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• Newsletter •

FORWARD STUDIES UNIT

Editorial

The debate on the future of Europe which the Cardiff European Council launched in June has been continued in Pörschach Austria, in October. Such discussions are very welcome, since the Union needs a clear vision of the future as it enters the next millennium. The introduction of the euro, the entry into force of the Amsterdam Treaty, and enlargement to the East all indicate the future course for the Union; but what happens next? How can lasting popular support for the Union be guaranteed? How is the Union's internal political organisation to be structured? What role is Europe to play in the 21st century?

Experience has shown us that the process of European integration runs smoothly only when it has clear objectives. Consensus and a community spirit, both of which are prerequisites for the successful construction of Europe, develop around convincing projects. Without objectives, stagnation and decay set in. For this reason, the decision of the Heads of State and Government to consider jointly the tasks ahead, beyond Agenda 2000, and the ways to accomplish them, was a timely one. In political terms, all the major tasks the Union took on for the decade following the historical upheaval in 1989/90 have now been accomplished, even if the practical details of certain projects (monetary union, institutional reform, further accessions) will keep those responsible at all levels occupied for sometime yet.

It is to be hoped that the Heads of State and Government will not confine their discussions to the proposals and arguments put forward by diplomats and bureaucrats, but will also pick up on the suggestions, ideas, expectations and wishes brought to the debate in recent years and months by members of the scientific community and by social and political pressure groups in society at large. For example, the call for a "constitutional pact", which was made at the Congress of Europe at The Hague (8 - 10 May), should be a key topic for the European Council discussions, as it deals with two essential conditions for lasting popular acceptance of the Union which cannot be met by further revisions of the Treaties: the transparency or clarity of decisions and the legitimacy of the Union, its institutions and actions.

The Commission will also have an input into these discussions on the future of the Union. One of the Forward Studies Unit's tasks is to do the groundwork for the building of consensus within the Commission on questions relating to the future. The growing interest in such future-related questions represents a welcome challenge for the Unit, arising, as it does, at a time when the Unit has embarked upon a phase of renewal.

Thomas JANSEN —■

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Our symposia

GOVERNANCE AND CIVILISATIONS Brussels, 14-17 May 1998

Might we, in the years ahead, witness a conflict between Islam and the Christian culture of the West? A section of European public opinion is close to believing so.

That is why Samuel Huntington's warning of a "clash of civilisations"¹ needs to be taken seriously. While it is not a prophecy, it does draw our attention to the growing political importance of religions and cultures. This reappearance of a religious aspect² to politics conflicts with our "modern" and "secular" view, in which religion is strictly relegated to the private sphere. Thus, a contradiction exists.

The Forward Studies Unit is responsible for managing informal relations between the Commission and those representing the religions and the humanist philosophies. It also has the task of considering what new problems could arise at the interface between religions and politics. The subject under consideration forms one possible interface with foreign policy. Others include the place of Islam, Orthodox Christianity and the humanist philosophies in Europe.

THE RELIGIOUS FACTOR

The Forward Studies Unit, working with a small group of researchers within the Foreign Affairs Ministries of a number of Member States and within universities, has been looking into these matters for some years now. In April 1996 it organised a seminar on the religious factor in European and World foreign policy in Florence. This year its circle of thinkers took on a more global dimension when it organised a second research seminar in Brussels, in cooperation with the *World Academy of Arts and Sciences*, on the subject of "Governance and Civilisations".

The debate proceeded from the following initial hypothesis: The West is currently undergoing a transition from modernity to transmodernity, while a significant part of the rest of the world has an agrarian and pre-modern world view.

