past such proposals have been made for paper versions and SAUR has rejected them for marketing reasons.

Within a CD-ROM environment these become credible as separately marketed segments of a single disk.

3. Current situation

In the period 1991-1992 there have been continuing discussions between SAUR and UIA on the CD-ROM possibility. The principal issues have been

(a) whether the CD-ROM would be limited to the Yearbook or include the Calendar information, etc

(b) whether the French version of the Yearbook (see below) could be included on the same disk

(c) whether portions of the disk could be separately marketed by use of special software "keys"

A first round of discussions, ending mid-1991, was based on proposals from SAUR's Berlin sub-contractor. It became apparent that UIA would derive little benefit from the arrangement. UIA rejected the proposal.

A second round of discussions was then initiated by SAUR through Computaprint (London). This company has been responsible for processing the Yearbook since 1984. In 1986 it became a cousin of SAUR, since both are now part of the REED group. Within REED there is also On-Line Computer Systems (USA) and a group called REED Opti-Ware (London). It is the USA group which has the CD-ROM expertise that is being used by REED Opti-Ware with Computaprint as the interface with UIA. In mid-1992 these discussions also reached a point at which SAUR decided to terminate the project because of the costs.
A third round of discussions has been initiated following the exchange of memos (see Addendum to Part II). It is clear that SAUR and UIA are confronted with a problem for which the CD-ROM provides a solution. The problem relates to the space demands of the data and the marketing demands for specialized and cheaper publications. There is now a commitment by SAUR to produce the CD-ROM in 1993, but the contractual conditions have not yet been discussed. Interweaving through these discussions is the question of the French version of the Yearbook (see below).

C. FRENCH-LANGUAGE YEARBOOK

Within the context of a CD/ROM environment, the "publication" of a French edition of the Yearbook becomes a credible and economically viable possibility. This proposal has been presented to Saur, but is dependent on the evolution of the CD-ROM situation. With the active commitment by Saur to distribute the Yearbook in compact disk format, this opens up a very real possibility for this "publication". In other words a French edition could be produced on compact disk only, provided means are found to fund the editorial/translation work without interfering with other tasks.

The possibility of re-issuing such a French-language version of the Yearbook was mentioned to Monsieur Surbiguet (Chargé des ONGs, Quai d'Orsay) late in 1990 and early in 1991. This led to an invitation to the UIA to make a presentation to representatives of various French government departments in September 1991. This resulted in complex discussions with M. Surbiguet and Mme Gauthier -- rendered further complex by the financial relationship to the French Government's subsidy to the UIA.

The outcome on SAUR's side is that it is indeed possible to put the French version onto CD-ROM with the English. On the French side, the argument it is the UIA's responsibility to find financing to complement the third promised by the French government. Sources indicated are the French-speaking Western countries and the relevant intergovernmental bodies.

The complication for the UIA is that completing the translation of the French (based on the 1980 French version) will take time and will not necessarily mesh with the phasing of the production of the English-material CD-ROM. It is recognized that it would involve a major upheaval in personnel and procedures (especially at the computer level).

D. WHO’S WHO SERIES

As indicated in Part I of this report, several initiatives are under discussion:

1. Who's Who in International Organizations

The first edition was successfully completed early in 1992 (see Annex 9). SAUR is definitely interested in producing a new edition, possibly for 1994. The question is at what stage an editorial group should be assembled to initiate this work.

2. Who's Who in Religion

The first edition work was abandoned in April 1992 when it was 75 per cent finished because of the overlap with a competing publication. Various other ways were explored for using the information (see below). In August 1992 SAUR
discovered that the degree of overlap with the competing publication was not as serious as imagined. The suggestion has been made by SAUR that the project should be restarted. See Annex 10 for discussion of options.

3. Other Who's Whos

In an effort to maintain the momentum of the editorial team, various other Who's Whos were proposed to SAUR. SAUR responded affirmatively to this possibility after the team had been broken up. UIA did not take up the offer.

