

ing to a decision. This immediately calls to account the quality of information, for it is under constant danger of rapid obsolescence, possible inaccuracy or outright propaganda.

A second impediment to governance is caused by the increasing size and inertia of large bureaucracies that spread their tentacles around the centres of power and slow down or paralyze both decision making and implementation. Other crucial impediments consist of the lack of education for competent citizenship and inadequate intergenerational understanding.

Yet another difficulty arises from the importance of economy within the administration and its sectoral structures. If the different power centres do not learn to co-operate and instead insist on acting in ignorance or in opposition to one another, the resulting administrative sluggishness can provoke delays that can lead to inefficiency, wrong decisions and confrontation. So far, governance has operated by treating problems separately and in a vertical mode. Today the interaction between problems is such that no single issue can even be approached, to say nothing of resolved, outside of the framework of the problematique.

This in turn demands leaders of a new kind, capable of treating problems both horizontally and vertically. In the world that is emerging, decision making can no longer be the monopoly of governments and their departments, working in, yes, a vacuum. There is need to bring many partners into the process—business and industry, research institutions, scientists, NGOs and private organisations—so that the widest available experience and skill is available.

And, of course, an enlightened public support, aware of the new needs and of the possible consequences would be essential. A dynamic world needs an effective nervous system at the grass-roots level, not only to ensure the widest range of inputs, but to make possible the identification of all citizens with the common process of governance.

In the present, vacuous situation, lack of identification of people with the processes of society is expressed as indifference, skepticism or outright rejection of governments and political parties, seen as having little control over the problems of our times. These attitudes are indicated by a decreasing rate of participation in elections.

THE COMMON ENEMY OF HUMANITY IS MAN

In searching for a new enemy to unite us, we came up with the idea that pollution, the threat of global warming, water shortages, famine and the like would fit the bill. In their totality and in their interactions these phenomena do constitute a common threat which demands the solidarity of all peoples. But in designating them as the enemy, we fall into the trap about which we have already warned, namely mistaking symptoms for causes. All these dangers are caused by human intervention and it is only through changed attitudes and behaviour that they can be overcome. The real enemy, then, is humanity itself.