

CHAPTER 1

OPENING ADDRESSES

Welcoming Address

Ratna S.J.B. Rana*

As Chairman of the Workshop on the Management of National Parks and Protected Areas in the Hindu Kush-Himalaya and of the ICIMOD Board of Governors, I feel very much privileged indeed to say a few words of welcome on this historic occasion. First and foremost, in this capacity may I extend my warmest welcome to your Majesties the King and Queen and express my most loyal gratitude to your Majesties for so singly gracing this occasion with Your Majesties' august presence which has been a source of inspiration to all of us. May I also extend my warmest welcome to Your Royal Highnesses whose presence here has been a source of encouragement. I also have great pleasure in welcoming all our distinguished guests and workshop participants, particularly those who have travelled here from a long distance.

As a new International Centre, concerned with the promotion of the welfare of the mountain communities throughout the Hindu Kush-Himalaya, we at ICIMOD have experienced great pleasure in collaborating with the King Mahendra Trust for Nature Conservation in organising this Workshop. For both our institutions this has been a testing experience in the promotion of professional and scientific collaboration across national frontiers. In this endeavour, our two organisations have much appreciated the ready and active co-operation of the Department of National Parks and Wildlife Conservation of His Majesty's Government of Nepal, the International Union for Conservation of Nature and Natural Resources, the UNESCO Man and the Biosphere Programme and the World Wildlife Fund.

The main theme of this Workshop may be summed up as the parks-people relationship. Unlike the usual concern with the scientific aspects of conservation and preservation of flora and fauna in other professional and scientific gatherings, this Workshop is primarily concerned with the benefits to the local people while managing the national parks and protected areas. And this Workshop includes not only the presentation of papers but also a two-day field trip to the Royal Chitwan National Park so that the discussions can lead to a more practical useful outcome.

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It is expected that the Workshop will not only become a forum for paper reading but also a forum for stimulating the imaginations and energies of both academics and practitioners who may be on the front line to launch new and concerted efforts towards better management of the national parks and protected areas of the region.

It may be noted that responses to this Workshop from the countries of the region have been extremely good, and we have here with us distinguished participants from Bhutan, China, India, Pakistan and, of course, Nepal. The international communities have also responded well, some of them joining us as co-sponsors, and we have representation in this workshop from several leading international agencies and societies engaged in environment and nature conservation (viz IUCN, IIED, UNU, WWF, UNESCO).

The fact that Your Majesty will soon be graciously inaugurating this Workshop has been a great source of inspiration and encouragement to all the participating organisations, most particularly The King Mahendra Trust for Nature Conservation and ICIMOD. Your Majesty's gracious presence here today gives ample evidence of the importance attached in the Kingdom to the subjects which will be discussed here over the next few days. For us this is also a source of reassurance that we are engaged in a worthy task.

As we are well aware, the Chairman of the King Mahendra Trust for Nature Conservation HRH Prince Gyanendra Bir Bikram Shah will be graciously delivering the Keynote address in a few moments and all of us here are eagerly looking forward to this address for inspiration, practical wisdom and guidance. As such, what I say here will be something like carrying coals to Newcastle. So I shall be brief and limit myself to the essential broad issues which I consider important.

As I see it, the whole spectrum of problems associated with national parks and protected areas are essentially problems of resource management and perceptions which cannot be isolated from the problems of overall development of the hill and mountain areas. This has come about because today we have become more conscious of our environment and ecology than ever before.

One of the key elements in this regard has been the population pressure in these areas. Rapid population growth in the hills and mountains has meant increased competition for limited resources. Its net result is that the hill and mountain people are not only among the world's poorest people but are getting poorer all the time.

As it is, the problems of resource management and use in these hills and mountains appear urgent enough, warranting immediate attention. When we consider the current rate of population growth, the problems appear even more acute, and the need for intervention is clearly quite urgent. Unless we do something now, there will be fewer options left for the future. With the increase in population, there will be less per person, less choice, less room for diversification and less room for manoeuvring. As such, we must be realistic about the choice that confronts us. The options may not be easy. But to relax our efforts, to lose momentum, to allow problems to grow worse would benefit neither us nor our future generations.