- Modernity's most important feature is its distinction between religion and politics, which has become a strict separation. Modernity has, thereby, secularised the world. It accepts no public or political speeches on the transcendent basis for values and is, therefore, intolerant. It has also "disenchanted the world".³
- Premodernity, or the agrarian view, is the view of several billion people. It is an "enchanted" and sacred view, according to which all values have a sacred and eternal basis and are rooted in God himself. However, its hierarchy of priest above politician and men above women shocks our modern mentality. In the premodern view, religion dominates politics in an equally intolerant fashion.
- Transmodernity is a kind of synthesis of the two. While retaining the positive achievements of modernity, it attempts to correct its excesses. It upholds the distinction between religion and politics but dispenses with the separation. At the core of politics, account must now be taken of religion. This approach is tolerant and respects individual lifestyles, but it is not relativist. A Truth exists, but no one has the right to claim sole ownership of it; we can only progress towards it. Transmodernity also assumes that all people can return complex-free to their own cultural and religious roots. There is no longer a dominant culture, nor are there cultural inferiority or superiority complexes.

In a globalised world, these different paradigms apply across each of the great civilisations and religions. Our hypothesis, therefore, is that the most difficult conflicts to manage will be the conflicts between world

views within each of these religions and cultures. Such conflicts will be all the more difficult to manage since they are invisible. The paradigms are like a pair of glasses which we do not see. They constitute a frame of reference. The frame is normally neither conscious nor visible.

THREE TYPES OF CONFLICT

Thus, conflicts may occur which are all the more dangerous in that their protagonists do not understand what they are actually fighting for. In practice, the following three types of conflict surround us, but are little analysed.

- They feel disillusioned with development. *The pre-modernists vs. modernists conflict:* many in the Third World are beginning to feel discouraged. Their position is worse than it was thirty years ago. While they have become secular and materialist, they have not been enriched. They feel that they have sold their souls for nothing and might just as well return to the world view of their ancestors.

- *"The invisible conflict":* a conflict, within each culture, between premodernists and transmodernists. In Iran, for example, there is conflict between the opinion of the majority (mostly women) which considers itself to be Muslim but also tolerant and open to the positive aspects of progress, and a "clerical" minority which is fiercely premodern. Can we be sure, after all, that the modernity that we are in the process of abandoning is a stage that all cultures must go through? The political stakes are enormous. For if this conflict really exists but we do not apprehend it, we will tend to classify all non-modernists in the same category, thus closing the door to all peaceful progress.

- *The ridiculous New Age:* ridiculing and underestimating the extent of the transmodern tendency, as the media often do, is a subtle form of conflict between the dominant modern view in crisis and the new, emerging view. Another form of conflict is the sustainability approach (transmodern), which calls for a different view of society and the economy in opposition to the modern view.

We will highlight here a few reactions from participants which we found particularly stimulating in our political reflection.

- Professor Zianddin Sardar, adviser to several governments in Muslim Asia, explained the extent to which the international Muslim community has felt under attack from modernity and from the need to modernise as expressed by the West. He was very positive about the concept of transmodernity, which was a new category to him. He said that "no one wants to be modern any longer" within the international Muslim community. Thus, the Western project of modernising Islam is outdated, although it continues to be pursued actively: "The most powerful religion today is secularism". However, within Islam he observes a latent conflict between a pre-modern clerical minority and a generation (mostly women) which is evolving towards transmodernity without external assistance. If the West were to help this new group to pursue its reflections within its own cultural context, it would generate enormous hope for peace and progress.
- Professor Christos Yannaras expressed the extent to which Orthodox culture felt under attack from modernity, mainly in its guise of the "economic rationality of the market", which seemed to dominate all values and, thus, destroy the very soul of cultures. He also expressed his interest in a possible transmodern approach, where Orthodox Christianity would no longer feel threatened, but invited to take part in building a new civilisation.
- The French philosopher Patrick Viveret stressed that Western culture was in the process of abandoning a logic of industrial production and entering a society based on knowledge and creativity. Within our culture there was an implicit yearning for a spiritual dimension in the broad sense. Yet society was responding by turning towards greater activity, a greater productivity bias and keener competition, causing people's implicit frustration to grow. The transmodern approach was therefore latent. It still lay below the surface of the European collective consciousness. However, this could

give it enormous power for cultural reconstruction.

- Professor Susantha Goonatilake asked a transmodern question: “Will we Asians continue to act as clones of the USA and Europe or will we return to our roots and ourselves rediscover a meaning to life in a changing world?”