4. Who's Who in Planet Care

In July 1992, a discussion between UIA, the SAUR production director and Christian de Laet resulted in the formulation of another Who's Who proposal. This was aimed to build on the "international organizations" version and to make use of the "religious" version. It was specifically aimed to be more comprehensive than an existing Who is Who in Service to the Planet Earth produced by Hans Keller (USA). SAUR is now in the process of discussing the possibility of distributing the Keller publication. It has been suggested that UIA or Christian de Laet could "collaborate" with Keller.

E. DIRECTORY OF NATIONAL ORGANIZATIONS

The possibility of producing a directory of national organizations world-wide is a topic which the UIA and SAUR have discussed over the years. There is a clear market interest for such data and the project becomes much more attractive if the data is published on CD-ROM only.

The project is a major logistical challenge for the UIA. It could be handled by focusing on members of international organizations but this is too restrictive for SAUR. Perhaps the most important part of the challenge is the update procedure.

F. REPACKAGING OF EXISTING INFORMATION

1. Database information ("Mini-directories")

It has long been recognized that there is scope for combining segments of existing databases (whether organizations, meetings, problems, etc) into smaller specialized publications. This was explored for the first time in the discontinued Guides Series.

This remains an option to which SAUR is receptive, even with the inclusion of material from his own databases.

In the form of mini-directories, this option is already exploited on a regular basis (see Part I).

2. Transnational Associations texts

Many journals repackage articles from back issues into specialized publications. The UIA has nearly 40 years of texts to draw upon, as well has the earlier articles from La Vie Internationale (1910-14).

This option would become more viable with the acquisition of an optical scanner (discussed in Part III).
3. Encyclopedia 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. One review (see Annex 8) specifically suggested that the introductory material (and commentaries) could usefully be the subject of a separate publication.

This possibility has been discussed with SAUR who accepts its merit as a low-priced pointer to the Encyclopedia.

4. Research papers

In addition to the articles which have appeared in Transnational Associations, the UIA has many research papers produced as contributions to conferences and projects. Consideration is being given to grouping them for publication in separate volumes. This too could be facilitated by acquisition of an optical scanner (see Part III).

One alternative is to publish them externally, or in collaboration with another publisher.

5. Reprint of 1910 Yearbooks

It had been agreed with Saur that a microfiche edition of the UIA publications from 1910 to 1934 (10,000) could be produced. Final details were not been settled but this could have been a contribution to the celebration of the 80th Anniversary of the UIA.

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 special 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.

G. 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. This possibility has not been
actively explored for lack of resources. It should be noted that the use of compact disk data dissemination offers easier means of making this information available.

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

A provisional agreement was reached with Saur in 1988 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 has been under review. From November 1988, specific work was done experimentally on UIA data under an informal arrangement with a colleague at 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.

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 and despite a token UNESCO subvention in 1988. For the UIA, the difficulties in making appropriate contacts to move this project forward continue to be extremely frustrating. There are continuing signs of hope, but these continue to prove chimaeric. The CD-ROM environment may offer new possibilities.

3. 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 Metaphors Section of the 1991 edition of the Encyclopedia. Of special interest is the possibility of designing metaphors relevant to the development process (see Section M2). This was explored by the UIA within the framework of the Economic Aspects of Human Development project of the UN University and in research papers for subsequent meetings. 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. There remains the question of funding such initiatives or ensuring that they are self-financing.

H. 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 has increased, although in recent months the call for such access has been reduced. This may well be due to increasing sensitivity to the cost of this form of data access and an increasing recognition that it does not constitute a panacea. Indeed one school of thought suggests that CD/ROM might be a more practical, cost-effective alternative, at least in the case of UIA data. The threat of virus attacks has also reduced enthusiasm for excessively intimate linkages between distant computer systems.

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

Periodically Saur expresses interest in placing the UIA files on an on-line system as part of some larger package of Saur files. This is of debateable value to the UIA but the proposal has not yet taken concrete form.

I. COMPUTER CONFERENCING FACILITY

In this context, the possibility of the UIA actually hosting an electronic mail system for international organizations should not be ignored. 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.