We must recognise that poverty and lack of technology and development are at the root of the problems in the hill and mountain areas. Thus, our approach should not be guided by a desire to discard modern technology but to utilise its enormous potential in responsible conservation-oriented ways. In doing so, we should understand that there is no such thing as a complete or absolute check against environmental damage. Therefore, if we are to make use of the resources of the environment, there is also a price to be paid. That is the trade-off which we should be careful of.

If our efforts to develop the hills and mountains are to succeed, we should realise that the full participation of the local people in their own development must be a guiding principle in all that we do in these areas. But it is here that we face the most difficult task.

As we are all aware, the majority of the hill and mountain people eke out a bare subsistence living. The fulfillment of their needs for food, fuel and shelter from the existing resource base has already strained the supporting capacity of the local environment.

Overgrazing has led to deterioration of the food base, lack of water or its misuse to desertification, terracing for additional cropland to soil erosion and landslides, and the need for fuelwood to deforestation and thus to erosion, siltation and flooding. Even though the hill and mountain people may not be able to express these things in our terminology, I think they perceive the changing situation around them. Under the circumstances, they have little option but to continue what they have been doing for generations and to move out to other areas if they cannot make a living despite their earnest efforts for adjustment.

What I am driving at is that at the individual or family level the main concern of the hill and mountain people is to meet their immediate basic needs. Naturally,

they will emphasise the short-term solutions to improve their everyday situation. Is it not true that in all walks of human life, short-term needs tend to win over long-term benefits? If they do not consider the long-term situation, this is precisely because they have no protective cushion between the short and the long term. This is a fact of life which we cannot ignore.

It is precisely for this reason that national parks and protected areas often create a situation of competition and conflict among the local people in resource-poor and densely populated areas. Furthermore, the resource-use concepts which names such as national parks and wildlife sanctuaries embody, are alien to the local cultures, and in their perception this may simply be the takeover by the government of the land and denial of the use of resources to which they were traditionally entitled.

Generally, management of the national parks and protected areas involves long-term considerations in the rational use of their resources. This may be, however, inconsistent with the immediate or short-run needs of the local people who have remained traditionally dependent upon the resource base of these areas. Consequently, for the short run, more direct attacks on problems of poverty and ecological damage in these areas will be needed. As such, it is very important to convince the local people as to what would be best for their short and long-term interests. Indeed the heart of the matter lies in the growing understanding by the local communities themselves of the nature of the problems they face and in their effective participation at the grass roots level in attacking these problems.

In this process, perhaps there is not anything which can substitute for self-reliance. People who are ill-fed and in ill-health, without shelter and without jobs, do not need paternalistic verbal concern. They need tools and trades, education and opportunities, and help to help themselves.

The concerned organisations which have come together here in Nepal have done so, I believe, because they share a common concern in finding a way out of this dilemma. We have to forge new forms of co-operation and seek new ways and means of exchanging the lessons of experience, if we are to tackle this situation.

During the workshop this week, we will no doubt be examining the whole complex issue of community participation in the management of national parks and protected areas. The task here, I think, will not be limited to restating the errors of the past but to weave the available knowledge and experience into the fabric of the future. The question here is not whether we should do something but how we can accomplish it.

As we shall witness in a short while, His Majesty the King will graciously light a lamp to signal that the Workshop is formally open. I hope this light will inspire all participants to produce concrete ideas that can be planted as new seedlings to take root, to add branches, to blossom forth, and to bear fruit in the years ahead.

Keynote Address

His Royal Highness Prince Gyanendra Bir Bikram Shah

Chairman

King Mahendra Trust for Nature Conservation



His Royal Highness, Prince Gyanendra Bir Bikram Shah delivers the keynote address.

It is indeed a great pleasure for me to deliver this keynote address to the International Workshop on the Management of National Parks and Protected Areas in the Hindu Kush-Himalaya, organised by the King Mahendra Trust for Nature Conservation and the International Centre for Integrated Mountain Development in collaboration with various agencies of His Majesty's Government as well as international organisations dedicated to the enhancement of man and his environment.

To begin with, Your Majesty, I feel it my humble duty to express on behalf of the sponsors, the participants and all those who have worked so tirelessly to make this Workshop possible, as well as on my own behalf our loyal gratitude, to you Sir, for your graciousness in inaugurating the Workshop and to Her Majesty the Queen for gracing the function this morning. We are all well aware of Your Majesties' interest in conservation and the guidance we receive periodically is a great source of encouragement and inspiration for us all who are engaged in this field.