Everywhere, then, there is keener and keener interest in this concept of transmodernity. It appears to offer a political avenue which it would be both useful and valuable to explore. For the obvious advantage of the concept is that it permits an approach to the management of tomorrow’s world in which all cultures are equal.

The delegates from the Foreign Affairs Ministries of the Member States reacted positively. They encouraged the Unit to

continue with this difficult research, from which they did not necessarily expect immediate solutions. The same interest was felt by the Americans and the Asians, whereas some participants have said they were left “unsatisfied”. The unanimous wish was for the work to continue, despite the difficulty of the subject.


Marc LUYCKX —

¹ Samuel Huntington, “The Clash of Civilisations?” *Foreign Affairs*, Summer 1993. See also his book *The Clash of Civilisations and the Remaking of World Order*, Simon & Schuster, New York, 1996.

² We speak of a religious aspect because we implicitly distinguish, as suggested by Peter Weiderud, between one cultural function of religion (private relationship with God) and a cultural function conferring identity, which is a collective function. It is this second, identity function with which we shall principally be concerned here.

³ To use Max Weber’s famous expression.

MESSAGE FROM THE PRESIDENT

 I really regret not being able to welcome you all to this Seminar on “Civilisations and Governance”, organised jointly by the World Academy of Arts and Science and the Forward Studies Unit. I especially greet Harlan Cleveland, the President of the World Academy and all of the Academy members, some of whom have travelled a long way to be here with us.

I am also very glad to welcome several participants from the Foreign Ministries of the Member States of the Union and distinguished scholars interested in the matter. It is important that thinkers from all over the Union reflect together informally, in order to understand what is going on and investigate new ways of governing in a changing world.

The Forward Studies Unit has the task of trying to push the reflection ahead. This time the subject is a difficult one, but it corresponds to a basic intuition shared by many in Europe and world-wide: a clash of civilisations is not the scenario we would prefer for the future.

We believe, on the contrary, that it is possible for civilisations to meet and reflect together on the values and the visions which they can share in building a common future.

Indeed the very origin and the fundamental purpose of European integration is rooted in the belief that it is possible for different countries to convene as equals, in order to consolidate peace. France and Germany had for so long been enemies. Fifty years ago, their Governments accepted to sit around the same table with four other European Governments in order to solve together the problems they all shared. This was new because they were used defending their national interest *against* that of the others. A *common* approach to common issues was an innovation.

Perhaps the contribution of the European Union to this debate could be to show that it is indeed possible not only for nations but also for civilisations to sit together in order to face the common challenges of humanity in a changing world.

This presupposes that we dare to trust the others, and consider them as equals. This behaviour in return allows others to trust us. It is not easy. There are many obstacles. Yet it is possible. Our history bears witness to that fact.

I wish this Seminar a fruitful discussion and look forward to a continuation of this informal transatlantic and worldwide dialogue on the future of governance in the 21st century.

Jacques SANTER —

Our Studies

SCENARIOS EUROPE 2010

At the beginning of 1997, the Forward Studies Unit (FSU), initiated an inter-service project entitled *Scenarios Europe 2010*. The aim of this project is to shape five consistent and qualitatively different pictures of how Europe might look at the end of the first decade of the 21st century. The FSU intends to use such an open-ended and all-encompassing product in three ways:

- to stimulate the debate on the next steps in the European integration process;
- to serve as an input for the regular policy-making process of the various Commission services: scenarios provide a possibility to test the present policies and think of possible improvements of the Commission's sectoral policies;
- to identify the more strategic policy implications of the scenarios, i.e. the policy actions that the Union could take in the meantime in order to increase the chances of the positive aspects of future scenarios and/or reduce the chances of the more adverse scenarios materialising.

POLICY RELEVANCE

From the start, the work of elaborating the scenarios and of examining their policy implications has been carried out in close collaboration with the interested services in order to assure the operational relevance of the project. An inter-service steering group has been set up for this purpose. Although the project has mainly relied on in-house resources and expertise, it goes without saying that the team drew, as appropriate, on similar work carried out either in the Commission or by the various prospective studies institutes with which the FSU is in contact.