While this possibility continues to remain attractive in principle, it is unclear from the limited successes of many such networks (and the general satisfaction with the convenience of faxes) whether there is great merit in moving in this direction. Initiatives will continue to be taken by others, but it remains questionable whether this technology will lead to the kinds of breakthrough to new levels of cooperation that its proponents have been claiming (for quite some time).

J. COLLABORATION WITH ICCA/MMIS

Possibilities of collaboration with the International Congress and Convention Association with regard to computer treatment of meeting data are discussed in the report on the Calendar.
K. STATISTICAL DEVELOPMENT

Possibilities of more sophisticated approaches to UIA statistics, notably on meetings, are discussed in the report on the Calendar.
REPORT OF INFORMATION / RESEARCH DEVELOPMENTS

PART V - CONTINUING STRATEGIC ISSUES

Revised for General Assembly, 29th November 1990

Contents

A. Appropriateness of information provided
B. Challenge of openness
C. Dependence and diversification
D. Enablement of international initiatives
E. Comprehension of information
F. UIA Development constraints
A. APPROPRIATENESS OF INFORMATION PROVIDED

1. Quantity issues

The UIA's commitment is to provide a qualitatively superior comprehensive coverage of the whole spectrum of international organizations. The core of the dilemma is that despite the increasing complexity of the international community, an important number of users are perceived as only needing minimal information on any one organization. In essence, people want to be able to assume that the international community is simpler than it is in reality. For this reason they are increasingly reluctant to invest in the UIA coverage of "complexity."

Over the past years the need for radical restructuring has been discussed with Saur. With the 1989 edition the crisis took highly visible form with the omission of keywords from Volume 1. This was repeated with a certain degree of stress on Saur's side for the 1990 edition. This issue has been repeatedly raised in past reports and has not been resolved with the current restructuring and the fancy footwork undertaken for the previous editions.

2. Structure

Restructuring tends undermine the UIA's efforts to maintain some degree of structure in its presentation of the spectrum of organizations and the topics with which they are concerned. As in many other arenas, the pressure is towards what amounts to a simplistic, if unambiguous, presentation of that information which will not assist users to obtain any sense of overview or perspective. In that sense, the UIA will be moving away from a long-standing commitment. And yet it is necessary to respond to the frustration of users with the increasing complexity of the data.

3. Progressive blurring of distinctions

Underlying the technical problems of presentation is increasing pressure on the part of many in the international community towards an absence, or ambiguity, of distinction between "international" NGOs and "other" NGOs. Contributing forces are:

(a) ECOSOC inclusion of national bodies in the consultative status arrangements as "NGOs".

(b) Specialized Agency failure to acknowledge the existence of NGOs other than those recognized through consultative status arrangements.

(c) Pragmatic attitude of substantive units within intergovernmental secretariats (irrespective of (b)) to deal with any body that serves their interests. These are often then called "NGOs".

(d) Efforts by certain international agencies with field programmes to bypass international, regional, and even national, intermediaries in order to deal directly with field-level bodies.

(e) Efforts by certain development/environment/relief oriented bodies to limit "NGO" to all bodies sharing such concerns, whether they are international or not. Other nongovernmental bodies then remain unrecognized as being irrelevant to the concerns of such true "NGOs" (The irrelevant bodies may include trade unions, professional bodies, trade associations,
scientific bodies, sporting associations, etc)

(f) Efforts by groupings of experts (scientific, professional and other such bodies) to distinguish themselves from "mass" organizations of unqualified membership

(g) Efforts to highlight the role of "citizens movements", involving grassroots membership, as being the only significant NGO bodies

(h) Efforts by academics concerned with "voluntary associations" to focus on community and national associations, generally excluding collective or professional membership.

There is little recognition of the ecology of organizations of all forms, and that part of it which may be usefully distinguished as acting internationally. The UIA remains one of the few contexts in which that perspective is stressed.

4. Current challenges to society

The international community, and notably the United Nations, continues to focus on the critical challenges of the times. At the same time, many authorities continue to deplore the ineffectiveness of international institutions, international programmes, and the conceptual structures and methodologies which reinforce their present form. In many arenas there is a recognition of the need for "new thinking" and new forms of organized action.