Mr. Chairman, the subject that the Workshop has chosen for discussion, namely the consequences of national parks and protected areas on the social, economic and cultural life of the people, and the inter-relationship between the local people and the managers of such areas, the battle with issues of natural resources, its rapid depletion and its best use in the Hindu Kush-Himalaya, is indeed very important, challenging and topical. What are our parameters, our ethics and most importantly our actions regarding such issues? The Workshop has sought to address itself to a burning problem that has long eluded easy and effective solutions, often placing planners and conservationists in something of a dilemma.

Your Majesty, there are a number of theme papers that experts from participating countries and international organisations will be contributing to the Workshop in the course of their deliberations. Together, they cover a wide range of subjects. In addition, several supplementary papers relevant to the main theme with case studies for the Hindu Kush-Himalaya region will also be presented. Therefore there will be no dearth of material to strain the ears of the distinguished participants for the next few days, and I hope they excuse me for initiating the process this morning. However, I am sure their visit to the Royal Chitwan National Park for a field exercise will be a welcome diversion for them. There, forgiving and forgetting the heat, I am confident they will see for themselves an example of living conservation, not only from the point of view of Chitwan's magnificent flora and fauna, but also as a project acclaimed for the success it has been able to achieve in blending its activities with those of the people dwelling on its periphery.

Few people understood the significance of a national park when the first one was established at Yellowstone in a remote corner of the United States of America in 1872. Little did the world realise then that this was not to be an isolated event but the harbinger of a conservation movement of global dimensions. In the industrialised northern hemisphere, public demand for recreational areas with peace and tranquility paramount in their minds, resulted in the establishment and development of national parks. But it was the potential of such protected areas for resource generation, mainly in the form of tourism, and the passion for the exotic flora and fauna as well as the need for soil and water conservation that promoted the creation of national parks in developing countries. While East Africa provides a model of the former, examples of the latter can be found in many places from New Zealand to Nepal.

Despite the fact that the Hindu Kush-Himalaya region is the earth's largest mountain area, and is endowed with natural phenomena of exceptional variety, forest cover in the countries of the region averages less than thirty per cent of the land surface. Moreover, the areas devoted to national parks and sanctuaries represent less than a meagre five per cent of the 400 million hectares of protected areas throughout the world. As such, they are no more than a small oasis in a vast desert. Nevertheless,

the Hindu Kush-Himalaya region can boast an excellent system of national parks, yet many of them are, as described by the Third World Congress on National Parks in Bali in 1982, "mere islands in a human sea" whose future is at best uncertain when resources for food, fodder and fuel outside such sanctuaries become depleted.

Experience has shown that in the long term, the protection and proper management of national parks is not viable without making adequate provisions for the basic needs of the rural communities that reside on the fringes of such protected areas. Firewood is a basic need common to all the people of this region. In Nepal alone, some ninety per cent of the people depend on forests for fuelwood. Alternate sources of energy have been tried. But we are still far short of discovering mediums that are not only economical but also simple, practical, and readily acceptable to the rural people of the region. It is ironic that we have not bothered to give serious thought to known resources. If the Hindu Kush-Himalaya region can be proud of its large land mass, surely its long term success lies in harnessing the potential perennial source of energy in the form of measureless masses of snow. It is here that we are convinced, that our ability to tap the tremendous hydro-electric capacity that nature has endowed upon this region will ensure a sustained resource for generations to come.

The rivers of Nepal alone are estimated to have the theoretical potential to generate 83,000 megawatts of power. With your permission, Your Majesty, I recall here the offer you made for joint efforts in sharing Nepal's water resources with the countries of the region, and I quote, "Given genuine friendship and mutual co-operation, I declare in the name of my people and my government that Nepal is willing to co-operate in such a joint venture, a venture that will lead not only to 'Planning Prosperity Together' but also emphasise our independence through interdependence." It seems to me that it will be only appropriate for this Workshop to examine this offer in earnestness. The significance of such an endeavour to the countries of the Hindu Kush-Himalaya region, which not only is affected by the same ecosystem but also faces common ecological and economic problems, hardly needs to be explained to this gathering. To be realistic, let it be noted that any skeptic can critically analyse prospects such as these and break down the varied structures that go into the making of such ideas. However, what we need most today are not skeptics who destruct and destroy but architects and craftsman who can skillfully create avenues to further the resolution of the problems facing us.