The first step of the project was to identify five broad domains on which sets of "partial" scenarios would be built. Policy relevance at the European level was a determining criterion for the choice of domains. Accordingly, we focused on those areas which seemed most relevant for our purposes, in full awareness that some important areas may not be explicit elements of the overall scenarios. The identified areas of examination are the following.

- *European integration process*, institutions and governance, notably the division of responsibility between European, national and sub-national levels, the reform of public action, the role of non-governmental associations and the degree of involvement of citizens at the various levels.
- *Socio-economic cohesion* across Europe, as well as socio-economic and political cohesion within individual Member States of the EU. This also encompassed factors like the values of the European citizen and how they may change over the coming fifteen years.
- *Adaptability and innovation capacity* of European economies and international competitiveness.
- *Enlargement of the EU* and consequences for the Union as a whole, for the new members and for those still on the waiting list.
- *External environment*: global and European neighbourhood.


There are of course numerous interactions between these five areas. However, our own experience, and that of other institutes engaged in similar exercises, confirms that the constituent domains of even a simplified scenario should be examined separately if the work is to be kept within manageable dimensions. Given the diverse nature of the domains, we set up five interservice working groups each of which, in the first stage, iden-

tified the main factors and actors affecting developments in the area under consideration. This provided the basis on which the groups tried to elaborate a range of possible future outcomes. The Unit maintained an overview of the activities of each working-group and helped to coordinate the cross fertilisation of ideas between them. The aim was for the individual partial scenarios to provide, in themselves, a useful input to policy-making in the area under consideration. Throughout this exercise, particular attention was given to the difference which enlargement will make to the possible range of scenarios.

The second phase of the project (from the beginning of 1998) was the construction of the overall scenarios which emerged from the combination of the partial scenarios. The FSU had, in earlier work, already established the utility of using computer-aided consistency-assessment techniques in scenario building. Besides this systematic work, the Unit organised several brainstormings to study the interactions between the five domains; when some partial scenarios involved major events or ruptures in the present trends, we tried to assess what impact these events would have across the board and how they would affect Europe as a whole. Once the global scenarios were shaped, we engaged in test presentations of the drafts within the Union and the candidate countries, as well as in front of various audiences (NGO networks, business circles, etc.). This round is now finished and we plan to write the global scenarios soon and publish them by the beginning of 1999.

The third and final stage of the project will then consist of an examination of the policy implications of the possible scenarios.

RESULTS - A SELECTION

 It is too early to present the final outcome of the project. Still, some salient aspects are worth mentioning as "first impressions".

- The values underlying the European socie-

ties changed a lot in recent years and the issue becomes whether public bodies, and companies to a lesser extent, will be able to adapt to these new values. The gap between the societies on the one hand and large public and private structures dating back from the industrial society on the other hand, is a shaping element of the future of the continent.

- In this respect, the ability of European/national/local bureaucracies to reform and adapt to new rules has become an essential issue across the board. Our research led us to consider many more possibilities than a simplistic crumbling vs. downsizing dilemma. Much will depend on whether the elites realise the need for a far-reaching societal reform (including the necessity to shape more participative decision-making processes). Thus the scenarios confirm that political will is a crucial factor for Europe's future.
- New information technologies (NITs) will increase dramatically the volume of information exchanged in our societies. However, the social role and usefulness of these technologies will vary greatly depending on the futures we envisage. NITs may simply superimpose on ageing social and bureaucratic structures and generate nothing but ever-growing confusion. As they allow very local actors to access a very large amount of knowledge, they may also switch the balance of economic activity and political commitment towards small-scale, more informal action. In more voluntarist scenarios, NITs may also facilitate the reform of European governance systems, and they may help to involve new actors in the public debate (NGOs, the young, small entrepreneurs, etc.).
- Almost all scenarios point at the risk of increasing social and regional inequalities in Europe. On top of the purely economic aspects, disparities between regions will manifest increasingly in the field of governance: cost and quality of public service, level of welfare provisions, responsiveness of the bureaucracies to the needs of the inhabitants... Depending on the scenario,

rising inequalities will have radically different impacts on Europe's future: they may generate increasing fragmentation and, eventually, jeopardise the economic health of the whole continent - but they may also energise the economy and/or lead to a political remobilisation of the European population.