Through its Encyclopedia the UIA has endeavoured to position itself creatively in relation to these new approaches and the questions that are being asked -- in the light of the information that it receives from international bodies. This stance has been appreciated by some relevant critics (see Annex 8).

But as with many organizations, the UIA is faced with the dilemma of:

(a) servicing the needs of users who do not consider it appropriate to acknowledge the dramatic nature of many of the issues confronting society, or who believe that these can be dealt with using old methods that do not require any new thinking

(b) using its information resources to provide a framework through which more appropriate responses can be explored.

Clearly the first generates the principal income of the UIA, but increasingly emphasizes the "telephone directory" function. The second reflects more closely the challenges of the UIA mandate, but can only be tangentially associated with sources of income.

The challenge for the UIA is to position itself on an appropriate "cutting edge" whilst judiciously avoiding involvement in initiatives which divert personnel resources into activities which reinforce outdated approaches. This issue is evident in discussion about publications such as the Who's Who series and the French-language version of the Yearbook. It is also evident in responding to certain requests for statistical data which correspond to issues dating back to the 1960s -- and which do not constitute a creative response to the current situation. It is evident in some efforts to associate UIA with old patterns of response to development issues when it is newer
approaches that are attracting the attention of those at the "cutting edges". It is in this light that the nature of appropriate research on organizations should be explored. In responding to this dilemma the challenge is to service the old patterns (since it is the momentum of their adherents that is a major source of funding) in such a way as to open up opportunities for newer approaches.

B. CHALLENGE OF OPENNESS

1. Multi-factor dilemma

As noted in previous reports, the UIA continues to be 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 with out 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?

2. Elements of a positive philosophy

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 the evolution of UIA publications. There remains the ever-present risk of Saur's vulnerability to financial crises, takeovers, etc.

Such UIA 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, depending on how they develop, 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 personnel 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.

Production in the form of CD/ROMs is a significant step away from the traditional directory. There may be creative opportunities for the production by the UIA of similar products using eraseable disks.

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. Information overload and information underuse are becoming significant problems everywhere. 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. ENABLEMENT OF INTERNATIONAL INITIATIVES

The information activities of the UIA need to be continually assessed against its statutory objectives, especially in terms of the ways in which they enable the activities of international organizations and responses to the issues they face. A useful way of doing so is through a scale established by the Information Technology Association of Canada which distinguishes 5 levels of enablement:

(a) Level 1: Cost reduction. At this level the UIA has been successful in developing tools which reduce the cost of handling very large amounts of information. The information is, somewhat improbably, provided in updated form every year in 3 large volumes. To this extent organizations are enabled through access to recent information on the complete spectrum of bodies. Analogous initiatives have been undertaken with other kinds of information (meetings, world problems).

(b) Level 2: Quality-enhancement of existing information tools. At this level the UIA has been at considerable pains to improve the quality of the information provided using the facilities of the technology. In so doing it is hoped that organizations are able to benefit significantly from these improvements.

(c) Level 3: New products made possible by the information technology. At this level the UIA has endeavoured to introduce new features (notably cross-linking between collaborating organizations) which would not otherwise have been possible because of the complexity of the task. The CD-ROM initiative lies at this level. Organizations themselves are using computer conferencing to create a new level of contact and action. It is therefore significant that the UIA has been reluctant to take participate in this activity.

(d) Level 4: Strategic management enabled by information technology. The UIA Encyclopedia initiative might be considered, in part, as lying at this level. Here a prime concern is with presenting information on the issues faced by organizations, and how they are related, in order to enable them to adopt a more strategic approach to such problems. It is important to recognize that the only information tools available at this level tend to be very specialized and to avoid the degree of coverage of the Encyclopedia.

(e) Level 5: Enabling the emergence of new concepts and paradigms relevant to the international community. This is clearly the most ambitious level, as well as being that with the greatest potential for change. Many of the present difficulties may be attributed to the fact that organizations are locked into old paradigms governing their attitudes to organizational structures, perceptions of problems and solution design. Although the UIA contribution at this level can only be modest, the kinds of information collected for the Encyclopedia (especially what is now Volume 2: Human Potential) deliberately provide many pointers to possibilities at this level.