No programme, however ambitious, however well-put or however promising, can succeed unless it identifies itself with and seeks the support and co-operation of those who are to be the real beneficiaries. We often talk of people's participation in conservation, and make use of conservation education and public relations to enlist people's co-operation. But such methods have their own limitations, for until and unless we address and commit ourselves to

transform the negatives into positives, resolving to bring into realisation the much needed hope that the region must secure, our efforts will at best be half-hearted.

Moreover, if on the one hand, we have to be able to face convincingly a tirade of lobbies against our struggle, on the other we must ensure that the people who are involved in conservation activities are able to reap the benefits directly. Guided by this rationale, though not strictly in the context of national parks, we in Nepal have taken measures in the management of forests by allocating lands to local individuals and institutions to manage and derive the fruits of their labour from woodlands they themselves nurture through a programme of Community Forest Development. The distinguished delegates will also be pleased to know that we are now developing a National Conservation Strategy. While being action-oriented, it will define and implement pragmatic policies and plans whereby the sustainability and use of natural resources will be fully integrated with every aspect of our country's social and economic development. I am sure that the participants from Nepal will deal with this subject in greater depth in the course of your discussions.

I need hardly remind this learned gathering that conservation essentially means an environment whereby wisdom is applied to knowledge with the desire that the combination of both these qualities is translated into real action that will benefit mankind. It calls for an approach which would regard man as the focal point of every conservation effort starting from the initial stage of planning. After all, what is conservation — if not for people? It must be viewed only as a means, the end being the improvement of the quality of our very existence.

You are all well aware of the establishment of the King Mahendra Trust for Nature Conservation. Blessed with the patronage of Our August Sovereign His Majesty King Birendra Bir Bikram Shah Dev, the Trust is an autonomous, non-governmental, non-profit organisation whose main objective is to demonstrate through various programmes that the relationship between nature conservation and basic human needs need not be antagonistic but is symbiotic. Not only does the Trust identify itself with the realities of the people, but it has chosen a path of hope, compassion, professionalism, integrity, wisdom and most importantly, action while dealing with their problems.

As Chairman of the Trust, may I state that it has been our pleasure to co-sponsor this International Workshop with ICIMOD in collaboration with several other agencies.

At this juncture, I find it appropriate to draw the attention of the distinguished participants, as also of others concerned with conservation in the region as well as in the world, to the frightening forecasts that scientists have made on the consequences of ecological degradation. The harrowing account of the happenings in Africa recently has tragically proven that the warning of ecologists may be dismissed only at one's own peril. Since Nature has no frontier and given the bonds of friendship that bind us together, it will be prudent on our part to have a common approach to prevent any catastrophe from taking place in the Hindu Kush-Himalaya region. We would be preserving a common and proud heritage that we all share.

While man has acquired sufficient knowledge about the causes and effects of environmental degradation, curses in the form of floods, landslides and other ravages are still commonplace in many of our countries. Solutions to these problems are not unknown to modern technology. What we really lack, it seems to me, is the comprehensive creativity as well as the will to translate this body of knowledge into realistic and practical solutions. How much longer must we view this region from a perspective of apathetic, unsympathetic negativism? It is time to make great strides to improve the quality of life of the human population. Just as the stagnant water of a reservoir can be put to productive use by turning it into a stream, so must we convert the already known remedial measures into productive implementation.

I sincerely hope that in your deliberations here this week, you will transcend the descriptive stage of categorising environmental decline and move towards more important steps to re-evaluate, re-educate and re-construct practical strategies for preserving the Hindu Kush-Himalaya region. May this Workshop create such an exceptional environment in which you set the region on a new path, a path to less adversity and greater hope for resolutions to our problematic situations through the tremendous resources possible in this magnificent endeavour.

In conclusion, with all the advancement that science and technology has made in modern times, if we, the present generation, fail in our responsibility to protect ourselves, and more importantly the ones yet to come, through effective conservation, we can well imagine how posterity will judge us. May all of us be guided by this spirit in our respective roles.

Inaugural Address of the International Workshop on Management of National Parks and Protected Areas in the Hindu Kush - Himalaya

Russel E. Train*

I have the honour to be here not just as a concerned and interested outsider, but also as an active participant in an exciting new initiative in the Hindu Kush-Himalaya region, the King Mahendra Trust for Nature Conservation, of which I am a Trustee and for which your Majesty has graciously consented to be Patron.