- Another key challenge for the (then enlarged) Union will be whether it manages to shape a shared vision of what Europeans want to achieve during the first years of the 21st century. The Union's ability to cope simultaneously with the enlargement process and its ambition to restore efficient and modern welfare systems pertains to this challenge. Also, if a shared vision does emerge in Europe, the success of its implementation will depend on how other developed societies evolve: for instance, if Europe embarked on a far-reaching reform of its economic system to give more importance to "green" and human capital, the outcome would be more significant if North American and Asian societies were on the same wavelength.
- In all the scenarios Europe will be confronted, albeit in very different ways, with

major soft security threats: environmental nuisances, international crime, illegal trafficking of migrants, originating both at its borders and far beyond. Along with the enlargement process, another key element for the continent's stability is the extent to which the enlarging Union will be able to promote and establish viable partnerships with the countries in its immediate neighbourhood.

Of course, these first impressions are very sketchy, and most of the remaining work will aim at reaching more structured, less partial conclusions. In a way, it is against the nature of the whole exercise to look for conclusions pointing in only one direction, at least at such an early stage: we hope the publication of the scenarios (in the spring of 1999) will be only a starting point for extensive discussions within the Commission and outside, not only with other think-tanks or research centres, but also with NGOs, business representatives and everybody willing to contribute to the debate.

Gilles BERTRAND — ■

METHODOLOGY

The very process of thinking about the future and exploring the implications of alternative futures (which might be logically constructed in various ways) can have a profound impact on policy formation. In this sense the future can be influenced and this possibility lies at the root of prospective studies.

This prospect of shaping the future is fundamental to human behaviour. The earliest hunter-gatherer improved his survival by continually posing "what if" (there is a sabre-toothed tiger behind the next rock). The modern entrepreneur survives by anticipating possible changes in customer preferences or economic climates. The neglect of prospective (or foresight) studies by public bodies in the West during the 70's and 80's could have contribu-

ted to the lack of anticipation of many significant events during this period. More recently there has been a welcome return to public support for such studies and "think tanks" once again provide useful inputs to the policy formation process.

One of the earliest recorded foresight centres was of course the Delphi Oracle in ancient Greece¹. In essence the Delphi Oracle represented an expert consultation (interestingly the advice was usually ambiguous). In recognition of this early oracle the most common modern expert consensus method for prospective studies is called the Delphi Method.

The modern Delphi Method consists of a systematic interrogation of a group of anonymous experts through the use of questionnaires. The process is

repeated through several cycles in order to promote convergence and identify consensus. This method has been used over many years by the Japanese in their technology foresight programme².

SHAPING FACTORS, SHAPING ACTORS

The FSU's Shaping Factors-Shaping Actors Method is a different form of expert consultation. In contrast with the Delphi Method it uses smaller groups of nominated experts and does not involve questionnaires. It is a less formal and more adaptive approach to expert consultation.

The method was first used in the FSU study of Europe post 1992³. The introduction to this comprehensive study gave the main elements of the method. However, there is no formal definition of the term "Shaping Factors", rather a broad description. They are the issues which are considered to be important in shaping future outcomes and as such can be global, national or regional in nature. They could even be sentiments, as in the case of the perceived importance of Asian values by some influential commentators.

"[...] they are the long-run structural factors, be they socio-economic, socio-political or cultural, that are, *de facto*, influencing our European future". These could include "[...] sudden external shocks or brutal ruptures in previous trends"⁴. In fact, the aim is to produce a rather comprehensive listing of shaping factors as the first stage of the process.

"Shaping Actors" are those players which are able to influence the Shaping Factors in an interactive fashion. The inclusion of Shaping Actors in any prospective study makes the study less deterministic than a study which considers only the major Shaping Factors. Thus the inclusion of shaping actors in the study is crucially important. Actors can be individual decision-makers (political, economic, cultural) or groups of individuals.

"[...]they themselves can become *environment makers* as opposed to *environment takers*. Therefore, the rhythm of change - and the process of change itself - are open to influence by the leading actors"⁵.