The above levels may be usefully compared with a table on information technology options and the corresponding UIA opportunities.

The key issue for the UIA is how it chooses to position its various information initiatives in relation to these various opportunities. It must of course be borne in mind that the "lower" or "more practical" levels are
those which are increasingly explored and occupied by commercially inspired interests, responding to shorter-term concerns. It could however be argued that the "higher" levels are those at which the key bottlenecks impeding appropriate change are currently being experienced.

A major strength of the UIA is the spread of its activities across these levels and the opportunity it has to further develop activities at the "higher" levels.

E. 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 Yearbooks 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.

F. 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 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?
REPORT OF INFORMATION / RESEARCH DEVELOPMENTS

PART VI - RESEARCH-RELATED ISSUES

Revised for General Assembly, 8th October 1992

Contents

A. Transformative conferencing
B. New approaches to organization and policy-making
C. Metaphors and catalytic imagery
D. Interdisciplinarity
E. Mapping and visualization
F. Statistics on meetings and organizations
G. Association activity
H. External database research requests
The principal research in the period 1989-90 was that connected with the preparation of the Encyclopedia, especially that on world problems and human development, although the data collection and processing constituted a form of empirical research in its own right. The commentary on the information collected, the methodology employed and the insights which emerge, also merit consideration as research (as reviews have indicated).

In the period 1991-92, the following themes have been explored:

A. TRANSFORMATIVE CONFERENCING

This is a long-term concern that represents one follow-up to the early UIA initiatives through the International Congresses on Congress Organization (terminated with the 7th in Kyoto in 1975). The UIA has argued in various arenas that new approaches to conference organization are desirable if international organizations are collectively to be able to generate more appropriate strategies. The weaknesses of key events, and their failure to make more than token advances in responding to the crises of the times, are therefore a continuing stimulus to research in this area. Recent UIA initiatives include:

(a) Open space: On the occasion of the 1990 UIA Associate Members meeting, a new form of conference organization was demonstrated by the originator, Harrison Owen. This "Open Space Technology" was rated very positively by participants.

(b) Transformative conferencing: To provide an overview of UIA papers on this topic a document was produced:

Transformative conferencing: concepts, notes and papers on problems and possibilities on the new frontier of high-risk gatherings concerning social development (grouping pre-1991 materials).

This was prepared partly as an input into preparations for the NGO Global Forum at the Earth Summit and with a view to possible publication.

(c) Participant messaging: This topic explored by the UIA since 1980 continues to be proposed to certain conference organizers, most recently as:

Participant Interaction Messaging; proposal for a low-cost on-site conference communication medium (submitted to organizers of the 1992 Earth Summit).

The proposal was taken up in a modified form under the name Da Zi Bao by a team led by Robert Pollard who developed special software that was tested/implemented on the occasion of the Roots of the Future Conference (Paris, December 1991), PrepCom IV (New York, April 1991), International Ecocities Conference (Adelaide, April 1991) and at the Global Forum (Rio de Janeiro, June 1992). In Rio it involved 100 volunteers and 15 computer terminals and disseminated over 3,000 messages translated into 4 languages. The UIA was instrumental in bringing together Robert Pollard with Jinnie Richards (Executive Director of the International Synergy Institute) who provided a legal context for the Da Zi Bao process in Rio. The process will continue during the planned follow up to the Global Forum (UK, 1993).

Nadia McLaren, the English-language editor of the Da Zi Bao process in New York and Rio (who was also introduced to Robert Pollard at the UIA), is in the process of completing a manual on the use of such techniques which will
be published by the UIA. She will also demonstrate the technique on the occasion of the annual UIA Associate Members meeting prior to the 1992 UIA General Assembly.

