

for help in public administration, my colleagues and I were determined that our own organization should be a model of efficiency."

Keenleyside has, however, been humorously caustic about some of the operational problems he faced, explaining how, "in the early stages of an international organization with a widely diversified staff, the protection of personal positions and the defence of familiar practices and procedures is almost certain to take on an exaggerated importance."

He goes on: "This was the case in TAA.... Instead of walking across the hall, or settling minor problems by a quick word on the office telephone, the more frequent practice in the early experience of TAA was the preparation of memoranda, each of which would take the better part of a day to move each way. Such punctilious communications, moreover, made compromise difficult, and emphasized individual rights and positions instead of facilitating the quiet and sensible meeting of minds that is the basis of good operational practice...."

"The situation was further complicated by the avidity with which many members of the secretariat adopted the (largely American) system of committees and conferences. Few items of business seemed too small to justify the appointment of a committee or the calling of a meeting. On such occasions, moreover, because of national and other sensitivities, it was not safe to omit anyone with even a meagre claim to participation. It seemed to be equally important that unusually detailed minutes should be taken and that each participant's contribution should be recorded to his or her satisfaction.

"As a result, a wholly unreasonable amount of staff time was likely to be devoted to joint meditation and to the embalming of unimportant views. The proverbial definition of a committee as a group of men that keeps minutes but wastes hours was often applicable to the early days of the Secretariat of the United Nations, and of TAA."

Of the recipients of technical assistance, he has written the following in his volume of memoirs, *On the Bridge of Time*:

"In technical assistance matters we found the Yugoslavs consistently cooperative. They were among the most frequent applicants for aid and, within severe financial restrictions, were some of our most faithful supporters. They were also, during my time at least, among those who made the most sensible requests and the best use of what aid we were able to provide.

"I gradually came to the conclusion that, of all the countries we had to deal with in technical assistance, Israel and Yugoslavia were the two that were making the greatest efforts to help themselves and to use effectively everything we could offer.... While in Jerusalem I had a couple of talks with [David] Ben-Gurion. The prime minister, at 66, resembled an ancient prophet who had been washed and deodorized, and he talked like a keen, modern social democrat. He must have had a good deal of messianic fervour in him both to have survived and to have persisted as he did...."

"The prime minister himself invited me to visit Elath, the only town in the narrow strip on the Gulf of Aqaba belonging to Israel. The invitation gave me a chance to see the progress that had been made in the southern Negev.... En route south we were impressed by the way in which irrigation had turned