In this second stage it is clearly important to identify the main (strongest) actor-factor linkages. Thus the FSU's Shaping Factors-Shaping Actors prospective studies method is a form of Delphi but it is much less formal than the full Delphi Method.

In this lies both its strength and weakness as a method. In engineering parlance it is to a certain extent "quick and dirty" i.e. it can produce results rather quickly but these results may lack the apparent precision of more formal methods. For policy makers this is clearly a strength. There is little point in producing studies months, if not years, after the policy requirement became apparent. Furthermore, the formal Delphi Method encourages convergence which may hide divergent views. The Shaping Factors-Shaping Actors Method should include such views. Its weakness lies mainly in the fact that each study draws on a restricted number of experts. It is to an extent a partial view. Thus the selection of experts is crucial to the success of the method.

THREE STAGES

The "Shaping Factors-Shaping Actors" method sets out to envisage different futures for the system under study. These scenarios must be as qualitatively distinct as possible and cover a broad range of possibilities, with no regard for their moral or emotional value for group members. In the case of *Europe 2010*, each group was asked to come up with five scenarios.

The method is based on working groups, meeting for *brainstorming* sessions. To make the final result as rich as possible, participants must be thoroughly familiar with the system under study and their points of view must be complementary. As far as Commission staff are concerned, this means taking individuals in a personal capacity, representing a great diversity of backgrounds, nationalities and departments, with a sound balance between women and men.

The group proceeded in three stages:

- Identification of shaping factors and shaping actors. As described above, shaping factors means those contextual elements such as economic growth, the state of public opinion and so on. Actors are the individuals, groups and organisations that can produce strategies and pursue interests (more or less consciously). The general outcome is a list of between ten and twenty factors or actors.
- Mini-scenarios are devised for each factor or actor, representing the different possible developments within a given time-frame. These mini-scenarios are summed up in a line or two and

provide the full range of possibilities to be envisaged.

- Each final scenario is obtained by combining one scenario for each factor or actor, to give a complete set that provides a coherent overall picture of what the future holds. The group coordinators then write the script, as it were, in story form.

The first stage is when the group engages in an in-depth reflection on the system itself and on the identification of the factors that truly shape it. Participants thus have the opportunity to release themselves from their own personal or sectional mindsets and take the broad view.

The second stage makes greater calls on the group's creativeness and imagination. Participants move away from their own certainties and see what is going on in other actors' minds.

In the final stage, the group concentrates on the way the different factors and actors shape each other. The construction of the final scenarios is an opportunity to improve the awareness of power relationships.

Michael D. ROGERS —■

- ¹ Herodotus "The Histories", Penguin 1972
- ² See for example "Mini - Delphi Results", Japanese National Institute for Science and Technology Policy, Int. Conf. Tech. Forecasting, Tokyo 13,14.6.95
- ³ A. Jacquemin and D. Wright "The European Challenges Post-1992" Edward Elgar Publishing 1993
- ⁴ A. Jacquemin and D. Wright idem p. xi
- ⁵ A. Jacquemin and D. Wright idem p. xii

THE CAPITAL MARKETS AND COMPETITIVENESS

The Competitiveness Advisory Group (CAG) has produced a new report which was put before the European Commission and the Heads of State and Government at the Cardiff European Council in June 1998.

The subject of the new report is "The capital markets and competitiveness".

Set up by President Santer in January 1995, the group consists of people from a range of backgrounds (industrialists, trade unionists and politicians). Two members of the Forward Studies Unit belong to this group, Alexis Jacquemin as representative of the European Commission and Lucio Pench as secretary of the group. The group has chosen to work on the theme of capital markets and competitiveness and has come to the conclusion that a market where capital can move without any unnecessary hindrances and where competition is keen, is essential to European competitiveness.

As Jean-Claude Paye, the Chairman of the CAG and a former Secretary-General of the OECD, wrote in his introductory letter, it is in a market of that type that the consumer is able to borrow money on the best terms. For the businessman, it is the assurance that suitable financing will be available at the best possible rate of interest for investment plans and the creation of jobs. For the saver, it is the guarantee that savings will yield a maximum return.