Active discussions on the use of messaging techniques are also underway for:

13th Conference of World Futures Studies Federation (Turku, 1993)
1st World Congress towards Spiritual Concord (Alma Ata, 1992)

(d) Inter-sectoral dialogue: As one strand in the involvement of nongovernmental organizations in the UNCED process, the International Facilitating Committee for the Independent Sector in the UNCED Process (chaired by Ashok Khosla of Development Alternatives, and Member of UIA) organized an Inter-Sectoral Dialogue in Rio just prior to the Global Forum. The UIA was involved in the design of this event and produced the background document (which included a study of the NGO declarations in preparation for the Earth Summit). As part of this process a call for "catalytic imagery" and for "conceptual insights" was initiated under contract by the UIA. The following documents were produced by the UIA during the design process:

- Establishment of an inter-sectoral framework for dialogue based on mutual constraint
- Higher orders of inter-sectoral "consensus"; clarification of formal possibilities
- Configuring globally and contending locally: shaping the global network of local bargains by decoding and mapping Earth Summit inter-sectoral issues (Served as principal background document to the Inter-sectoral Dialogue prior to the Global Forum in Rio de Janeiro)

B. NEW APPROACHES TO ORGANIZATION AND POLICY-MAKING

This is a long-term interest of the UIA which in the past has focused on such themes as networking and tensegrity organization. The challenge is to explore new ways of moving beyond the institutional and strategic gridlock experienced with respect to the crises of the times.

(a) United Nations restructuring: Th. Dimitrov (Member of UIA) organized a round table discussion on "Tomorrow's United Nations" through the European Cultural Foyer and the Diplomatic Club of Geneva to which the UIA made a contribution under the title:

Tomorrow's United Nations (scheduled for publication in a book of that name).

(b) Decision making: As a result of interaction with Yezkel Dror (Member of UIA), notably at the World Futures Studies Federation, a study was commissioned for the UN:

Guiding metaphors and configuring choices (Paper commissioned by the Development Administration division of the United Nations Department of Technical Cooperation for Development to be published in a collection of papers "Tools for Critical Choice by Top Decision Makers"

Yehzkel Dror is currently undertaking a two-year study on world governance for the Club of Rome on which inputs from UIA contacts was sought (see article in Transnational Associations, 1992, 1)
(c) **Organizational futures**: As a consequence of the UIA interest in the conferencing issue, it was represented on a panel on participative democracy (especially within international organizations) on the occasion of the 12th Conference of the World Futures Studies Federation (Barcelona, 1991) for which the following paper was produced:


Subsequently the UIA has been invited to assist in the design of an Open Forum strand in the 13th Conference (Turku, 1993).

(d) **Club of Rome**: The UIA was invited to be represented at the annual meeting of the Club of Rome in Uruguay (November 1991), on the initiative of John Fobes (Member of UIA). This also led to a visit to the Club's Paris HQ for discussions. The UIA reciprocated by making available a set of international organization address labels to held publicize the Club's new book: The First Global Revolution.

(e) **EEC/FAST**: The UIA was invited to contribute to a FAST (Commission of the European Communities) informal meeting on the relevance of turbulence to new approaches to organization and policy design (Brussels, May 1992). The convenor, Georges Thil, is the founder of the NGO PRELUDES. (NB: This theme will be taken up, with chaos theory in general, by the 1993 Conference of the World Futures Studies Federation). The UIA was a co-signatory of a note produced during this work:

Entre le local et le global: pour une appréciation des effets réseaux (Note de travail relative au concept planétaire)

(f) **Coping strategies**: As a result of a small seminar given at the Institute of Education of the University of Melbourne (August 1992), and discussions on the notion of "coping strategies", a paper has been produced entitled:

Future coping strategies beyond the constraints of proprietary metaphors

This useful raises questions about the strategic repertoires of international organizations. The UIA did extensive work on strategies of international organizations for the 1986 edition of the Encyclopedia.

C. **METAPHORS AND CATALYTIC IMAGERY**

This theme (explored since 1984) is concerned with the possibility of reframing the ways in which organizational configurations and problem complexes are understood -- to permit the comprehension and emergence of more viable (and more integrative) initiatives. Because metaphors facilitate communication, they are seen as key devices in the emerging information society.

(a) **Geopolitical identity**: The UIA was invited informally to clarify the potential of metaphors in relation to the notion of European identity -- a recent theme of great interest to the European Commission. This resulted in a note entitled:

The identity of Europe articulated by a dynamic system of metaphors
To stimulate discussion, this has also been adapted to other geopolitical regions including Canada, Middle East, Latin America, the Commonwealth and the United Nations.

