

lationalism, a society evermore aware of its worldwide responsibilities. There are the most advanced technological achievements, effectively and unceasingly conceived and utilized.

There the Atlantic Community must be prepared while Europe evolves towards unity.

Because of all these formidable assets, the world, and Europe in particular until it has reached its unity, rightly expect the United States to take decisive, bold and enlightened initiatives toward a new world.

SECURITY IS DEVELOPMENT

In this survey I have not touched upon the military aspect, firstly because I am utterly unqualified to speak on this matter, and secondly because I am naive enough to believe that if we succeed imaginatively and courageously in mapping out our objectives and in intelligently charting our way towards them, the world will be immensely more secure, and military problems will become less and less relevant.

For Americans and Europeans alike, let me quote a top-flight expert, Secretary McNamara, hoping that his words really have the high moral meaning I read in them:

"In a modernizing society, security means development. Security is not military hardware—though it may include it. Security is not military force—though it may involve it. Security is not traditional military activity—though it may encompass it. Security is development.

"Without development, there can be no security. A developing nation that does not in fact develop simply cannot remain secure. It cannot remain secure for the intractable reason that its own citizenry cannot shed its human nature. If security implies anything, it implies a minimal measure of order and stability. Without internal development of at least a minimal degree, order and stability are simply not possible. They are not possible, because human nature cannot be frustrated beyond intrinsic limits. It reacts—because it must."

I am afraid that what I have been saying will stir controversy more than arouse consensus.

If, however, some merit is to be seen in the concepts and the study program which I have outlined, practical questions will follow.

Let me suggest that three steps may be considered in this respect.

Firstly, that the program for the seventies be sponsored by the highest political authorities who should lend it their prestige and maximize the impact on international public opinion of this nonpartisan endeavor to penetrate into the future.

A PRAGMATIC APPROACH NEEDED

Secondly, that the program be entrusted in fact to a non-political non-controversial institution such as a foundation of high repute, whose task should be to prepare the terms of reference and then to mobilize and co-opt the most qualified institutions, research centers, academies and individual experts from all over the world. A pragmatic approach should be adopted to carry it out and use should be made of studies by other bodies; assignments should be given to ad hoc groups in the various fields, political, social, economic, technical, scientific, and so on; specific investigations, appraisals and model simulations should be made in areas and sectors of special interest; alternative assumptions and trends should be considered and their effects discussed; and finally the entire documentation should be reviewed for coordination and harmonization and with a view to making possible recommendations.

Thirdly, that a report be prepared on what is expected to be the shape of the world during the next ten years according to various alternative groups of assumptions, objectives and policies; and on which strategies could make it a better world to live in. The report should be made public, save for those recommendations which by their very nature would be submitted for consideration only to centers of power.

Business cannot progress if society and the world do not progress. Corporate planning is meaningless if North-South, East-West relationships go unplanned. Corporate long-range international programs require that the future world environment, conditions and consequently business climate be reasonably assured.

However, I am fully aware that it is unthinkable that a program of the nature and magnitude I have outlined should be conceived, formulated and enacted