Two requirements underly the recommendations put forward in the report.

First, a whole range of obstacles need to be cleared away, such as differences in the tax on savings, the disparities between standards of accounting, reporting and disclosure, the diversity of national rules covering investment funds and mortgages, and so on.

Secondly, a system for regulating the capital markets needs to be put into effect, whether this involves the supervision of banks, prudential supervision of the financial system, the implementation of competition policy or vigorous measures to combat insider trading.

The report takes a special look at the situation of small firms and criticises over-dependency on local banking systems, which in many cases serves only to generate income for banks while putting businesses at a competitive disadvantage. Genuine integration of the money markets, coupled with the introduction of the euro, will therefore be of special benefit to smaller businesses.

Lastly, with an integrated capital market and an open, effective regulatory system, Europe's citizens should be able to get better terms when they need to borrow money, and should enjoy higher standards of living. (This report will soon be available on the Europa site of the European Commission).

Alexis JACQUEMIN / Lucio PENCH — ■

NEW TITLES in the Forward Studies Series

Shaping Actors, Shaping Factors in Russia, 1998, 141 pp. (ISBN 92-828-2664-3, Kogan Page (ISBN 0-7494-2714-0). Foreword by Jérôme Vignon.

Paul Gerd Löser, who was a consultant with the Forward Studies Unit from 1990 to 1996, presents a summary of a study carried out for the Unit by Russian researchers and a series of supplementary lectures and interviews with specialists from East and West. Of special interest because of its coverage of the socioeconomic, political and psychological structures underlying the transformation process under way in Russia.

Towards a more coherent Global Economic Order, 1998, 105 pp., Office for

Official Publications of the European Communities (ISBN 92-828-2662-7), Kogan Page (ISBN 0-7494-2712-4). Foreword by Jacques Santer

Why and how should we adapt the multilateral institutional framework to the new international order? Lucio PENCH, an economist with the Forward Studies Unit, analyses the key changes in international economic relations and summarises a study carried out jointly with several different Commission departments. Suggestions for changes range from minor adjustments to current practices to the creation of entirely new structures.

The Mediterranean Society. A Challenge for Islam, Judaism and Christianity, 1998 (1995), 87 pp., Office for Official Publications of the European Communities (ISBN 92-828-2638-4), Kogan Page (ISBN 0-7494-2709-4). Foreword by Jacques Santer.

While some analysts are predicting war between civilisations and religions, the Commission is interested in the dialogue between representatives of the world's great religious and humanist traditions on the subject of human values and reconciliation. This is an account of the discussions at the meeting between the monotheistic religions of the Mediterranean basin organised in Toledo from 4 to 7 November 1995.

The Forward Studies Series is published jointly by the Office for Official Publications of the European Communities (OPOCE) and Kogan Page, for the English versions and by the Office for Official Publications of the European Communities (OPOCE) and Éditions Apogée for the French versions. Available from bookshops.

M i s c e l l a n e o u s

A NEW MANAGEMENT FOR THE FORWARD STUDIES UNIT

Jérôme Vignon has led, inspired and guided the Unit for many years. He has

now decided to take up a new challenge in France as Strategy Director at DATAR (Délégation à l'Aménagement du Territoire et à l'Action Régionale). We would like to thank him for the work he has done for the Commission and for the lasting impact he has had on the development of our Unit. At

the same time we wish his successor, Jean-Claude Thébault, every success and the very best of luck.

JEAN-CLAUDE THÉBAULT THE NEW DIRECTOR OF THE FORWARD STUDIES UNIT



At 48, he is a lawyer by training and a Commission official with 15 years' experience. He has worked in a number of administrative and management posts in the financial control service of the Commission and in

its budget department. In 1988, he was involved in the creation of the Commission's anti-fraud unit. From 1995 until July 1998, he was Deputy Head of the Cabinet of Mr. Yves-Thibault de Silguy, the Commissioner responsible for economic, financial and monetary affairs. In this way, he has contributed to bringing about the EURO. He took up his post as Director of the Forward Studies Unit in July 1998.