(b) Governance: In an effort to clarify the need for coordinated work in this area, a proposal was prepared for a:

Research Network on catalytic imagery for governance in impossible situations

This material was largely reprinted in the UniS Institute Newsletter, as was 1990 UIA paper on the aesthetics of governance (Futures, May 1991).

(c) World problems: An extensive interview on the relevance of metaphors to world problems and human potential was published in the UniS Institute Newsletter.

(d) Competition: In relation to the Earth Summit a one-sheet call for "catalytic imagery", prepared by the UIA, was widely circulated in a number of periodicals.

(e) Culture: Earlier attempts by the UIA to recommend initiatives to the UNESCO World Decade for Cultural Development have been abandoned. But in response to a call papers offering insights into new approaches to "cultures: clash, symbiosis and fusion" by the Institute for Cultural Research, in 1992 the UIA submitted a paper on:

Comprehending an ecology of cultures as articulated by a dynamic system of metaphors

(f) Spiritual concord: In response to a similar call for reflections on the challenge of spiritual concord a paper was submitted on:

Towards an ecology of spiritual traditions as articulated by a dynamic system of metaphors (Paper for the World Congress towards Spiritual Concord, Alma-Ata, October 1992)

(g) Language and metaphor: The UIA has been invited to make a contribution to a special issue of the journal Futures which will feature a section on the relevance of language and metaphor in new approaches to the future.

(h) Workshop: It has been tentatively agreed with Johan Galtung (Member of UIA) to organize a small workshop on metaphors in collaboration with Solomon Marcus and Mircea Malitza at the University of Bucharest (December 1992).

D. INTERDISCIPLINARITY

This theme has been reflected as one section of the Encyclopedia since the 1976 edition. The problem of communication and cooperation between disciplines and sectors continues to undermine effective international action.

The UIA was invited to make one of the plenary presentations at the Conference on Science and Tradition: Transdisciplinary Perspectives on the way to the 21st Century (Paris, November 1991), organized with UNESCO by the Union des Ingénieurs et des Techniciens utilisant la Langue Française. The paper was entitled:
Metaphors as transdisciplinary vehicles of the future (to be published in the conference proceedings by Les Editions du Mail (Paris))

The UIA will probably present a further paper at the next conference in this series (Paris, December 1992).

E. MAPPING AND VISUALIZATION

This is a very long-term concern of the UIA (dating back to 1972) in relation to the development of new forms of access to organization and problem data. It remains current, especially with the possible developments of CD-ROM.

(a) Collection of papers: In an effort to stimulate one possible line of development, a collection of UIA documents on the question was produced:

Visualizing relationship networks: international, interdisciplinary, inter-sectoral (collection of pre-1991 materials)

(b) Graphics software: Earlier UIA proposals for mapping of relationships between issues and between participants during a conference were followed up in connection with efforts to raise the level of the debate at the Inter-Sectoral dialogue (Rio de Janeiro, June 1992). A sophisticated statistical package with extensive graphics facilities (SYSTAT) was purchased for the UIA to test. The initiative was abandoned because of other pressures surrounding the event.

(c) Computer software project: On the encouragement of Ashok Khosla (Member of UIA), international advisor to the MacArthur Foundation, a proposal for a "collaborative studies" grant was made to that foundation in 1992 (decision in December 1992) under the title:

Catalyzation of new patterns of collaboration using a pc-based structural outliner as an imaging scaffold

The proposal covered the preparation of a structural outliner package to facilitate interrelationship of concepts in support of the design of new organization initiatives. The conditions of the grant require the participation of several partners. Those specified were: Ashok Khosla (Development Alternatives), Ingetraut Dahlberg (International Society for Knowledge Organization), Rick Slaughter (Institute of Education, University of Melbourne).

