

1. "Most government staff analysts already appreciate the value of integrated future-oriented analysis, yet their focus is usually centred too much on current decisions to permit systematic exploration of the future..."

2. "The non-profit organisations which were created to aid the Department of Defense probably come closest to meeting the specifications for the suggested need. However, in practice their potential propensity to move in this direction is limited for several reasons their continuing obligations for the Department of Defense, derivatively their military orientation..."

3. "As for profit-making enterprises, only a few have the required multi-disciplinary breadth. Moreover, they find it difficult to overcome public doubt that analyses by a profit-making organisation are totally free from ulterior considerations."
(All three quotations from "Prospectus for an Institute of the Future", 2nd version, November 1966.)

4. "The problem is to redirect our energies and all technology, which is at our service, toward renewed human ends-ends which are not given as was survival among scarcity, but are now in need of being invented."
(H. Osbekhan in "Technology and Man's Future, Santa Monica, 1966.)

5. "Within the past two years, there have been created in the United States and elsewhere a number of research and planning projects intended to focus on the future. Most of these projects conceive such research and planning as the province of a relatively small group of experts, who are able to spend a great deal of time projecting trends and imagining alternatives. Few of them address the issue of involving large numbers of the citizenry in thinking about the future."

(A. Waskow: Involvement of the Public in serious thought about the Future...," Washington 1966.)

6. "Tasks for international organisations related to technological forecasting have been grouped under ten types. Only half of these have received any attention, and few organisations have become active in this area. Only three organisations (CECA, EURATOM and ICAO) were found to be capable of valuable in-house technological forecasting."
(E. Jantsch in "Technological Forecasting in Perspective, OECD, Paris 1966.)

b. Tasks for a new organisation

These judgments by some of the most knowledgeable people in the field point out the opportunities open for the "latecomers". These "beginners" could establish institutions, which would transcend the limits and constraints of earlier organisations.

Here lies an enormous opportunity for the Council of Europe. It seems to cut out for leadership in this field for a number of reasons:

1. As an international organisation, which is less concerned with day-to-day decisions than other international agencies, the Council of Europe could pay more attention to much needed anticipations of long range needs and the formulation of long range goals.

2. Being above narrow economic and national interests the Council will be highly trusted in its forecasting activities.

3. Whereas the overwhelming majority of forecasting activities at present concentrated in the fields of economics, technology and military strategy the Council of Europe with its broad spectrum of activities could and should direct its attention especially towards the neglected endeavours of social, legal and cultural forecasting. This activity might in the long run help to subordinate industrial and military planning to the more important "supreme social goals" of mankind.

4. The Council of Europe could provide an important countervailing force against the recognised danger, that the new insights about the future and the planning decisions based upon them might become the prerogative of small "technocratic elites". As an organisation with a strong parliamentary background it seems predestined to counteract the trend to ever stronger executive power based in large part on a monopoly on "foreknowledge".

5. Whereas most of our present development follows the lead of the emerging economic and technological possibilities the Council of Europe might be the ideal institution to instigate a never-ending investigation and debate about the ends and purposes of civilised life. Such a "modern Aeropagus", a "Council of Sages" looking at the whole rather than the details, at the horizon rather than at immediate events, has been proposed independently by some of the most eminent European thinkers like Ernst Bloch and Arnold Toynbee.

In such a way the growing knowledge about the future might be augmented by that "implicit knowledge" of a higher sometimes visionary degree called WISDOM.

III. The functions of a European look-out institution

a. Providing the larger picture

The choice of the kind of people, who should run a European Look-Out Institution, is of more than usual importance. Though every one of them should be well versed in a special field it will be even more required that he should be a "straddler" (riding several fields) or even better a "generalist".

In the United States proposals have been circulated to found an "Institute for the Future" starting with a staff of 65 persons (about 50 per cent of them researchers) and progressing to 160 (second year), 240 (third year), 320 (fourth year), 400 (fifth year). While this build-up sounds rather modest for American customs, where some industrial and military "Think Factories" dedicated to