MESSAGE FROM JÉRÔME VIGNON: A MATTER OF CIVILISATION

Contrary to the way it is commonly perceived by outsiders, the Commission is an important place of reflection, discussion and thought; a veritable mine of accumulated knowledge which is constantly being renewed. This stems from its' function as an exchange centre and as a host, and also from its intercultural nature. With the advent of the information society and the intranet, the potential that this knowledge represents is being transformed into a network of creativity, adaptability and flexibility. Yet we must also become a "learning organisation" which learns from its mistakes, as well, as from its successes. There is clearly a link between

the way in which we govern ourselves and the way in which we can facilitate the governance of Europe. The same issues are involved: sharing good practice, networking, partnership and evaluation.

The same forces which have made Europe what it is today - the industrial economy, social protection for all, the opening up of intra-Community markets - have also profoundly changed the various European societies and their values. New social forces such as action groups and NGOs are at work. They are the active element in our societies and are proclaiming powerful collective values such as sustainable development, equal opportunities and social inclusion. These active elements attach increasing importance to the reproduction - not just production - of our societies, and to our descendants and the generations to come.

In their own way, these active elements are seeking to ensure the stability of the social fabric, to create the conditions for civil security in the strongest sense of the term, based on civility. They are, thus, forcing Europe to explore new areas of cooperation and action. It would be utterly wrong, however, to believe that we must forget about the economy, the internal market and the euro. No, these are still what our job basically consists of, and they are the major test of Europe's credibility in the world. We should not abandon economics and the effective running of markets, but we should place more emphasis than we currently do on ensuring that the economy and the smooth functioning of the market are geared to more varied aims and criteria than mere individual satisfaction.

It is into the organisation of the market and its' rules that we are asked to incorporate environmental protection, the fight for equal opportunities, the fight against social exclusion, and, universal access to knowledge and, hence, freedom. What is at issue is not the principle of economic efficiency per se, but rather the variety of criteria by which we measure it.

This is basically what it means to take our inspiration from a European model of society. It means modernising and rebuilding an economic organisation, the very operation of which fulfils criteria satisfying not only the desire for individual prosperity but also broader requirements of interdependence and social cohesion.

This is why the contribution of intellectuals, social scientists, and particularly philosophers, religious experts and humanists, is vital today.

Their reactions and questions are a barometer of our distance from or proximity to these deep-rooted expectations, which our citizens hold dear and which are reflected in the work of public action groups.

Listening to them does not provide us with solutions, but it does show us the true extent of our task. Our task is to civilise, to create the conditions to reconcile two opposing trends: on the one hand, very strong collective values, and, on the other, individual behaviour that is less and less inclined to accept responsibility.

Jérôme VIGNON — ■

ARRIVALS

Francesco Milner, a trained lawyer, recently joined the team of Advisers to the Forward Studies Unit, after having spent more than 15 years in the General

Secretariat, as Head of the Unit "Europe and the citizen: co-ordination of the fight against drugs and emergency disaster relief for Member States". He is in charge of legal and institutional questions, sociology of law, civil dialogue and citizenship.

Bénédicte Caremier is temporarily replacing Agnès Hubert who has undertaken a fellowship at TUFTS University (Massachusetts). A qualified political scientist, she is in charge of the follow-up of "gender policy", "new information and communication media and democracy" as well as the management of the Unit's publications.

DEPARTURES

Marjorie Jouen has left the Forward Studies Unit to take over the direction of the unit "Mission Europe" at DATAR. After having spent five years at the Forward Studies Unit where she was project co-ordinator for social questions and specifically for the LDEI (Local Development and Employment Initiatives), she has left to the Forward Studies Unit a lot of important studies¹.

¹ Local Development and Employment Initiatives and Investigation in the European Union, OPOCE, 1995, (ISBN 92-827-4208-3)
The Era of Tailor-Made Jobs, 1998, OPOCE, (ISBN 92-828-2099-8)

Director of publication: Jean-Claude THEBAULT

Chief editor: Thomas JANSEN

Editorial committee: Ann GROSSI
Sylvie BARES, Doria DI PIETRO

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200, rue de La Loi • B-1049 Brussels
Fax : 00 32 2 - 295 23 05