Two and a half years ago, leading park professionals from throughout the world gathered on the Indonesian island of Bali to discuss the state of the world's parks. This World Congress on National Parks is now considered a watershed event. Its congress on location was of great symbolic importance. The previous two gatherings, which are held every ten years, had taken place in the United States, where the modern concept of national parks had first emerged in 1872. Over the next 112 years some 2,600 protected areas covering over 400 million hectares have been established. The growth in the decade before the Bali Congress had been especially dramatic, most remarkably in the developing countries of the world. At Bali, park professionals from these countries stepped forward to define, or rather redefine, the role of protected areas in the socio-economic setting of the developing world. Park professionals from the Hindu Kush-Himalaya nations played a prominent role at the Bali congress. The workshop which we inaugurate today is a further demonstration of the leadership role this region is taking in the redefinition of Third World parks.

The task you have set for yourselves is truly challenging. Simply to establish protected areas representative of the remarkable diversity of the Hindu Kush-Himalaya would be no small undertaking. The Hindu Kush-Himalaya is the crossroads of five major biogeographic sub-regions. Protection of the wide diversity of natural areas in this region, that extends over 3000 km from Afghanistan to China and covers some one million sq km, is paramount. Alpine areas such as Mt. Everest, the earth's

highest point, in Sagarmatha National Park in Nepal, and Chitral Gol in northern Pakistan, sub-tropical forests of many of the protected areas in India, Bhutan, Burma, and China, and the isolated and cold arid regions of the Tibetan Plateau, all need to be taken into consideration by this workshop.

As conservationists, we seek the survival of Marco Polo sheep in the Pamirs, the red deer of Kashmir, the snow leopard of Dolpo, the rhinoceros of Kaziranga and Chitwan, the takin of Bhutan and Burma, both the resident and the migratory birds of all these areas, and the giant panda of China, the animal that World Wildlife Fund has chosen to symbolise the World's endangered wildlife. And equally important, we seek also the protection of the botanical riches of these mountain areas. If the natural diversity to be husbanded in national parks of the region seems unmatched, it can be argued that it may even be surpassed by the region's cultural diversity and extraordinary man-made heritage. The Hindu Kush-Himalaya is the cradle of philosophies, religions, and cultures which have fascinated and changed the world. This region reflects both traditional continuity and societies constantly in flux.

In their struggle to preserve this heritage of man and nature, park professionals of the region have been among the first to appreciate that this process simply cannot be separated from the human and economic environment of which it is a part. The deforestation of the Himalaya leads inexorably to the floods on the Gangetic Plain; the struggle for human survival in a marginal mountain setting cannot be ignored while we seek to halt the disappearance of the region's spectacular wild creatures. Limits on human use must be coupled with viable alternatives. Soil, water and forest management must be joined to traditional concerns for wildlife conservation. It is this important insight which this region contributed to the Bali Congress. This recognition also inspired the establishment of the International Centre for Integrated Mountain Development, our co-host for this workshop.

Without in any sense diminishing the remarkable progress in park creation over the previous decades, we

* President, World Wildlife Fund- US, and Member, Governing Board of Trustees, King Mahendra Trust for Nature Conservation,

must now exercise our greatest creativity if new forms are to be found which link conservation directly to the needs of man. We must not be naive in thinking that the development and conservation needs of the region can be easily reconciled. For example, hydro-electric and flood protection schemes threaten the very existence of Manas Wildlife Sanctuary in Bhutan and India. It is likely that Nepal's East-West highway will bisect the Royal Bardia Wildlife Reserve. Grazing is placing severe demands on the parks and reserves in Chitral District of Pakistan. These are the kinds of challenges that participants in this workshop must address.

To launch your deliberations, I wish to briefly mention two innovative approaches currently underway here in Nepal.

The first is a new concept for protected area management being proposed for the Annapurna region. Still very much in an exploratory phase, the goal is to make the rural communities of the area participants in and beneficiaries of the management of the area. Can sustainable use of resources by local peoples, recreational trekking by outsiders, and the national imperative to preserve this remarkable ecosystem be brought into harmonious balance? Finding a satisfactory answer to that question will not be a simple or a short-term task. Too much must not be tried too fast. But I am optimistic that effective solutions will evolve and will provide a model for protected area management elsewhere under similar circumstances.