F. STATISTICS ON MEETINGS AND ORGANIZATIONS

This long-term concern of the UIA, reflected on a regular basis in the statistical supplements to the Yearbooks and concerning the Calendar, resulted in three related initiatives:

(a) Rationalized presentation of data: Production of a compilation, providing a comprehensive rationalized overview of UIA statistical data:

Statistical overview of international organizations and meetings

(b) Statistical development: Contacts with bodies capable of assisting us in extracting more useful information from the data available and advising on new approaches to data collection, especially in response to the needs of Associate Members. The principal contact is the Statistical Office of the
European Communities (Luxembourg). This initiative is described in the report on the International Congress Calendar.

(c) Geographical representation of NGOs: This is a long-term theme of the UIA which is normally part of the routine statistical processing in connection with Volume 2 of the Yearbook. Following a special request by UNESCO (in response to a need for information for the Executive Board), a study was undertaken in July 1992 to determine the relative membership of NGOs in Africa, as well as their meeting organization there. The report produced was entitled:

Statistical survey of meetings and membership of international organizations by continent, with particular reference to Africa and to those nongovernmental organizations in consultative status with UNESCO

G. ASSOCIATION ACTIVITY

(a) Voluntary action research: On the occasion of the 1980 UIA Forum a parallel meeting was deliberately convened by the International Association for Voluntary Action Research (IVAR) although there was little effective contact between the two events. IVAR was an outgrowth of AVAS (the US based Association for Voluntary Action Research which was extremely productive under the leadership of David Horton Smith). UIA acted as the letterbox for IVAR which had no real activity subsequent to that time. Over recent years academics concerned with community organization at the national level and below, have met in a series of international meetings which may focus on cross-national comparisons. As sociologists, they are not interested in research on international NGOs, perceived as being of greater interest to political scientists (themselves primarily interested in intergovernmental organizations). The initiative is based on the Yale and John Hopkins Universities, both of which have research programmes on "not-for-profit" organizations. This gave rise in March 1992 to the creation of an International Research Society for Voluntary Associations, Nonprofit Organizations and Philanthropy at the Indiana meeting in the annual series. AVAS now operates under the name of ARNOVA (Association for Research on Nonprofit Organizations and Voluntary Action) with researchers and practitioners in more than 20 disciplines from more than 15 countries.

UIA is informed of the evolution of this initiative through regular mailings which include invitations to participate in the annual meetings in the USA. From the UIA side contact is maintained in relation to Transnational Associations and the publication of relevant articles from those initiatives.

(b) Urban-centred association activity: On the initiative of Christian de Laet (Member of UIA), and with a view to organizing a UIA Colloquium in Montreal in May 1992 in association with PRELUDES, the UIA was invited to the 3rd Summit of the World's Major Cities (Montreal, 1991). A proposed symposium programme was developed for the envisaged event. It did not take place because of complications relating to the multiple focus on the UNCED process (June 1992).

(c) International Studies Association: It is appropriate to note that the UIA has long ceased participation in the activities of this body which is the US-based professional body in its area of competence. Chad Alger (Member of UIA) has been a core member of ISA since its inception.

H. EXTERNAL DATABASE RESEARCH REQUESTS
The UIA continues to receive requests to make use of its databases. These take the following forms:

(a) **Meeting-related market research:** This well-established pattern of inquiry is processed by the Congress Department, especially in the case of Associate members. The work is done by the UIA and supplied to them, usually on paper. Occasionally information is supplied on disk.

(b) **Academic research:** Researchers endeavouring to explore the range of international organizations tend to contact UIA requesting copies of the Yearbook database to permit its investigation on university computers. This raises very embarrassing issues. Universities are notorious for being extremely free with copies of databases ("in the interests of the advancement of knowledge"), whatever written guarantees are supplied. At the same time the UIA clearly has a mandate to facilitate such research. Universities do not perceive any great need to recompense the UIA for the cost of the information. The tendency has been to suggest that UIA will run any research programmes. Copies have so far not been made available. The situation will change with CD-ROM.

(c) **CD-ROM:** Some inquiries have been received by intergovernmental organizations, notably translation departments, for Yearbook data on CD-ROM.
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PART VII  -  ANNEXES

Prepared for the General Assembly, 8th October 1992

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