The second innovation is the establishment of the King Mahendra Trust for Nature Conservation. The goal of this private, non-governmental organisation is to demonstrate through specific projects the relationship between nature conservation and basic human needs. The excitement generated by this initiative is reflected in the agreement by World Wildlife Fund to act as the Trust's partner in the United States and the creation of a supporting organisation in the United Kingdom. At the

meeting of the Board of Trustees on 5 May 1985, the Trust agreed as one of its first projects to explore how people and protected areas can be joined for the benefit of both, using the Annapurna Himal as an example.

The mountains of the Hindu Kush-Himalaya form a barrier between the two greatest concentrations of people on the earth. Here, if man is to find a balance with the earth's natural resources, it will not be enough to develop techniques for sustainable use. We must also consider the other side of the equation: the region's growing human population. This is an issue that the Bali congress did not fully address and it is one that conservation organisations simply cannot continue to ignore. Continued population growth threatens the natural systems of the earth, the quality of human life, and indeed, the very survival of the human species. It is time for all of us to face up to these realities.

Although the examples I have used reflect our location in Nepal, elsewhere in the region and the world, park professionals are undergoing a similar creative process. Non-governmental organisations are becoming a vital and growing conservation force. In some areas, concern with over-centralisation has resulted in proposals for regional authority or even private management of protected areas. I hope this workshop will explore all these new ways to address the human-centred approach to park establishment and management while at the same time preserving our existing legacy of national parks.

There are two contradictory expressions used in the United States and perhaps appropriate to our setting. The first admonishes one to "come down off the mountain top" in order to face reality, while the second observes that one who has "been to the mountain top" has found enlightenment. With the magnificent yet fragile mountain ecosystems of the Hindu Kush-Himalaya, with great human needs and extraordinary cultural and natural wealth, your challenge is to simultaneously join enlightenment with reality. It is a challenge that I am convinced we must and will be able to meet. I wish you well in your deliberations.

Vote of Thanks

Prabhakar S.J.B. Rana

Your Majesties,

I deem it a privilege and an honour to place before this distinguished gathering our most humble and grateful vote of thanks, on behalf of the sponsors, the Organising Committee and the Delegates, to you, Your Majesty, for so kindly consenting to inaugurate this International Workshop. We also submit our humble and loyal greetings to Her Majesty the Queen, for gracing the occasion by her serene presence here this morning. The very fact that His Majesty the King has graciously accepted our invitation to inaugurate this professional Workshop speaks volumes for our August Sovereign's deep commitment to conservation and its impact upon the land and the communities that dwell upon it.

It is also my bounden duty to submit before His Royal Highness, Prince Gyanendra Bir Bikram Shah, Chairman of the King Mahendra Trust for Nature Conservation, our deep appreciation for not only delivering the keynote speech but also for setting the course firmly for the Workshop's deliberations.

Your Royal Highness, Mr. Chairman, Right Honourable Prime Minister, Ladies and Gentlemen, it gives me immense pleasure to thank you with all humility and sincerity for your presence here at the Inaugural Session of this International Workshop, which could be successfully held due to the moral and material support extended so generously by the King Mahendra Trust for Nature Conservation, the

International Centre for Integrated Mountain Development, the Department of National Parks and Wildlife Conservation of His Majesty's Government of Nepal, the International Union for Conservation of Nature and Natural Resources, the UNESCO/MAB, and the World Wildlife Fund. This event has also received encouragement and practical advice and help from the various agencies of His Majesty's Government of Nepal, as well as from committed conservationists both from within and outside this Kingdom.

To you, distinguished Delegates, may I wish all success at your working sessions and field excursion in the next few days that you are here with us, under the protective shadow of the gigantic and ever-present Himalaya. While devising practical ways and solutions to find a marriage between conservation and the requirements of the communities that dwell side by side, it is my earnest submission that you bear in mind an inevitable truth: Man demands to be the centre of this universe and that accolade must be rendered to him. As such, it is not only his genuine wants which we must fulfill, but we must also see that his ego, as the self-proclaimed highest of the earthly creatures, is kept within reasonable bounds. After all, the art of leadership is either to inspire by example, or less dramatically to seek a consensus by debate and then to exercise a balanced judgement which brings reconciliation. Let me recommend the second course to you today.

Thank you.



The Workshop in session.